



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

FY 2023-2027 Strategic Plan

June 1, 2022

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 to 2027

BY

TEXAS DEPARTMENT OF MOTOR VEHICLES

Board Member	Dates of Term	Hometown
Charles Bacarisse, Chair	Ends February 1, 2025	Houston
Tammy McRae, Vice-Chair	Ends February 1, 2025	Conroe
Christian Alvarado	Ends February 1, 2025	Austin
Stacey Gillman	Ends February 1, 2025	Houston
Brett Graham	Ends February 1, 2023	Denison
Sharla Omumu	Ends February 1, 2027	Cypress
John M. Prewitt	Ends February 1, 2023	Cypress
Manny Ramirez	Ends February 1, 2023	Fort Worth
Paul R. Scott	Ends February 1, 2023	Lubbock

JUNE 1, 2022

SIGNED: _____

Charles Bacarisse

APPROVED: _____

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TEXAS DEPARTMENT OF MOTOR VEHICLES MISSION STATEMENT

To serve, protect and advance the citizens and industries in the state with quality motor vehicle-related services.

GOALS AND ACTION PLAN

AGENCY OPERATIONAL GOAL AND ACTION PLAN

1. Optimize Services and Systems

Build a core infrastructure that promotes sound business processes and optimizes services.

1.1. Improve TxDMV Processes and Systems

Improve processes and systems for the delivery of vehicle registration, titling, license plate, vehicle industry licensing, and motor carrier services by enhancing technology.

1.1.1. Provide Title, Registration, and Specialty License Plate Services

Administer statutes governing the issuance of vehicle titles, registration, and related services, including supporting the 254-county tax-assessor collectors and their agents that provide title, registration, and license plates services to the public; and collect fees associated with these functions.

1.1.2. Motor Vehicle Industry Licensing

Facilitate the licensing of motor vehicle dealers, manufacturers, distributors, converters, independent (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, and a variety of other entities engaged in the motor vehicle sales and distribution industry.

1.1.3. Motor Carrier Services

Provide permits to transport oversize/overweight cargos; grant operating authority for motor carriers and household goods carriers; provide fleet registration; and manage apportioned registration through the International Registration Plan for the state.

1.1.4. Technology Enhancement and Automation

Build a core infrastructure and upgrade existing systems through technology enhancements and automation upgrades to improve operational efficiencies and online services offered by the department and for the public who the department serves.

1.1.5. Customer Contact Center

Provide customers and stakeholders with a single point-of-contact gateway for department assistance through the Customer Contact Center.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

Goal: Optimize Services and Systems

As the department plans for the next biennium and beyond, one of our top priorities will be assessing technological systems and platforms that support the integrity, capability, performance, and security of department applications. These underlying systems are integral to the day-to-day operations of the department and providing quality customer service to the public and other stakeholders. In addition, as the department looks toward the future, we will be planning for secure and modern facilities to house technology systems and provide employees with an environment to maximize service delivery to the motoring public.

- Replacement of the Registration and Title System (RTS) - The technology ecosystem in place at the Texas Department of Motor Vehicles (TxDMV) facilitates the delivery of the department's business services to its customers and key stakeholders. The core business technology system, the Registration and Title System (RTS) was originally designed and built by the Texas Department of Transportation in the mid 1990's to process vehicle registration and title transactions and has undergone continuous rebuilding, improvements, and process changes over time. While the system is currently stabilized for continued near-term use, advancements in technology and application developments are rendering this system obsolete. In the years since RTS was placed in service the cost of maintaining the system has increased while the capabilities to adapt and change to better serve the motoring public has decreased. For these reasons, the department is planning activities to replace the outdated RTS and its associated applications.

Replacing the RTS environment is a large endeavor and will take several years to complete. During that time, the current system must continue operating to safeguard continuity of services to TxDMV customers. It is a risk to the success of the RTS environment upgrade to attempt to migrate data or other features from systems that are not minimally updated with current versioning.

To ensure the current systems function optimally during this transition, and to optimize a successful migration to a new system, several upgrade projects will be necessary to bring existing RTS platforms and infrastructure up to current versions. Examples of these projects include upgrading the current network delivery technology from older T1 lines to metro-ethernet and cellular services, upgrading the Java and DB2 environments to current versions, and upgrading server operating systems and hardware. Versioning upgrades of other supporting systems including, but not limited to, FileNet, Informatica, and Cognos will also be needed.

RTS is used by numerous external stakeholders, including individual Texans who leverage the system through online vehicle registration portals. The department also supports the system's use by 254 county tax assessor-collector offices, who use the system to conduct daily motor vehicle transactions with individuals, automobile dealers, and other motor vehicle related businesses.

This activity is expected to be completed in two-phases: (1) conduct research and develop an implementation plan in coordination with contract consultants for the FY 2024-2025

biennium; and (2) build and/or implement an upgraded system beginning in FY 2026. Phase 1 will include a full assessment of the current, legacy system and begin identification of the functionality and system requirements needed to develop the software architecture of the system, and describe its major components, their relationships, and how they interact with each other. The estimated completion date of the Phase 1 activity is August 2025.

- Implement a Paperless Registration Renewal System – The department notifies customers of vehicle renewal requirements by traditional, paper mail. This process has become increasingly expensive due to the rising costs of paper and postage. As technology advances, more and more customers use electronic devices such as personal computers, tablets, and cell phones to conduct their personal business. During the FY 2022-2023 biennium, the department estimates it will spend \$29.8 million on paper renewal notifications, with costs continuing to increase in future years. This activity is designed to allow vehicle owners to opt out of receiving a paper notification through traditional mail service and instead be notified of renewals electronically using applications such as email and text messaging. Specific savings to the department from this activity is dependent on the number of motorists opting into the electronic notices. The department is currently implementing the Electronic Renewal Notice Opt-In (ERNO) service through the new Texas by Texas mobile application and exploring ways to augment the service through other methods and registration processes. Individuals/entities who subscribe to Texas by Texas ERNO may opt-in to receive notification exclusively by electronic means, receive both electronic and paper notifications, or maintain paper-only notification. The estimated completion date of this activity is August 2025.
- Additional Improvements to Temp Tag Production, Processes and Systems – TxDMV has implemented many enhancements, processes, and systems to quickly identify activity relating to the fraudulent use of department systems and the inappropriate production of temp tags in the state. The department has limited the number of tags annually available to individual dealers, instituted immediate denial of system access to dealers found to be engaging in apparent fraudulent activity, and increased review of dealer activities to identify opportunities for further investigation and enforcement. TxDMV's board is considering rules to require the use of fingerprinting to enhance dealer applicant background checks. The department will simultaneously work with the Department of Public Safety (DPS) to develop all implementation requirements. In addition, TxDMV is: (1) working to provide credentialed law enforcement officers access to a TxDMV Closed Data Portal (CDP) providing direct access to regularly updated motor vehicle data sets through a web-based system available 24/7; (2) working cooperatively with DPS to make TxDMV motor vehicle data available to law enforcement through the state fusion center; and (3) is building a centralized law enforcement assistance team within the department's Enforcement Division to assist front-line officers to efficiently identify and obtain motor vehicle data necessary for criminal investigations and enforcement. These activities will continue throughout the FY 2024-2025 biennium. TxDMV will also be requesting additional staff in its Motor Vehicle Licensing Division and Enforcement Division to conduct more rigorous criminal background checks on dealer license applicants, and to conduct site visits when needed along with other activities associated with stopping the unauthorized use of temporary tags.

The ease of replicating basic paper temporary tags remains a potential vulnerability to the security of the overall vehicle registration process. The department is researching options to modify current temporary tag designs and production process to increase the difficulty of producing counterfeits. The department is still in the early stages of researching and

identifying opportunities related to future tag redesign and recognizes this work may require increased funding or resources. Any changes to the existing processes must be coordinated and vetted extensively with the department's external vehicle registration partners – county tax assessor-collectors, automobile dealers, and law enforcement departments – to ensure needed resources and efficient operations can be maintained by all parties involved in the processes of temporary tag use and enforcement. This activity is anticipated to be continuous through August 2025.

- Transition of Facilities Maintenance from Texas Department of Transportation (TxDOT) to TxDMV – TxDMV's current headquarter facilities reside on property owned by TxDOT. The property located at 4000 Jackson Avenue, Austin, Texas (known as Camp Hubbard) is in the middle of a multi-biennial process of being transitioned from TxDOT ownership to TxDMV. In anticipation of the transition, TxDMV has, over the last several years, been working with TxDOT to transfer the responsibility for all associated maintenance of the property to TxDMV. While TxDMV has already assumed the responsibility for much of the routine maintenance associated with the buildings and land, TxDMV is continuing to assess the staffing and resources needed to properly maintain the campus and will continue this activity during the FY 2024-2025 biennium and beyond. This activity is continuous through August 2027.
- Camp Hubbard Renewal Project - The 87th Legislature appropriated supplemental funding in the FY 2022-23 biennium for TxDMV to develop an architectural and engineering plan for renewal of the department's Camp Hubbard (CH) headquarter facilities in central Austin. The CH buildings were constructed in the 1950's and require substantial updates to provide a safe, energy-efficient workplace. The CH renewal will seek to accommodate flexible workspaces and better support the department's on-campus operational needs, including collaborative meeting spaces, department-wide mail and warehouse services, facilities for secure fleet storage, fixed asset inventory, information technology management infrastructure, imaging services, and payment processing.

During the planning phase, the department will consider the impact of remote work, the need for public facing service spaces, office hoteling stations to accommodate hybrid work schedules, and statewide population growth and its impact on the department's workforce staffing. A modern board room that includes media access and designated recording studio will provide the opportunity for enhanced open meetings operations that focus on transparent government and could be shared with other state agencies.

The plan will result in a site survey, parking study, renovation plans for the existing CH Building 6, demolition plans for the existing CH Building 5, design of a replacement building for Building 5; and improvements to the existing CH Central Chiller Plant. If approved by the 88th Legislature, TxDMV anticipates construction could begin in the FY 2024-2025 biennium. Completion of this activity is dependent on funding and construction but is anticipated to be continuous through August 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountability – the activities above show the department’s commitment to the fee payers of Texas through the prudent use of their dollars to provide reliable systems, meet the changing needs of the department’s customers through enhanced technology and maintain and provide facilities to house the staff responsible for supporting systems and operations required by them.
2. Efficiency – these activities support the core functions of the department through improving efficiencies in operations and judiciously using taxpayer dollars.
3. Effectiveness – these activities successfully support the core functions of TxDMV, improve methods of delivery with continuous improvements to match the changing needs of our stakeholders and the motoring public.
4. Excellence in Customer Service –TxDMV is a customer-service organization committed to providing its stakeholder and the public with high quality services and listening and responding to how our customers want those services delivered.
5. Transparency – each activity listed above improves the transparency of departmental operations and actions so that they are easily accessed and understood.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal: Protect the Public

Protect the safety of the public through administering statutes regarding the regulation of motor vehicle manufacturers, distributors, converters, and dealers of motor vehicles, motor carrier, and salvage vehicle dealers through investigating complaints and pursuing administrative protection of those licensees believed to have violated the statutes and rules. Provides financial assistance to local law enforcement agencies and communities to combat and prevent statewide motor vehicle crime.

2.1 Administer Enforcement Statutes

Improve TxDMV processes, procedures, and completion of investigations and complaints, and enhance stakeholder training through continued support in staffing and the streamlining of systems.

2.1.1. Enforcement

Conduct investigations and prosecute violations of laws relating to motor vehicles, motor carriers, oversize/overweight permits, and salvage dealers. Investigate complaints from the public, licensees, and other government agencies regarding alleged violations.

2.2 Motor Vehicle Crime Prevention

The Motor Vehicle Crime Prevention Authority (MVCPA) is administratively attached to the TxDMV and required to assess motor vehicle crime and analyze methods to prevent those crimes; provide financial and other support to local law enforcement agencies to operate economic motor vehicle theft and fraud-related motor vehicle crime enforcement teams; conduct education programs to inform motor vehicle owners of methods of preventing motor vehicle burglary or theft and fraud-related motor vehicle crime; and provide law enforcement training.

2.1.2. Motor Vehicle Crime Prevention

Improve the effectiveness of motor vehicle crime prevention programs by (1) providing financial and other support to local law enforcement agencies to operate economic motor vehicle theft and fraud-related motor vehicle crime enforcement teams, and (2) providing grants to support other motor vehicle crime prevention activities.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

The protection of the public and stakeholders served by the Texas Department of Motor Vehicles and to whom it is accountable is of primary importance to the department. Securing the future of Texans and ensuring the safety of its citizens now reaches beyond the traditional measures of the past. Supporting those tasked with enforcing the laws enacted to make sure that Texas highways and roads are safe and preventing motor vehicle theft and crime will remain a required function of the department. Now, the department must also be vigilant in protecting the public from criminal activities through the illegal, unauthorized use of its technological systems.

- Securing Technology Resources and Customer Data – TxDMV recognizes securing technology resources and customer data are key to protecting the public. Organizations must continually improve the security and management of technology and data resources as criminals constantly evolve and change their techniques and activities. TxDMV is continuously implementing security and fraud mitigation measures and intends to continue to grow its security and data management programs during FY 2024-2025 to protect the public from this ongoing threat.

The TxDMV will identify evolving security and data tools, as well as staffing increases that are needed to respond appropriately to identified or anticipated security threats. As more services are delivered virtually through a new and improved technology environment, the need for tools and staff to document, assess, and mitigate risks and events will increase.

Included in this effort is the training of TxDMV employees and contractors to recognize and be alert to cybersecurity threats. In accordance with Sections 2054.5191 and 2054.5192, Texas Government Code, TxDMV submits and receives certification from the Department of Information Resources for the completion of cybersecurity training by its employees and contractors each year. This activity is continuous through August 2027.

- Additional Enforcement Activities Associated with Temp Tag Production, Processes and Systems - To prevent the production of illicit temporary tags, the department has implemented many safeguards relating to dealer applicants, the production of temp tags, and misuse of TxDMV systems for fraudulent activities. To further enhance the efforts of the department in preventing the abuse of, or fraudulent production of, temporary tags, TxDMV will be requesting funding for additional staff in the Enforcement Division during the FY 2024-2025 biennium. The intent is to hire additional investigative and legal personnel to assist current employees in the identification of fraudulent dealerships and pursue enforcement actions against those persons who violate the law. Increased staffing is needed both due to the heightened level of fraudulent activity identified as well as annual increases in dealer licensing and vehicle sales activity in Texas and the state's population continues to grow. This activity will be completed by August 2025.
- Pursue Motor Vehicle Crime Prevention Authority (MVCPA) Funding Required by Statute - MVCPA has the statutory duty to issue grants to local law enforcement entities and other jurisdictions throughout the state to combat motor vehicle crime and support motor vehicle crime prevention efforts. The program awarded nearly \$11.9 million during fiscal year 2021 through 24 grants, 14 of which served multi-jurisdictional taskforces.

Texas Transportation Code, Section 1006.153 requires that 20 percent of fee revenue collected under this section be appropriated to the MVCPA. In FY 2021, total fee collections were approximately \$104 million, which should have resulted in MVCPA appropriations of \$20.8 million for the year. However, the program was appropriated \$12.8 million (or 12%) in FY 2021 and \$15 million (or 14%) in FY 2022.

Due to the inability to access funding at statutorily prescribed levels, some areas of the state are not served by the specialized, trained investigators and equipment provided by MVCPA grants. MVCPA has also not been able to fully engage the public through its statewide education efforts to inform motor vehicle owners of effective methods to prevent motor vehicle crime. During FY 2024-2025, the TxDMV will be pursuing the statutorily required appropriations. This activity will be completed by August 2025.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountability – the activities above show the department’s commitment to the fee payers of Texas through the prudent use of their dollars to provide increased protection of their data and their persons from criminal activities.
2. Efficiency – these activities support core operations designed to protect the public from fraudulent and illegal activities that result in costs to the taxpayer.
3. Effectiveness – these activities successfully support the core functions of TxDMV, enforce the statutes that improve methods of delivery with continuous improvements to ensure that the motoring public and stakeholders operate in a safe environment.
4. Excellence in Customer Service – the department is committed to providing its stakeholder and the public with safeguards that ensure their protection–be it their data, enforcement of the laws that assure the roads are safe, and through prevention of motor vehicle theft.
5. Transparency – each activity listed above improves the transparency of department operations and actions so that they are easily accessed and understood.

OTHER CONSIDERATIONS RELEVANT TO GOALS/ACTION ITEMS

- TxDMV serves the border regions of Texas-Louisiana and Texas-Mexico through activities/services provided by its 16 Regional Service Centers (RSCs), which offer certain motor vehicle and motor carrier related services; conducts enforcement activities by employing investigators at various locations through-out the state; and through Motor Vehicle Crime Prevention Authority grants to jurisdictions targeted at reducing motor vehicle theft and related crimes.
- TxDMV requires all of its Contract Monitors/Managers to be certified as a Certified Texas Contract Manager (CTCM) to engage in contract management functions of the department, pursuant to the Texas Government Code, Section 2056.002(b)(9).

REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS

SERVICE, STATUTE, RULE, OR REGULATION	Motor Vehicle Crime Prevention Authority (MVCPA) Statutory Funding Texas Transportation Code 1006.153
DESCRIPTION	<p>The Motor Vehicle Crime Prevention Authority (MVCPA) is administratively attached to the Texas Department of Motor Vehicles (TxDMV) but governed by its own independent Board appointed by the Governor. The MVCPA has the statutory duty to issue grants to local law enforcement entities and other agencies throughout the state to combat motor vehicle crime and support motor vehicle crime prevention efforts. The program awarded \$11.9 million during fiscal year 2021 through 24 grants, 14 of which served multi-jurisdictional taskforces.</p> <p>Texas Transportation Code 1006.153 requires that 20 percent of collected revenue be appropriated to the MVCPA. FY 2021 fee collections totaled \$104 million, which should have resulted in MVCPA appropriations of \$21 million for the year. However, the program was appropriated \$12.8 million (less a 5% reduction) for FY 2021 (12% of revenue) and \$15 million for FY 2022 (14% of FY 2021 revenue collections).</p> <p>Due to the inability to access funding at statutorily prescribed levels, some areas of the state are not served by the specialized, trained investigators and equipment provided by MVCPA grants. MVCPA has also not been able to fully engage the public through its statewide education efforts to inform motor vehicle owners of effective methods to prevent motor vehicle crime.</p>
AGENCY RECOMMENDATION	Request the legislature increase funding for the MVCPA, up to the 20% statutory level.

REDUNDANCIES AND IMPEDIMENTS

SERVICE, STATUTE, RULE, OR REGULATION	Temporary Tag Production, Use, and Systems Texas Transportation Code, Section 503.063 – 503.0632
DESCRIPTION	<p>The use of paper temporary tags to identify vehicles prior to receipt of standard registration through metal license plates is long standing in Texas, and still used in many states nationwide. However, recent experience has exposed significant vulnerabilities to misuse of the system by bad actors attempting to avoid standard costs incurred in the operation of a motor vehicle in Texas or to avoid detection while engaging in criminal activities. The Texas Department of Motor Vehicles has taken significant steps, to prevent these bad actors from gaining access to the eTAG system to produce fraudulent temporary tags. During FY 2022, the department limited the number of tags initially available to individual dealers, instituted immediate denial of system access to dealers found to be engaging in apparent fraudulent activity, and increased review of dealer activities to identify opportunities for further investigation and enforcement. The department is also pursuing the use of fingerprinting to enhance dealer applicant background checks and increasing site visits to dealer locations when appropriate and supported by available resources.</p> <p>The ease of replicating basic paper temporary tags will remain a vulnerability to the overall process. Legitimate tags can be collected and photo-copied to use on multiple vehicles and tags can be counterfeited using readily available graphic design software and home printers. To stop these types of activities and get ahead of future misuse of the system by bad actors, the department is researching options to modify the current tag design and production process. While the department is still in the early stages of researching and identifying opportunities related to future tag redesign, this work may require greater funding than the current system or legislative changes to applicable laws. Any changes to the existing processes must be coordinated and vetted with the department’s external vehicle registration partners – county tax assessor-collectors, automobile dealers, and law enforcement – to ensure needed resources and efficient operations can be maintained by all parties involved in the processes of tag production and enforcement.</p>
AGENCY RECOMMENDATION	The Texas Department of Motor Vehicles will work to develop available options for redesigning the temporary tags and related processes and engage with external stakeholders to ensure appropriate consideration of impacts to the larger community. Staff will keep legislators and state elected leadership informed of opportunities to improve this process and request additional

	funding or statutory changes as appropriate through the regular legislative process.
ESTIMATED COST SAVINGS OR BENEFIT	Redesigning the temporary tag process, or the physical materials and designs used to produce tags, could further limit the ongoing potential for misuse of the process by bad actors and criminal entities. Improved security for temporary tags could benefit law enforcement operations and public safety.

REDUNDANCIES AND IMPEDIMENTS

SERVICE, STATUTE, RULE, OR REGULATION	Replace and Modernize the Legacy Registration and Title System (RTS)
DESCRIPTION	<p>The Texas Department of Motor Vehicles (TxDMV) depends on the legacy Registration and Title System (RTS) to process registration and title transactions across the state and in-house transactional data for future reference and documentation of vehicle histories. The system is used by numerous external stakeholders, including individual Texans who leverage the system through online vehicle registration portals. The department also supports the system’s use by 254 county tax assessor-collector offices, who use the system to conduct daily motor vehicle transactions with individuals, automobile dealers, and other motor vehicle related businesses.</p> <p>The system was originally designed and built by the Texas Department of Transportation in the mid 1990’s and has undergone continuous rebuilding, improvements, and process changes over time. The system received significant technical work between 2012 and 2018, at a cost of \$69.1 million, to improve the system’s operating infrastructure. While that project stabilized it for continued short-term use, the system has continued to show signs of age and users are continuing to experience latency and system response issues that can impact service delivery. These issues are becoming more difficult to resolve as fewer staff are available with the necessary programming skills to properly maintain the system’s software architecture. Maintaining the skill sets and staff experience to support the system becomes more expensive each year as the available resources dwindle. Without replacement and full modernization, the state faces the risk of not being able to generate current levels of revenue through the transactions processed daily by this system.</p>
AGENCY RECOMMENDATION	Texas Department of Motor Vehicle staff will develop a system replacement plan and related cost estimate to support a capital budget request in a future Legislative Appropriations Request for a full system replacement and modernization. The full project scope would likely be divided into two related funding requests: (1) request for funding to complete market research and an implementation plan in coordination with contract consultants; and (2) request for funding to build and/or implement an upgraded system.

ESTIMATED COST
SAVINGS OR BENEFIT

Once implemented, a new system would improve the efficiency and speed of services provided to the motoring public and motor vehicle industries seeking vehicle registration and title services from the Texas Department of Motor Vehicles as well as reduce system down time and delayed transactions. Failure of RTS would cripple the motor vehicle industry in Texas, from automobile dealers to commercial fleet operators, and jeopardize revenue collections for both state and local county jurisdictions.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE, OR REGULATION	<p>Data Center Services Budget Rider Restricts Funding Transfers</p> <p>General Appropriations Act Rider (Senate Bill 1, 87R) Article IX, Section 14.03 Transfers – Capital Budget</p> <p>(h) (4) An agency may transfer appropriations for data center consolidation or data center services, as defined by Subsection (l)(2), as provided by §2054.386, Government Code, after obtaining the written approval of the Legislative Budget Board.</p>
DESCRIPTION	<p>Modern state agency operations are increasingly dependent on customized technology and software systems to manage required services and regulatory activities. The support and maintenance of these systems includes regular reprogramming, upgrades, and improvements just to continue meeting the basic needs of existing customers, and many technologies require periodic expansion or redesign to improve service delivery or add new functions required by changes to state statute or improvements requested by stakeholder groups for program efficiency and effectiveness. These changes can impact the data processing capacity needs of systems housed within the state data center and increase the cost to an agency of that service.</p> <p>The restriction on transferring funds into the Data Center Services budget without written approval of the Legislative Budget Board limits agencies’ flexibility to make appropriate, timely decisions about the support and functioning of critical information technology systems. To provide adequate modern services to Texas citizens and stakeholders, agencies should be able to manage system support and design in an agile and responsive way within the larger budgets set by the legislature in the General Appropriations Act.</p>
AGENCY RECOMMENDATION	<p>Request the legislature update the Data Center Services (DCS) Article IX budget rider to allow agencies to transfer funds into the DCS item from other program budgets without written approval to properly support, maintain, and improve critical information technology systems in a timely manner.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>This change would improve the efficiency of administrative processes related to data center services budget management and enhance state agencies’ ability to responsively maintain critical information technology systems and services.</p>

SUPPLEMENTAL SCHEDULES

BUDGET STRUCTURE

Texas Department of Motor Vehicles Goals, Objectives, and Performance Measures

Goal A: Optimize Services and Systems

A.1.1. Strategy: Titles, Registrations and Plates

Provide Title, Registration and Specialty License Plate Services.

Number of Vehicle Title Transactions Processed

Total Number of Registered Vehicles

A.1.2. Strategy: Vehicle Industry Licensing

Motor Vehicle Industry Licensing.

Number of Motor Vehicle Industry Licenses Issued

Number of Motor Vehicle Consumer Cases Closed (Lemon Law)

Average Number of Weeks to Close a Motor Vehicle Case (Lemon Law)

A.1.3. Strategy: Motor Carrier Services

Provide permits to transport oversize/overweight cargos.

Number of Oversize/Overweight Permits Issued

Number of Motor Carrier Credentials Issued

A.1.4. Strategy: Technology Enhancement & Automation

A.1.5. Strategy: Customer Contact Center

Number of Customers Served in the Contact Center

Goal B: Protect the Public

B.1.1. Strategy: Enforcement

Conduct Investigations and Enforcement Activities

Number of Non-Lemon Law Cases Closed

B.2.1. Strategy: Motor Vehicle Crime Prevention

Number of Stolen Vehicles Recovered

Number of Grants Awarded

Goal C: Indirect Administration

C.1.1. Strategy: Central Administration

C.1.2. Strategy: Information Services

C.1.3. Strategy: Other Support Services

Performance Measure Definitions

FY 2024-2025 Performance Measure

Title:

Number of Vehicle Title Transactions Processed

Definition:

The total number of motor vehicle titles transactions processed for the reporting period.

Data Limitations:

None.

Data Source:

The source of the data is the department's automated Registration and Title System ((RTS) or subsequent system).

Methodology:

Monthly reports from RTS are added together as of the end of the reporting period.

Purpose:

This measure is an indicator of the department's workload, as well as revenue to the State of Texas pursuant to the Transportation Code, Chapter 501.

New Measure:	N
Key/Non-Key:	Y
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Total Number of Registered Vehicles

Definition:

The total number of registered vehicles in Texas at the end of the reporting period.

Data Limitations:

None.

Data Source:

The data is retrieved from two sources: 1) the Cognos report generated from the Registration Cube “Active Current Registration Cube” and 2) the Monthly Rental Trailers Registered Report prepared by Explore, Inc.

Methodology:

The number of registered vehicles from the Cognos report and the Rental Trailer report at the end of the reporting period are totaled.

Purpose:

This measure is an indicator of the department’s workload, as well as revenue to the State of Texas pursuant to Transportation Code, Chapter 502.

New Measure:	N
Key/Non-Key:	Y
Calculation:	Non-Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Motor Vehicle Industry Licenses Issued

Definition:

The total number of new and renewal motor vehicle and salvage industry licenses issued during the reporting period.

Data Limitations:

The number of licenses issued is dependent on the number of individuals and business entities requesting a license, as well as the completeness of the application received. Licenses cannot be issued until all required information is received.

Data Source:

The source of the data is the eLICENSING software application, which has the capability to query all licensing information for the reporting period.

Methodology:

The total is derived from a single report from the eLICENSING system, run at the end of the reporting period, which includes all motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, including manufacturers, distributors, converters, independent or (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, and lease facilitators. Independent GDN licenses include independent motor vehicle dealers, independent motorcycle dealers, travel trailer dealers, trailer/semitrailer dealers, wholesale dealers, independent mobility vehicle dealers and wholesale motor vehicle auctions

Purpose:

Provides data relating to the number of individuals and business entities licensed under Occupations Code Chapter 2301, Transportation Code Chapter 503 and Transportation Code Chapters 1001-1005.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Motor Vehicle Consumer Cases Closed (Lemon Law)

Definition:

The total number of all Lemon Law Program cases closed through informal actions, mediation and formal hearings. This includes Lemon Law cases and warranty performance cases.

Data Limitations:

Complexity of the case will impact the number of cases closed.

Data Source:

The eLICENSING database is the source for Lemon Law and warranty performance cases, showing disposition and closure.

Methodology:

Using a report from the eLICENSING system, the number of cases closed during the period is counted. This count includes all cases closed during the reporting period without regard to the period in which the case was opened.

Purpose:

The purpose of this measure is to determine the number of consumer lemon law and warranty performance complaints closed to aid in determining the case load for the department.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Average Number of Weeks to Close a Motor Vehicle Case (Lemon Law)

Definition:

The average number of weeks for department staff to close a Lemon Law Program case through the case closure process, including issuance of a final decision. This includes Lemon Law cases and warranty performance cases.

Data Limitations:

Complexity of the case will impact the time it takes to close a case.

Data Source:

The eLICENSING database is the source for the dates for Lemon Law and warranty performance cases, showing the date the case is opened and the date of final order.

Methodology:

Calculation is based on average number of weeks between the case filing fee date and the date of the final order for all Lemon Law and warranty performance cases closed during the period. Average number of weeks is calculated by taking the sum of the number of weeks for all closed cases and dividing by the number of cases closed in the reporting period.

Purpose:

The purpose of this measure is to determine how efficiently the department processes Lemon Law and warranty performance cases.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Non-Cumulative
Type:	Efficiency
Target Attainment:	L

FY 2024-2025 Performance Measure

Title:

Number of Oversize/Overweight Permits Issued

Definition:

The number of permits issued for the transport of oversize or overweight (OS/OW) loads.

Data Limitations:

None.

Data Source:

The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).

Methodology:

Total OS/OW permits are obtained from the TxPROS "Total Permits Issued" report. This report counts the number of permits issued for the reporting period and subtracts out test and voided permits to calculate the reported number.

Purpose:

Provides an economic indicator of regulatory compliance of transported loads. This measure also indicates overall business activity and correlates closely with state and national economies.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Motor Carrier Credentials Issued

Definition:

The number of Intrastate Operating Credentials issued to motor carriers. The number includes new registrations, renewals and re-registrations. The total also includes the amount of Unified Carrier Registration receipts issued for Texas-based Interstate Motor Carriers.

Data Limitations:

None.

Data Source:

The data for this measure is maintained within the Motor Carrier Credentialing System (MCCS) or any future system used by the department for this purpose.

Methodology:

The number of new motor carrier registrations, renewals, and re-registrations is derived from the Motor Carrier Credentialing System (MCCS). Unified Carrier Registration (UCR) numbers are derived from the Unified Carrier Registration System. The totals from the two systems are combined and reported.

Purpose:

Provides economic indicators and trend information of regulatory compliance of Intrastate Operating Credentials issued to motor carriers and Texas domiciled interstate motor carriers properly registered with the Unified Carrier Registration System.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Customers Served in Contact Center

Definition:

The number of customers receiving a response to their request for services by telephone and email. The number excludes those customers who abandoned or dropped their calls.

Data Limitations:

Customer counts may have a slight margin of error since services may be delivered by multiple means. For example, a customer may contact the division by email and also by telephone for the same inquiry.

Data Source:

The call application system, currently known as CISCO UIC, collects all relevant call data. The division manually collects and calculates the number of customers served by telephone and email and stores statistics in Excel worksheets.

Methodology:

The number of customers served by telephone and email are added together to calculate the total.

Purpose:

Provides a quantitative measure which notifies the department of the level of customer service provided through the Contact Center.

New Measure:	N
Key/Non-Key:	Non-Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Non-Lemon Law Cases Closed

Definition:

The total number of all non-Lemon Law cases closed, including cases with no violation found, informal actions, mediation and formal hearings. Non-Lemon Law cases include all motor vehicle industry, salvage industry, motor carrier credentialing, motor carrier household goods and motor carrier oversized/overweight cases.

Data Limitations:

None.

Data Source:

All non-Lemon Law cases related to the motor vehicle and salvage industries are created and processed to closure in the eLICENSING system. All non-Lemon Law cases for the motor carrier industry are created and processed to closure in the Complaint Management System (CMS).

Methodology:

A report is generated from the eLICENSING data base to generate a count of all non-Lemon Law motor vehicle industry and salvage industry cases closed during the reporting period. A separate report is generated using the Complaint Management System (CMS) to count all non-Lemon Law motor carrier cases closed during the reporting period. The totals for both reports are then added together to calculate the reported total for the reporting period.

Purpose:

The measure indicates the number of non-Lemon Law cases the department closes.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Stolen Vehicles Recovered

Definition:

This measure provides the number of stolen vehicles recovered by grant funded programs.

Data Limitations:

Data used is self-reported by grant recipients.

Data Source:

MVCPA's Grant Progress Summary Report.

Methodology:

The total number of motor vehicles recovered through grant funded programs is calculated by adding all monthly recoveries reported and summarized in MVCPA's Grant Progress Summary Report. Progress reports are not received by the MVCPA until forty-five days following the end of the reporting period, which is after the required submission date for the State of Texas quarterly performance measures report. To account for timing issues related to the availability of data for this measure, the quarterly numbers reported will be one quarter behind, so each new fiscal year will begin with data from the last quarter of the previous fiscal year, followed by Q1-Q3 in subsequent quarters. This methodology ensures: 1) an entire year of data is reported each funding year; 2) the data is reported on time; and 3) allows the grantees the ability to report as required by the grant cycle term set by the Comptroller.

Purpose:

The purpose of this measure is to demonstrate the effectiveness of MVCPA funded law enforcement programs to recover stolen vehicles with the funds appropriated.

New Measure:	N
Key/Non-Key:	Key
Calculation:	Non-Cumulative
Type:	Explanatory
Target Attainment:	H

FY 2024-2025 Performance Measure

Title:

Number of Grants Awarded

Definition:

The total number of grants awarded to agencies that receive direct financial assistance from the Motor Vehicle Crime Prevention Authority.

Data Limitations:

None.

Data Source:

At the time of a grant award, the grantee receives a Statement of Grant Award. These statements are the source of data for this measure.

Methodology:

At the end of the reporting period, the statements of grant award are counted and the totals for the quarter and year-to-date are reported.

Purpose:

In accordance with Transportation Code 1006.151, the MVCPA may enter into contracts in the authority's own name and on the authority's own behalf with recipients of grants. The number of grants awarded is an indicator of the MVCPA's compliance with this statutory provision.

New Measure:	Y
Key/Non-Key:	Key
Calculation:	Cumulative
Type:	Output
Target Attainment:	H

Historically Underutilized Business Plan

Program Overview

The Texas Department of Motor Vehicles (TxDMV) operates a Historically Underutilized Business (HUB) program that fully complies with state-mandates, promoting full and equal utilization of minority, women-owned and disabled veteran businesses in its procurement of goods and services. TxDMV's HUB Coordinator advises executive management and assists staff across the department with compliance and outreach.

In accordance with Texas Government Code, Chapter 2161, and the Texas Administrative Code (TAC), Title 34, Part 1, Chapter 20, Subchapter D, Division 1, TxDMV establishes annual HUB procurement utilization goals. Goal calculations are documented and verified by the Comptroller of Public Accounts (CPA) and TxDMV has adopted CPA rules to achieve maximum HUB participation.

The Purchasing section of TxDMV's Finance and Administrative Services (FAS) Division is responsible for coordinating business opportunities with HUBs, department purchasers and division staff. The Director of Purchasing acts as the HUB Coordinator and a full-time Assistant HUB Coordinator is employed to coordinate the functions and activities related to implementation of HUB rules and regulations.

TxDmv encourages the use of HUBs through policies focused on vendor outreach, education, and recruitment. The department works aggressively to increase HUB utilization through staff education, training, communication, and distribution of HUB-related information to staff across the department who participate in procuring goods and services.

HUB Program Initiatives

TxDmv is committed to maintaining a strong HUB Program and continues to develop and strengthen internal policies, procedures, and coordinates activities to:

1. Increase the utilization of HUB-certified vendors;
2. Build HUB vendor relationships;
3. Require inclusion of HUB Subcontracting Plans (HSP) in all contracts more than \$50,000 when subcontract opportunities have been identified;
4. Support a Mentor Protégé Program that provides professional guidance and support to HUB proteges to facilitate their growth and development and increase HUB contracts and subcontracts with the State of Texas;
5. Educate workgroups and TxDMV staff on how to take advantage of HUB contracting opportunities;
6. Host and participate in HUB Economic Opportunity Forum(s);
7. Provide language in Request For Qualifications (RFQ), Request For Offers (RFO) and Request For Proposals (RFP) to promote easy access to HUB directories and HSP documents;
8. Assist new businesses with eligibility guidelines to become HUB-certified;
9. Provide information on upcoming HUB training, events, and seminars; and
10. Assist purchasers in locating class and item codes to properly complete requisitions.

The HUB program serves as a resource to TxDMV purchasers when procurement directives require the implementation of state and departmental HUB-related rules. The program regularly assesses HUB program goals against performance spending and identifies HUB subcontracting opportunities.

HUB Program Activities

Since the relaxation of COVID-related restrictions, to increase HUB participation, network with HUB firms, and educate HUB potential vendors on how to do business with TxDMV, the department has begun conducting in-person events, as well as those offered virtually. Specifically, TxDMV staff:

- Attended the Bexar County Small Minority and Women Business Enterprise (SMWBE) Expo in December 2021;
- Conducted in-person networking with HUBs through its “8th Annual Marketing for Success” event in April 2022; and
- Participated in the Annual Spot Bid Fair hosted by Dallas Fort Worth Minority Business Council May 2-3, 2022.

Other Activities include:

- Attending the Minority Golden Triangle Event in Beaumont TX, June 2022; and
- Hosting a HUB forum to allow HUBs the opportunity to network with TxDMV Information Technology (IT) and Facility Maintenance staff, August 2022.

The purpose of these forums is to increase HUB vendors’ understanding of contracting with state entities, provide opportunities to discuss services and strengthen vendors’ responses to future bidding opportunities.

The HUB coordinators routinely communicate with HUB vendors on the importance of updating their profiles and provides technical assistance to HUBs when seeking other state purchasing opportunities. TxDMV purchasing staff are encouraged to consider HUBs on the Department of Information Resources (DIR) contracted vendor list, Texas Smart Buy Term Contracts, when procuring IT services and other bid opportunities whenever possible

HUB Goals by Procurement Categories

TxDmv strives to meet or exceed its HUB goals each fiscal year. State agencies are required to develop HUB goals based on previous fiscal years’ expenditure data and other economic indicators.

The table below lists TxDMV’s FY 2022 procurement goals by category:

Category	FY 2022 Goals
Specialty Trade Contracts	32%
Other Service Contracts	10%
Commodities Contracts	21%

TxDmv tracks the following output measures to evaluate its HUB program:

1. Total number of bids received from HUBs;
2. Total number of contracts awarded to HUBs;
3. Total amount of subcontracting;
4. Total amount of HUB procurement expenditures;

5. Total number of Mentor Protégé agreements;
6. Total number of HUB forums and outreach initiatives; and
7. Total number of requests for technical assistance regarding contracting and subcontracting opportunities.

Looking Toward the Future

Diversity in all areas of operations is a top priority for TxDMV, and HUB contracting is one of the tools the department uses to ensure this priority is optimized. Over the last five years, TxDMV has exceeded its HUB goals through its good faith efforts and will continue those efforts into the next biennium and beyond. TxDMV is continually analyzing its operations to identify specific areas where HUB utilization could be increased such as through Information Technology and Facilities contracting, and additional areas are being explored. The department plans to conduct more events, both virtually and in-person, to increase HUB participation, educate HUB vendors on contract processes, and assist those vendors throughout the process. Additionally, the department is researching the utilization of data analytics to identify areas where certain HUB entities may have low participation and target those populations through outreach and education to increase opportunities and participation.

Statewide Capital Plan

FY 2023 - FY 2027 Capital Expenditure Plan - 5-Year Cost Projection

Project Name	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals	Start Date	End Date
Camp Hubbard Renewal								
Camp Hubbard Renewal Project	\$ -	\$ 100,017,700	\$ -	\$ -	\$ -	\$ 100,017,700	9/1/2021	8/31/2025
- Subtotal Camp Hubbard Renewal	\$ -	\$ 100,017,700	\$ -	\$ -	\$ -	\$ 100,017,700		

Project Name	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals	Start Date	End Date
Acquisition of Information Resource Technologies								
Accounts Receivables System	\$ 3,049,284	\$ -	\$ -	\$ -	\$ -	\$ 3,049,284	7/1/2021	8/31/2023
webSalvage Project	\$ 2,498,578	\$ -	\$ -	\$ -	\$ -	\$ 2,498,578	7/1/2021	8/31/2023
TxDMV Automation System	\$ 3,900,000	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 13,900,000	1/1/2009	8/31/2027
County Technology Replacement and Upgrades	\$ 5,000,000	\$ 5,025,000	\$ 5,000,000	\$ 5,025,000	\$ 5,000,000	\$ 25,050,000	9/1/2016	8/31/2027
Registration and Tinting System (RTS) Replacement	\$ -	\$ 10,000,000	\$ -	\$ 90,000,000	\$ -	\$ 100,000,000	9/1/2023	8/31/2027
- Subtotal Acquisition of Information Resource Technologies	\$ 14,447,862	\$ 20,025,000	\$ 5,000,000	\$ 100,025,000	\$ 5,000,000	\$ 144,497,862		
Total All Projects	\$ 14,447,862	\$ 120,042,700	\$ 5,000,000	\$ 100,025,000	\$ 5,000,000	\$ 244,515,562		

Project Name	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals
Other - TxDMV Fund	\$ 14,447,862	\$ 120,042,700	\$ 5,000,000	\$ 100,025,000	\$ 5,000,000	\$ 244,515,562
Total all Funding Sources	\$ 14,447,862	\$ 120,042,700	\$ 5,000,000	\$ 100,025,000	\$ 5,000,000	\$ 244,515,562

*This is a draft, the Capital Expenditure Plan is due to the Texas Higher Education Coordinating Board on July 1, 2022

- The dates of the report cover capital expenditure projects for the period of September 1st, 2022 through August 31st, 2027 (FY 2023 – FY 2027).
- The Capital Expenditure Plan must include those capital renewal, property acquisition, repair and renovation, or information resource projects that are planned in the next five years regardless of funding source.
- To qualify for inclusion in the plan, new construction or renovation projects must have an estimated cost of greater than \$1,000,000; and information resource projects must have a cost greater than \$1,000,000 in any one year. Both baseline and requested projects are to be included in the plan document. Agency projects must also be prioritized.
- Information submitted by agencies will be used by the State Bond Review Board to produce and submit a statewide Capital Expenditure Plan; the overall plan will be submitted by the Bond Review Board to the Governor's Office of Budget and Planning and Policy and the Legislative Budget Board by September 1st, 2022.

FY 2023-2027 Workforce Plan



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Workforce Plan Fiscal Years 2023-2027

Executive Summary

Since the onset of COVID-19, the Texas Department of Motor Vehicles' (TxDMV) workforce statistics have closely paralleled that of Texas and the nation. Since April 2020, the unemployment rate has consistently declined and returned closer to pre-pandemic levels; as of August 2021, the Texas unemployment rate was almost identical to the U.S. rate at 5.3% and 5.2%, respectively.

Highlights of the FY 2021 TxDMV Workforce Statistics:

- In FY 2021 the average headcount of TxDMV Classified Employees increased very slightly compared to FY 2020 (761 compared to 756).
- Total TxDMV employee turnover is significantly lower than the state-wide average, 15.8% compared to 21.5%.
- TxDMV average annual salary for FY 2021 was \$54,807, compared to the state-wide average annual salary of \$50,266.
- Effective September 1, 2021, the department funded \$1.4 million for a Market Salary Adjustment Project. The project took into consideration tenure, performance and the employee's salary compared to the employee's salary range mid-point. The focus of this project was to address the employees paid significantly below their respective midpoint.
- TxDMV demographics indicate that its workforce is significantly older, with more employees over 50 at 48.7% compared to other state agencies at 36%.

As the department looks forward to the future, recruitment and retention of highly skilled, qualified employees is a top priority.

To achieve this goal, TxDMV has implemented several strategies including:

- Recruit employees from across the state for those positions that are able to work remotely 100% of the time.
- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on state-wide platforms and using all available media applications.
- Expand formal and informal recruiting of employees in underutilized race or gender categories.
- Continue providing paid leave to reward outstanding performance.
- Maintain and expand training and development, including tuition assistance.
- Continue and expand rewarding employees with one-time and/or recurring merit pay increases whose performance exceeds that which is normally expected or required.

TxDMV is acutely aware that it competes in a highly competitive job market. TxDMV is focusing on new and innovative approaches to recruit and retain the best and the brightest candidates to meet its future workforce needs, especially in the areas of technology and customer service.

The department recognizes that recruiting, developing, and retaining a qualified workforce is imperative to achieving its goals, now and in the years to come. While employee compensation will always be one of the most important factors in recruiting and retaining a qualified workforce, TxDMV recognizes that in today's workplace, factors such as telecommuting, increases in the cost of living and transportation, and work-life balance play significant roles.

TxDMV Overview

The workforce of the Texas Department of Motor Vehicles (TxDMV) engages in the following program activities and support functions:

- Registers and titles motor vehicles, issues license plates and disabled placards;
- Licenses and regulates the motor vehicle industry;
- Conducts administrative hearings and adjudicates Lemon Law and warranty repair complaints;
- Licenses and regulates the motor carrier industry;
- Manages customer relations and the Customer Contact Center;
- Supports technology infrastructure and services for use by external stakeholders and departmental staff;
- Enforces the laws regulating motor vehicle industry and motor carrier industries,
- Administers grant programs designed to prevent motor vehicle crime; and
- Provides department support functions

Workforce Overview

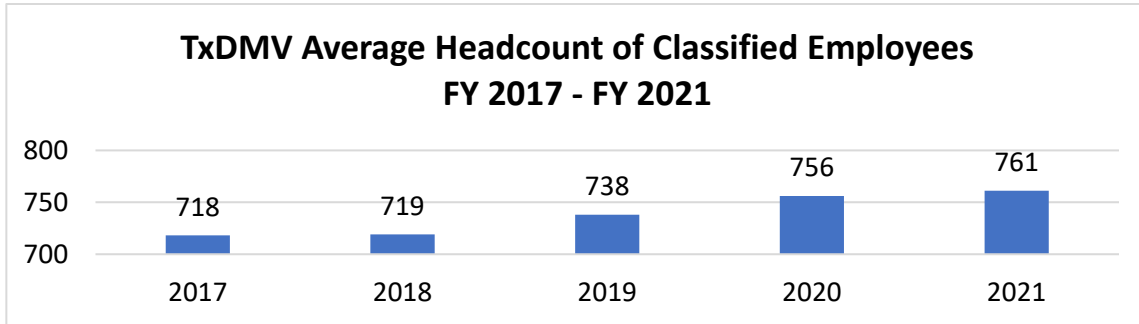
For the 2022 – 2023 biennium, the department was authorized 808 full-time equivalent (FTEs) positions in the General Appropriations Act (GAA). TxDMV is organized into 15 divisions and offices as follows in Table 1:

Table 1

Division	FTE Allocation
Consumer Relations Division	62
Employee Ombudsman	1
Enforcement Division	103
Executive Office	7
Finance and Administrative Services Division	76
Government and Strategic Communications Division	12
Human Resources Division	10
Information Technology Services Division	112
Internal Audit Division	5
Motor Carrier Division	114
Motor Vehicle Crime Prevention Authority	5
Motor Vehicle Division	34
Office of Administrative Hearings	5
Office of General Counsel	15
Vehicle Titles and Registration Division	247
TxDMV Total FTEs	808

TxDMV’s average employee head count increased from 756 in Fiscal Year 2020 to 761 in Fiscal Year (FY) 2021 as shown in Figure 1.¹ The lower employee headcount (average headcount is lower than the authorized number of FTEs due to turnover and vacancies) in 2017 and 2018 was largely due to the statewide hiring freeze that was in effect from January 2017 through August 31, 2017.

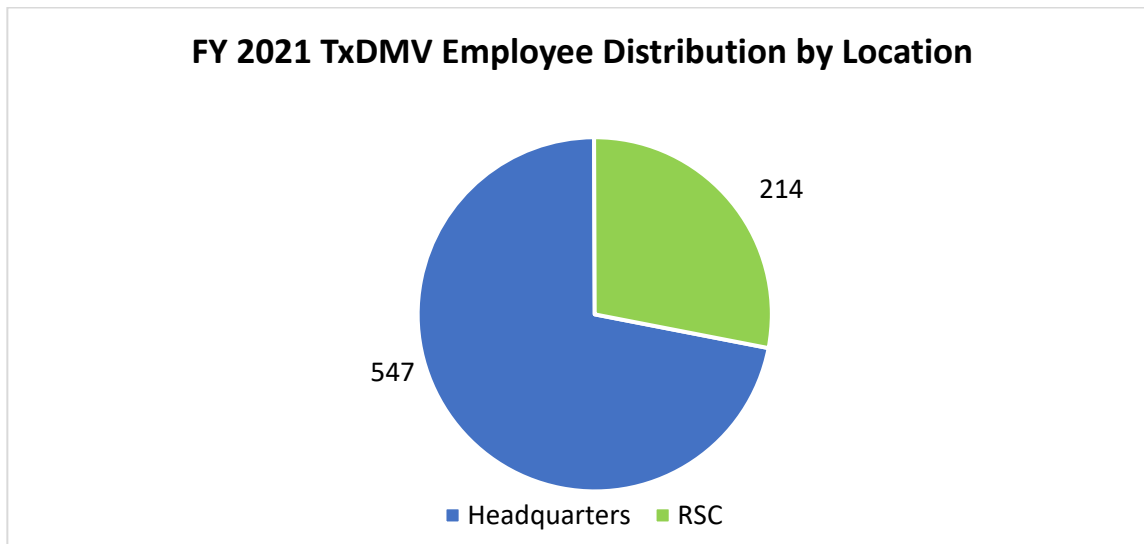
Figure 1



Workforce Distribution by Location

The department’s headquarters are located in Austin, Texas. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and employs staff throughout the state to meet the needs of its customers. 72% of TxDMV staff (547 employees) work in the Austin headquarters and 28% (214 employees) work in various locations across the state, as shown in Figure 2.²

Figure 2



¹ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

² Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

Workforce Distribution by Job Classification

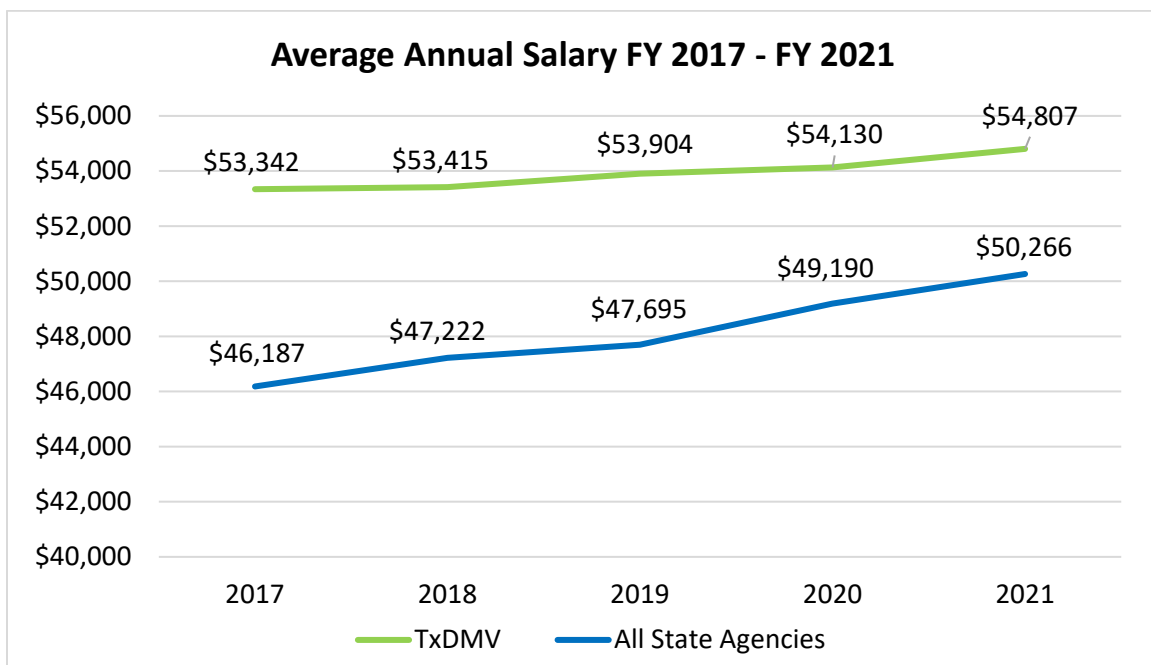
In FY 2021, TxDMV used 56 different position descriptions taken from the classification series in the State of Texas Position Classification Plan.³ The classification series with the largest number of employees was Customer Service Representatives with 28%. Three classification series account for the next largest number of employees compared to total employees; they were Program Specialists, License and Permit Specialists and Investigators with 11%, 10% and 7%, respectively. The remaining 44% of employees were dispersed throughout the other 52 job classification series in use.

Workforce Salary

The average annual salary of TxDMV employees in FY 2021 was \$54,807; this was 9% higher than the statewide average salary of Texas state employees of \$50,266.⁴ The *median* annual salary for TxDMV employees was \$48,798 compared to the *median* of \$44,642 for all Texas State government employees.

Over the last five years, the size gap between the average annual salary of TxDMV employees and the Statewide average continues to decrease, as shown in Figure 3.

Figure 3



The majority (68%) of TxDMV employees are paid below the midpoint of their salary range, as shown in Figure 4. Employee pay compared to midpoint is significant because midpoints represent market rates of pay. The State Auditor’s Office (SAO) establishes midpoints of each pay range corresponding to each

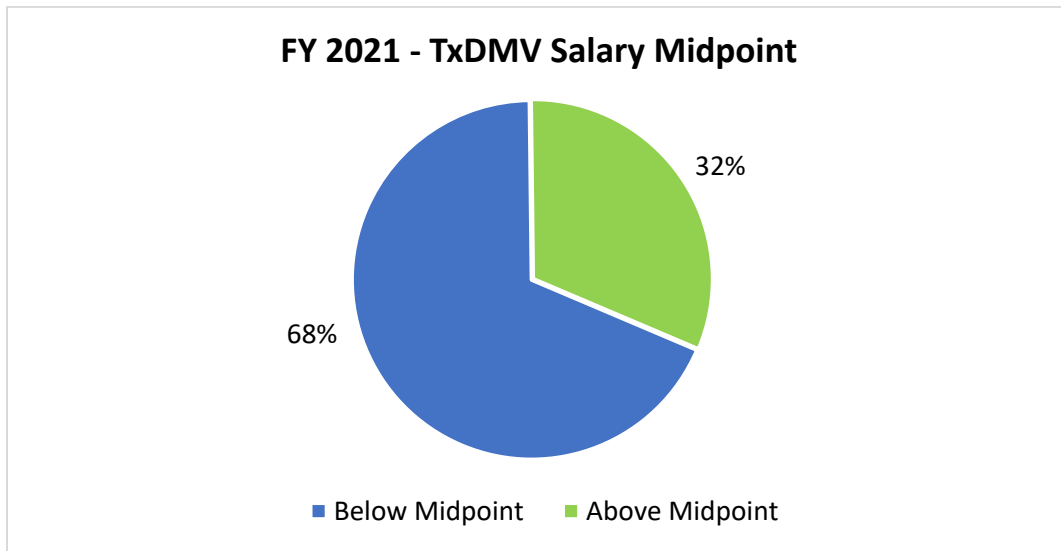
³ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

⁴ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

job classification. These market rates of pay include comparable positions for each job title in both the public and private sector.

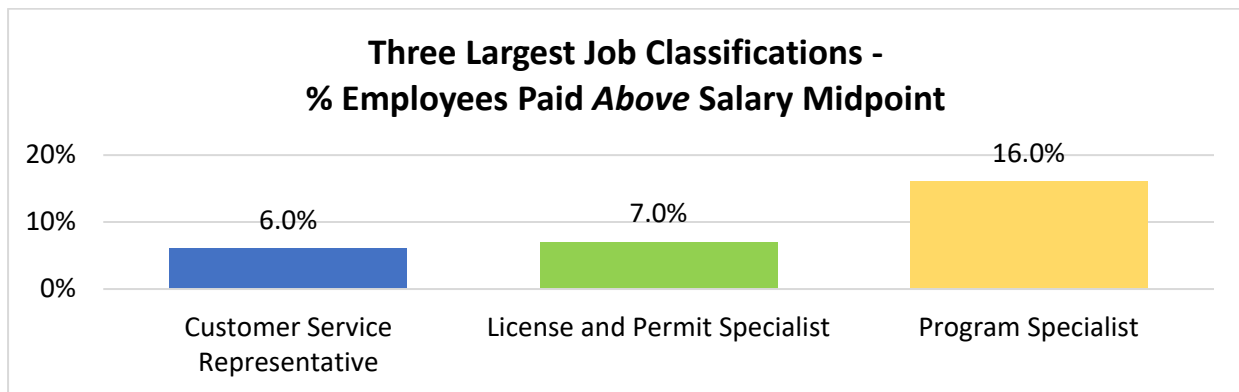
When employees are paid significantly below the pay range midpoints, their pay is significantly below competitive rates of pay compared to other organizations. This market disparity can significantly increase employee turnover.

Figure 4



Employees in job classifications with the greatest number of TxDMV employees are generally paid below the midpoint of their pay range. Fewer than 10% of employees are paid above the midpoint among the 208 customer service representatives and the 72 license and permit specialists; only 16% of the 86 program specialists are paid above the midpoint, as shown in Figure 5.⁵

Figure 5



⁵ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

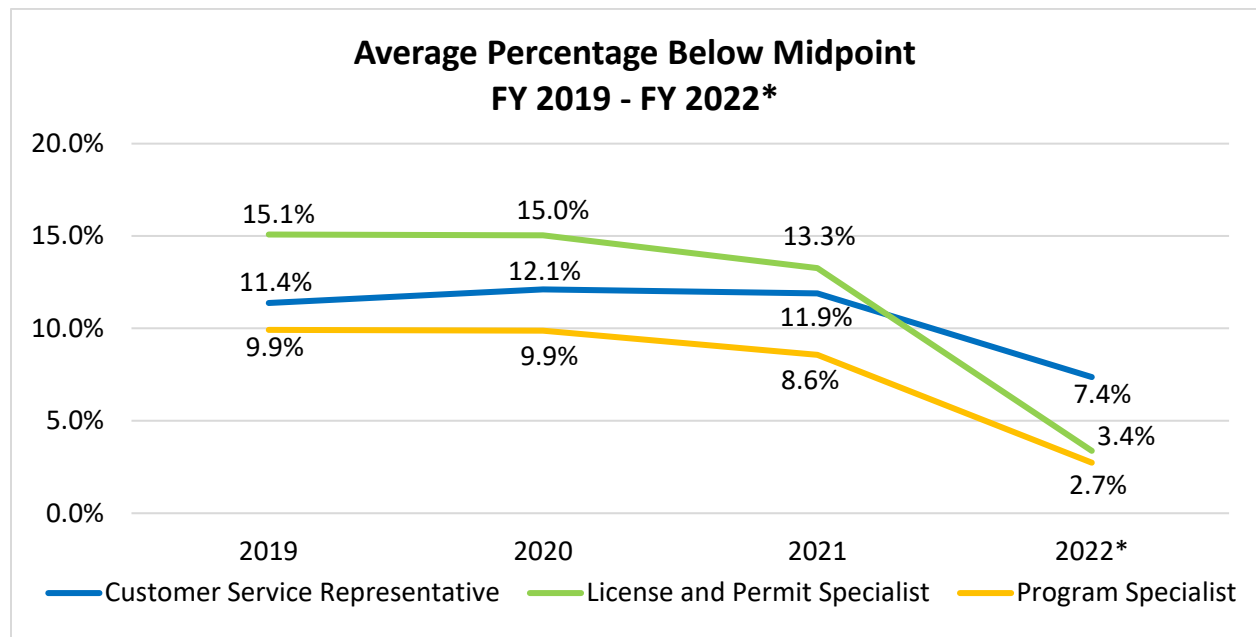
Not only are a majority of employees paid below the midpoint of their pay range, the pay for many of these employees has been *significantly below* the midpoint in the past. To ameliorate the situation of many employees paid significantly below midpoint, especially staff with significant tenure and excellent work performance, the department funded \$1.4 million for a Market Salary Adjustment Project that took effect September 1, 2021. The project took into consideration tenure in current position, most recent performance evaluation score, and employee’s salary compared to the employee’s salary range midpoint. There were three categories of tenure within current position and each of these three tenure categories had three different levels of salary increase based on performance evaluation score. The combination of tenure and performance determined how close to midpoint an employee should be paid, as shown in figure 6. The total number of employees who received an increase in salary was 365 or almost 50% of TxDMV staff. The project criteria are shown in Figure 6:

Figure 6

Position-Tenure	5 or more Years			2 - 4.99 Years			Less than 2 Years		
Midpoint Category	2% Above Midpoint	Midpoint	Within 2% of Midpoint	Within 4% of Midpoint	Within 6% of Midpoint	Within 8% of Midpoint	Within 10% of Midpoint	Within 12% of Midpoint	Within 14% of Midpoint
Evaluation Score	Outstanding	Exceeds	Meets	Outstanding	Exceeds	Meets	Outstanding	Exceeds	Meets

As a result of the Market Salary Adjust Project, the average percentage below midpoint for our three largest classification groups was significantly decreased beginning in FY 2022, as shown in Figure 7:

Figure 7



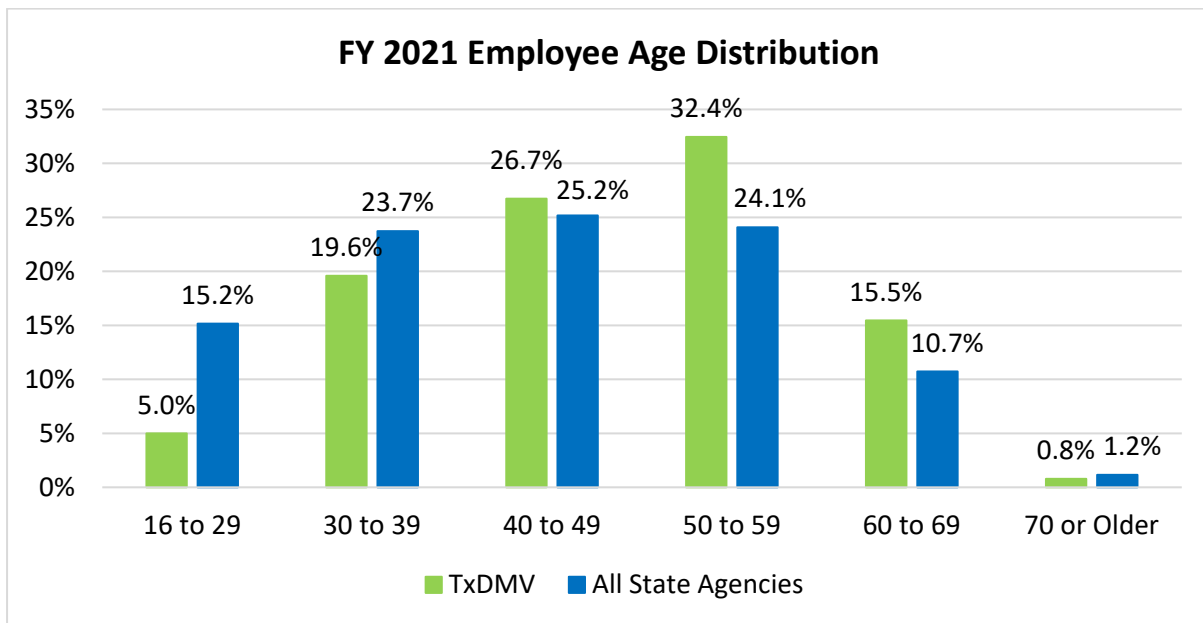
* Data for 2022 as of 11/30/21.

Demographics of Current Workforce

Age

TxDMV employs staff of all ages, ranging from 23 to 78 years old. TxDMV has a significantly older workforce when compared to the rest of Texas state government. In FY 2021, only 5% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies at 15.2%. At the other end of the age range, TxDMV's workforce has significantly more employees over 50 compared to other state agencies. TxDMV had 48.7% of employees that were 50 or older compared to other state agencies with only 36%⁶.

Figure 8

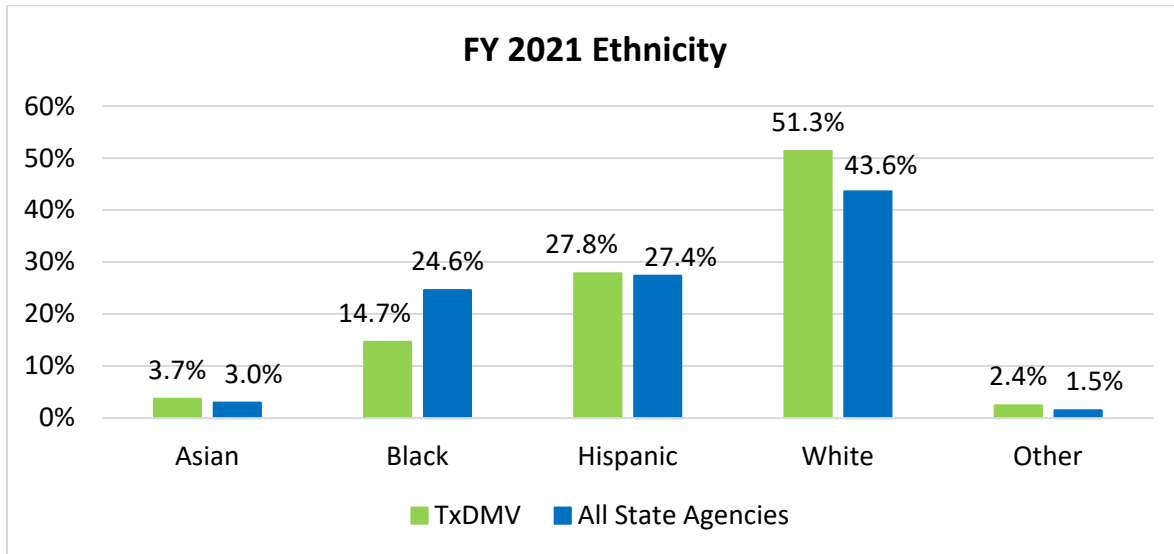


⁶ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

Ethnicity

In FY 2021, TxDMV had a lower percentage of African American employees when compared to the rest of the State government employment.⁷ TxDMV is actively working to increase its diversity recruitment efforts in the next year and beyond.

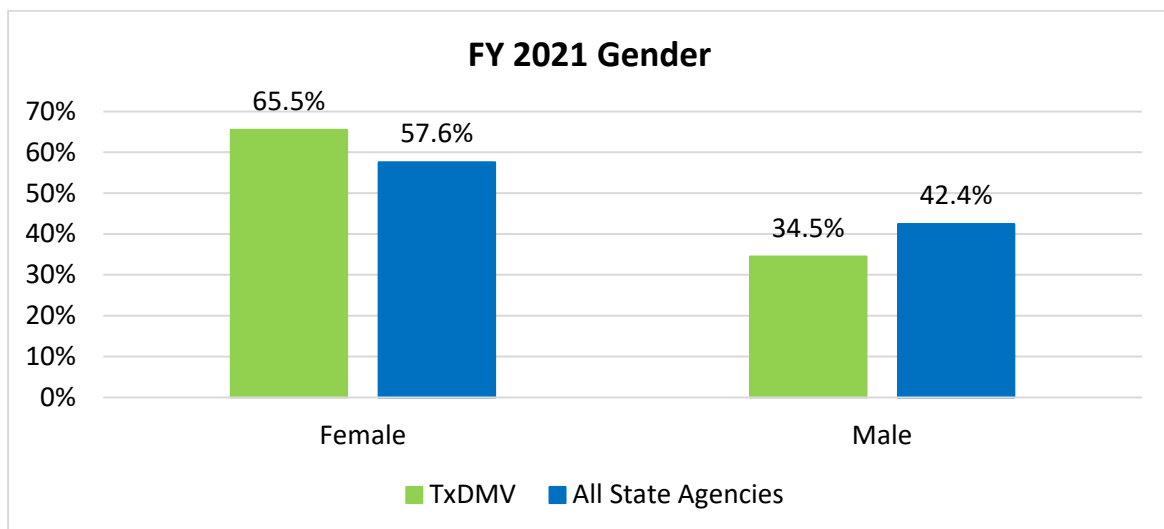
Figure 9



Gender

Consistent with overall Texas state government, females make up the majority of the workforce.⁸

Figure 10



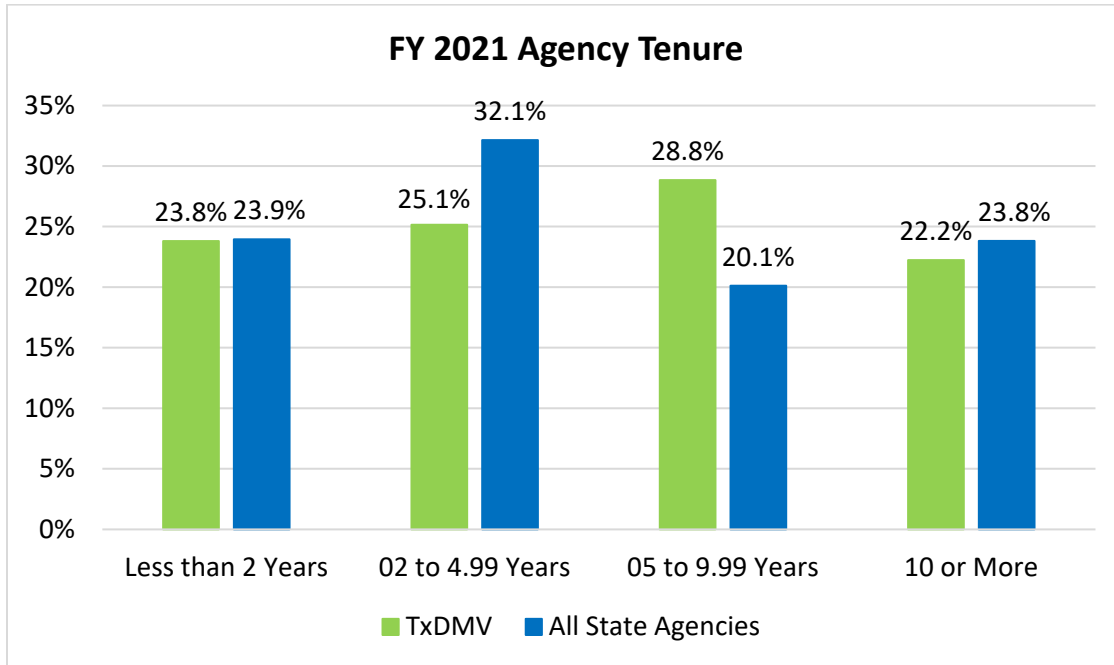
⁷ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

⁸ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

TxDMV Service Tenure

Slightly over half of TxDMV employees have been at the department for at least five years; this is 7.1% higher than all other State agencies, as shown in Figure 11.⁹

Figure 11



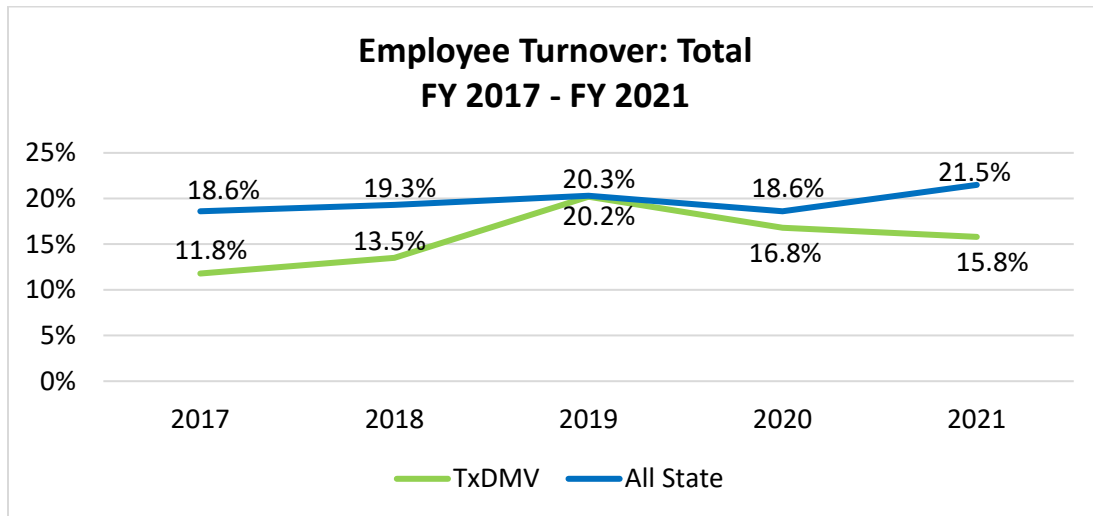
⁹ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

Employee Turnover

The overall turnover rate for all of Texas State Government was 21.5% compared to TxDMV's turnover rate of 15.8% in FY 2021, as shown in Figure 12.¹⁰

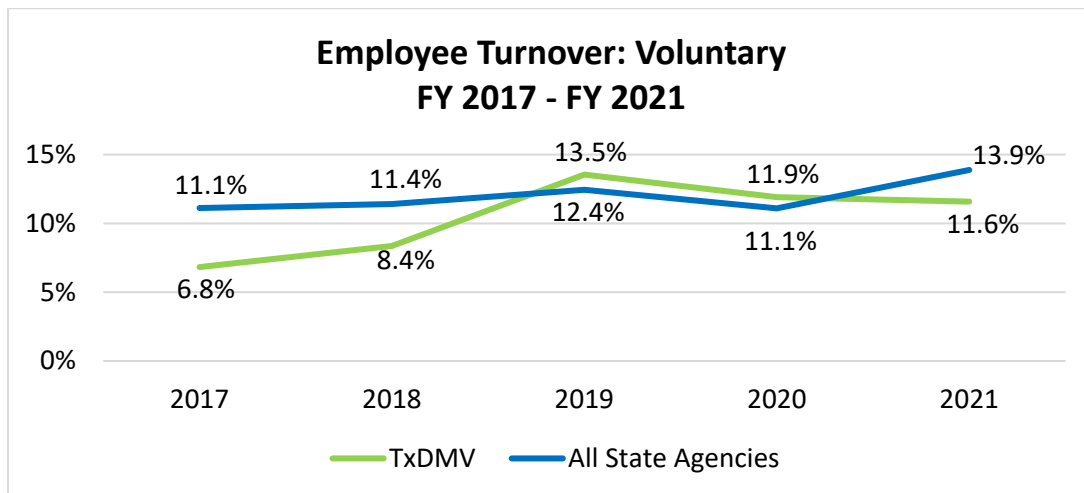
Historically, TxDMV's total turnover rate has been significantly below the statewide average until FY 2019 when TxDMV's turnover rate was nearly identical to the statewide average. However, since FY 2019, TxDMV's turnover rate has steadily dropped back below the statewide average.

Figure 12



The statewide *voluntary turnover* rate was 13.9% compared to TxDMV's voluntary turnover rate of 11.6% in FY 2021, excluding involuntary separations and retirements, as shown in Figure 13.

Figure 13



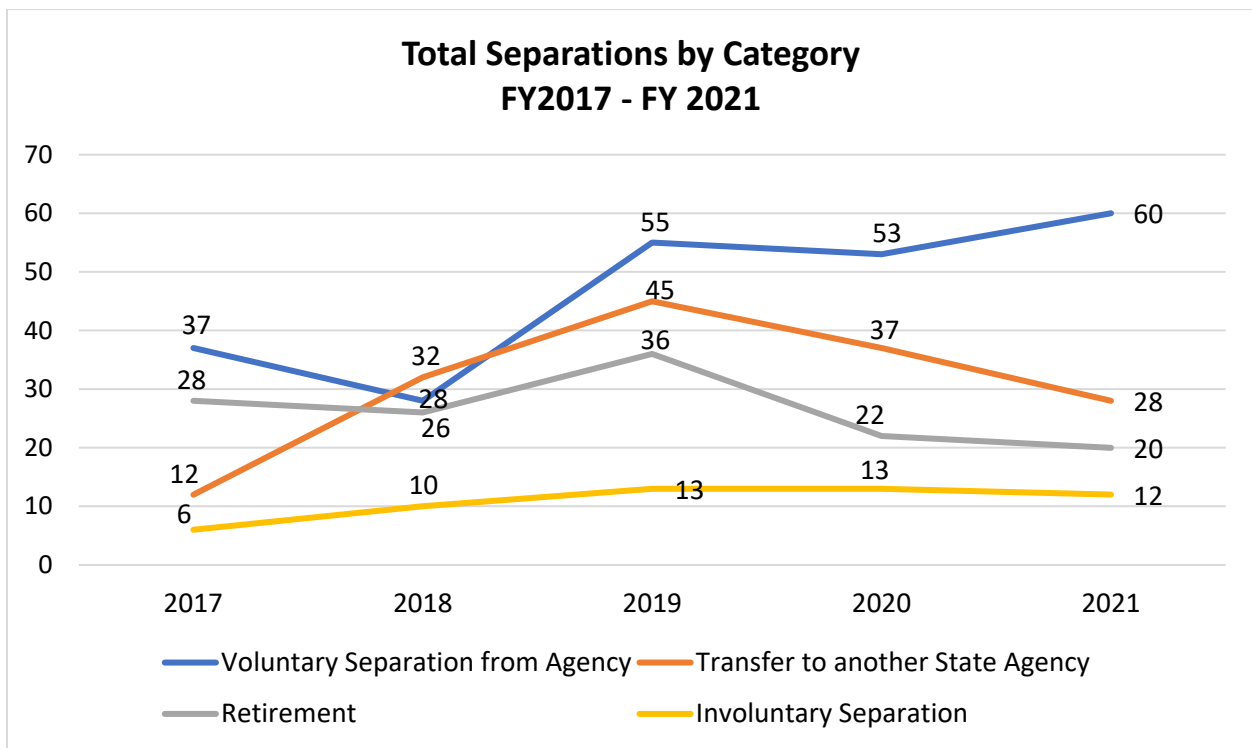
¹⁰ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

TxDMV had 120 total employee separations in FY 2021. Following are the separation categories and the number and percentage of employees who separated in each category.¹¹

Voluntary separation from Agency	60 employees	(7.9%)
Transfer to another State Agency	28 employees	(3.7%)
Retirement	20 employees	(2.6%)
Involuntary separation	12 employees	(1.6%)
TOTAL	120 employees	(15.8%)

The number of separations has decreased in every separation category except for Voluntary, as shown in Figure 14.

Figure 14



All employees who separate voluntarily are provided the opportunity to complete an anonymous exit survey collected and compiled by the SAO. According to self-reported data from employees who chose to complete the survey, the top two reasons for employees leaving the department were Better Pay/Benefits (30.3%) and Retirement (19.7%).

According to the SAO survey, the two issues that separating employees would most like to change about TxDMV are compensation and benefits (64.3% of separating employees) and employee rewards and recognition (33.9% of separating employees).

¹¹ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

More than two-thirds (72.3%) of TxDMV separating employees indicated they would work for the department again in the future. The percentage of separating employees who stated they would work for TxDMV has remained fairly constant over the past five years.

Retirees and Retirement Eligibility

In FY 2021, the percentage of employees who retired from agencies across Texas state government was 2.9% compared to TxDMV's employee retirement rate of 2.6%.¹²

As of March 2022, 100 TxDMV employees (14%) are eligible to retire or are return-to-work retirees. This includes 81 eligible for retirement and 19 employees who are currently return-to-work retirees. A return-to-work employee is someone who has retired from state government and then returned to working for state government as a current TxDMV employee.

Using TxDMV's current workforce composition the department projects that in FY 2027 30% of TxDMV employees will be eligible to retire or will be a return-to-work retiree.¹³

¹² Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

¹³ Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer. The department does not allow or condone discrimination based on race, color, religion, sex (including pregnancy), national origin, age, disability, or genetic information. TxDMV's workplace is comprised of a diverse team of people and professionals. The department, through its policies and training, maintains a workplace environment for all applicants and employees that is productive, efficient, free from discrimination, intimidation, harassment, and retaliation.

Department policy prohibits degrading or abusive conduct toward anyone in the workplace environment and such conduct is not tolerated. Any behavior degrading another's race, color, religion, national origin, sex (including pregnancy), disability, age, genetic information, sexual orientation, or veteran status is a serious violation of the department's EEO Policy that may result in disciplinary action up to and including termination.

EEO Categories

Equal Employment Opportunity Commission (EEOC) reporting requires TxDMV to report the composition of the workforce by race/ethnicity and gender categories. Below are descriptions of the department's EEOC job categories and percentage of TxDMV employees in each category as shown in Table 2.

Administrative Support (including Clerical): Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

Officials and Administrators: Occupations which require employees to set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the department's operations, or provide specialized consultation on a regional, district or area basis.

Professionals: Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Service Maintenance Workers: Workers in both protective and non-protective service occupations.

Skilled Craft Workers: Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training.

Technicians: Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.¹⁴

¹⁴ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

Table 2

FY 2021 EEO Distribution by Race/Ethnicity						
EEO Category	White	Hispanic	African American	Asian	Other	Total Headcount
Administrative Support	44.4%	34.3%	17.4%	1.5%	2.5%	428.25
Officials & Administrators	56.0%	24.1%	8.7%	7.8%	3.4%	89.25
Professionals	66.4%	15.0%	10.0%	5.9%	2.8%	145
Service Maintenance & Skilled Craft	100.0%	0.0%	0.0%	0.0%	0.0%	3.75
Technicians	53.3%	23.1%	15.6%	6.9%	1.1%	94.25

Table 3

FY 2021 EEO Distribution by Gender			
EEO Category	Male	Female	Total Headcount
Administrative Support	18%	82%	428.25
Officials & Administrators	47%	53%	89.25
Professionals	49%	51%	145
Service, Maintenance & Skilled Craft	80%	20%	3.75
Technicians	75%	25%	94.25

Workforce Supply

According to the U.S. Census Bureau, the number of people in Texas grew by 382,436 from April 2020 to July 2021, bringing the state's total population to slightly over 29.5 million.¹⁵ While the Texas population continues to grow, in past years the unemployment rate had continually decreased prior to the COVID-19 pandemic. However, at the beginning of the pandemic in 2020, the US unemployment rate spiked from 3.5% in February to as high as 14.7% in April. During the pandemic employers saw a dramatic increase in turnover which some have referred to as the “great resignation”. However, since April 2020 the unemployment rate has consistently declined close to pre-pandemic levels. As of August 2021, the US unemployment rate was 5.2% which was almost the exact same as the Texas unemployment rate of 5.3%.¹⁶

One fundamental workforce change resulting from COVID-19 is the number of TxDMV employees telecommuting. Prior to the pandemic, roughly 21% of TxDMV employees telecommuted at least one day a week. After the pandemic began, that number increased significantly to 84% of staff telecommuting as of April 1, 2020. In Fiscal Year 2021, the percentage of TxDMV employees

¹⁵ Source: <https://www.census.gov/quickfacts/fact/table/TX/PST045221#PST045221>

¹⁶ Source: <https://www.twc.texas.gov/news/texas-unemployment-rate-falls-59-percent-august>

telecommuting at least one day a week decreased to about two thirds of the department's staff. The percentage of telecommuting staff has remained fairly consistent through March of 2022.

The employee desire and expectation of telecommuting have also changed. A recent TxDMV survey question to all employees stated, "The opportunity to work remotely improves my job satisfaction" and asked employees whether they agree or disagree. On a five-point scale, five was "strongly agree" and four was "agree." The overall average employee response was 4.5, demonstrating that telecommuting is an important benefit for those employees whose job functions allow them to work remotely. A mandatory return to on-site work five days a week would likely result in very high turnover given the increase and availability in telecommuting jobs throughout the economy.

Even with the majority of TxDMV staff shifting to remote work, the department is still able to meet our department performance measures and provide excellent customer service to Texans.

Projection

TxDMMV currently possesses the human resources necessary to provide premier customer service to the motoring public. Areas of concern during the next five years include reducing overall department turnover, expanding diversity recruitment, addressing cost of living impacts on staff salary, and managing the workforce with a large number of employees who are eligible for retirement.

Demand Analysis and Future Workforce Skills Needed

The future workforce skills needed will continually evolve. With technological advances, the information needs, and expectations of the public continue to expand. TxDMV must continue to recruit skilled staff and develop the skills of current employees necessary to meet these needs. In addition, the department will continue to use technology to revise and streamline work processes and provide additional web-based services. Any legislative changes could expand or modify the workforce needs and FTE requirements of TxDMV.

Anticipated Increase/Decrease in FTEs

TxDMMV is currently in the process of assessing its workforce needs for the next biennium. Any requests for increasing/decreasing the department's FTE allocation will be reflected in the department's FY 24-25 Legislative Appropriation Request, anticipated to be finalized in August 2022.

Recruitment and Retention

TxDMMV focuses on recruiting and retaining a diverse and qualified workforce as described below.

Recruitment

- Recruit employees from across the state for those positions that are able to work remotely 100% of the time.
- Continue encouraging managers to recruit veterans to apply to meet the department's goal of employing a workforce comprised of 20% veterans

- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department’s website, Facebook page, Twitter account, the Centralized Accounting and Payroll/Personnel System (CAPPS) job posting page, and the WorkinTexas website
- Expand formal and informal recruiting of employees in underutilized race or gender categories
- Increase formal recruitment efforts through attendance at job fairs and more targeted job postings on industry-specific and occupation-specific job posting sites
- Target college students and recent college graduates by providing paid internships

Retention

- Continue providing paid leave to reward outstanding performance
- Develop career paths to allow for internal employee promotions and professional advancement
- Continue and expand the employee wellness committee’s activities and programs
- Maintain and expand training and development by
 - Continuing to offer tuition assistance to support employees’ educational activities aligned with department needs
 - Continuing to provide department-wide training and development activities both online and instructor-led
 - Continuing the Professional Leadership Academy for all supervisors and managers
- Increase the use of alternative work schedules and telecommuting opportunities to address the needs of department employees
- Continue to provide and actively promote an Employee Assistance Program for both employees and immediate family members at no cost to employees
- Continue to recognize employees’ state service through the State Service Award program
- Continue and expand rewarding employees with one-time and/or recurring merit pay increases whose performance exceeds that which is normally expected or required

Conclusion

TxDMV is acutely aware that it operates in a highly competitive job market. TxDMV is focusing on new and innovative approaches to recruit and retain the best and the brightest candidates to meet its future workforce needs, especially in the areas of technology and customer service.

The department recognizes that recruiting, developing, and retaining a qualified workforce is imperative to achieving its goal of being Customer Centric. TxDMV continues to recruit a diverse workforce, support the development of its employees through various activities and initiatives, and provide a wide array of benefits to retain its employees.

Report on Customer Service



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Report on Customer Service

June 1, 2022

Executive Summary

The Texas Department of Motor Vehicles sets as a top priority its ability to provide premium customer service. In order to adapt to ever-changing customer needs and methods to access services, the department continuously monitors and solicits feedback. This is particularly important as more entities rely on technological applications to access services. The department uses information gathered through customer surveys to improve service delivery and methods to provide those services in the most efficient and effective manner possible.

In FY 2021, the department experienced a dramatic increase in the number of customers it serves through the Customer Contact Center. With the onset of COVID-19, customers requested assistance through calls and emails at record numbers, with Contact Center staff responding to more than 815,000 inquiries. Customers contacting TxDMV through the Contact Center are offered the opportunity to provide feedback through a survey.

Customer Contact Center Survey Results

Customers provide feedback through two, primary methods--a phone survey or an email survey. The Contact Center combines the results of these survey to determine an overall customer satisfaction rating. The overall results for FY 2020 and FY 2021 are shown in the table below:

TxDMV Overall Contact Center Survey Results	FY 2020	FY 2021
Total Number of Responses	27,808	37,101
Overall Customer Satisfaction Rating	95%	95%

Despite an increase of more than 100,000 inquiries from FY 2020, the department maintained an overall satisfaction rate of 95% during FY 2021.

Telephone Survey Results

Customers that call in are offered a brief, three-question survey after their phone call with a rating scale of 4 to 1; 4 being Very Satisfied and 1 being Very Dissatisfied. The survey responses are collected in the Contact Center system.

The percentage of satisfied customers in FY 2020 and FY 2021 are shown below:

TxDMV Contact Center Phone Survey Responses	FY 2020	FY 2021
Total Number of Responses	26,206	34,831
Percent of customers satisfied with their experience	96%	96%
Percent of customers satisfied with the timeliness of the service they received	94%	94%
Percent of customers satisfied with the accuracy of the information they received	97%	97%

Email Survey Results

The Contact Center staff also offer a link to an online survey in their email signature block when communicating with customers. The online survey responses are collected in SurveyMonkey. Results for FY 2020 and FY 2021 are shown below:

TxDMV Contact Center Email Survey Responses	FY 2020	FY 2021
Total Number of Responses	1,602	2,270
Percent of customers satisfied with their experience	87%	87%
Percent of customers satisfied with the timeliness of the services they received	91%	89%
Percent of customers satisfied with the accuracy of the information they received	90%	89%

Survey questions are included in Attachment A of this document.

Gov.Delivery Survey Results

In addition to its continuous solicitation of customer satisfaction through the Contact Center, the Texas Department of Motor Vehicles (TxDMV) undertook a major initiative in FY 2021 to solicit expanded feedback from its customers and stakeholders on their levels of satisfaction and experiences with the department through a survey instrument via subscribers to Gov.Delivery. Gov.Delivery is a comprehensive distribution service operated by TxDMV providing stakeholders the opportunity to access a wide variety of services and information offered by the department online, with more than 360,000 subscribers.

The survey, conducted between March 15 and April 15, 2021, included 10, statutorily required questions. Detailed results of this survey are included in Attachment B.

Looking Toward the Future

As a customer service organization, the TxDMV continuously looks for opportunities to expand and improve its customer service. With the advent of more and more stakeholders and customers relying on technology to access services and information, the department analyzes data from survey instruments to modify, expand and improve its services to match customer needs and desires to provide the most efficient and effective delivery methods.

To gain a better understanding of customer's needs, the Customer Relations Division (CRD) deployed a more robust survey tool in December 2021 which will allow the submission of more detailed information about the customer's experience with the Contact Center Staff for FY 2022 and beyond.

Among other efforts, CRD will seek to refine the department website to provide customers with answers to common questions and explore opportunities to develop online automation services including a website chat feature to optimize services with a focus on the customer.

During the next biennium and beyond, the department will be researching expanded approaches to collect stakeholder and customer assessments. Some areas under consideration include:

- Soliciting specific population input for unique service delivery;
- Expanding ways to gain increased stakeholder/customer input through social media applications; and
- Expanding the new survey tool to additional divisions.

Attachment A

TxDMV Telephone Customer Feedback Survey

Dear Texas Department of Motor Vehicles (TxDMV) Customer:

Thank you for agreeing to take our short survey. We have 3 quick questions to ask you, which will only take a minute. The highest score we can receive is a 4 and the lowest is a 1. All we need you to do is listen to each statement and give us a score of 4, 3, 2 or 1. Of course, we are hoping we get all 4s, but if we don't, we want to get it right for you and appreciate your feedback so we can improve.

1. Please rate your experience today.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
(4)	(3)	(2)	(1)

2. Please rate your satisfaction with the timeliness of the services you received.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
(4)	(3)	(2)	(1)

3. Please rate the accuracy of the information you received.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Accurate	Accurate	Inaccurate	Very Inaccurate
(4)	(3)	(2)	(1)



TxDMV Customer Feedback Survey – Consumer Relations Division (CRD)

* 1. Are you a TxDMV employee?

- Yes
- No

2. Please rate your experience today.

Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
\$	\$	\$	\$

3. Please rate your satisfaction with the timeliness of the services you received.

Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
\$	\$	\$	\$

4. Please rate the accuracy of the information you received.

Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
\$	\$	\$	\$

5. Please provide any additional comments, feedback, suggestions, complaints or compliments you wish to share with TxDMV.

6. How did we interact with you today?

- Phone
- Email

Attachment B



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

External Customer Satisfaction Survey Report December 2021

External Customer Satisfaction Report

Overview

The Texas Department of Motor Vehicles (TxDMV) is a customer service organization. TxDMV prides itself on providing world-class, one-touch service to its external customers and stakeholders.

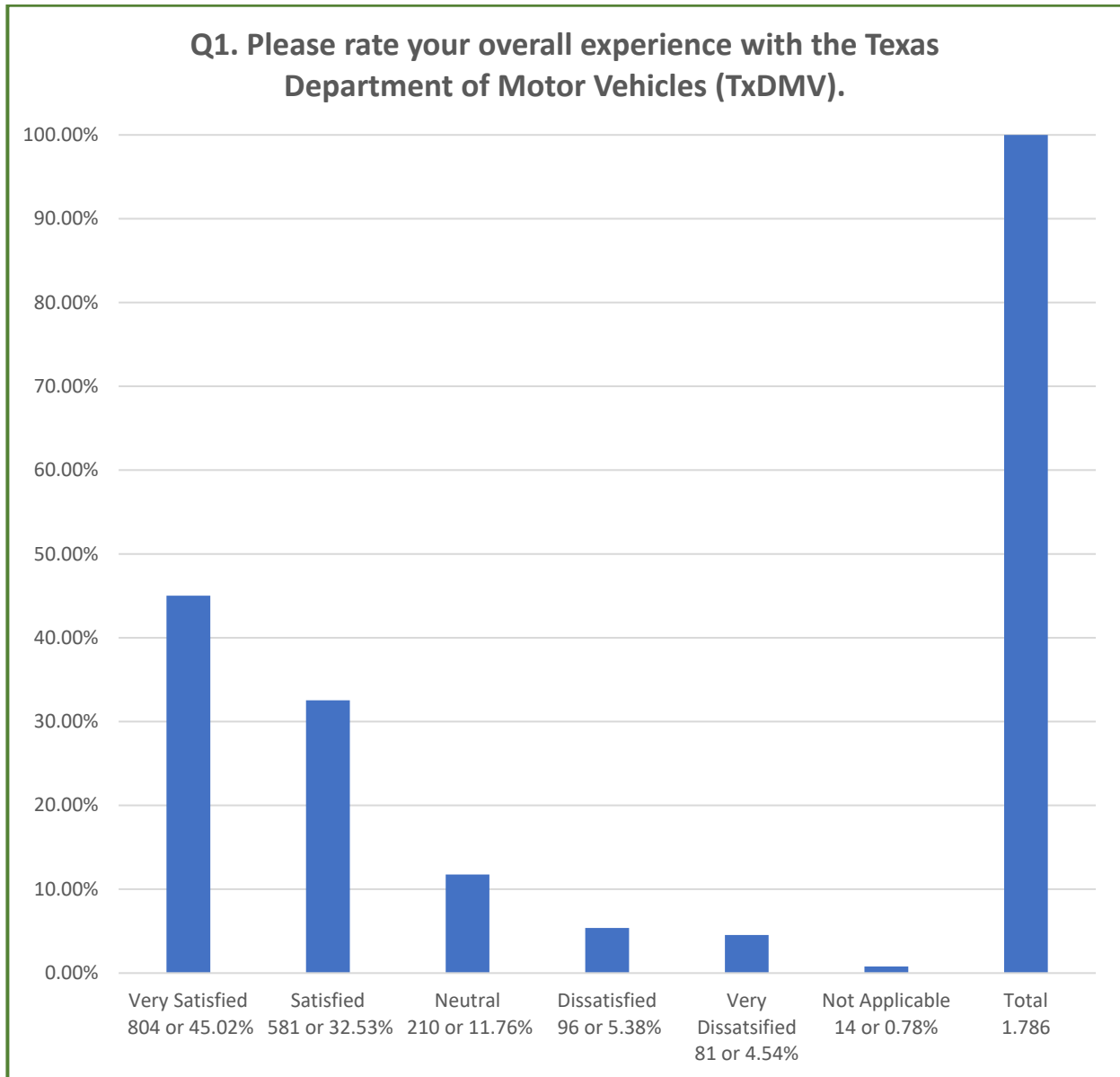
This report provides the responses to a ten-question online survey administered between March 15th and April 15th, 2021. Nearly 1,800 citizens comprised of external customers and stakeholders completed the survey. Additionally, 667 survey respondents offered additional comments. The ten questions are listed below.

1. Please rate your overall experience with the Texas Department of Motor Vehicles (TxDMV).
2. I received the services I needed when, where and how I wanted them.
3. I got what I needed.
4. How satisfied are you with TxDMV's communications, including toll-free access, the average time you spent on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
5. How satisfied are you with TxDMV's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of nameplates or tags for accountability?
6. How satisfied are you with TxDMV's ability to timely serve you, including the amount of time you wait for service in person?
7. How satisfied are you with TxDMV's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the department, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?
8. How satisfied are you with TxDMV's complaint handling process, including whether it is easy to file a complaint and whether the responses are timely?
9. How satisfied are you with any TxDMV brochures or other printed information, including the accuracy of that information?
10. How satisfied are you with TxDMV's facilities, including your ability to access the department, the office location, signs, and cleanliness?

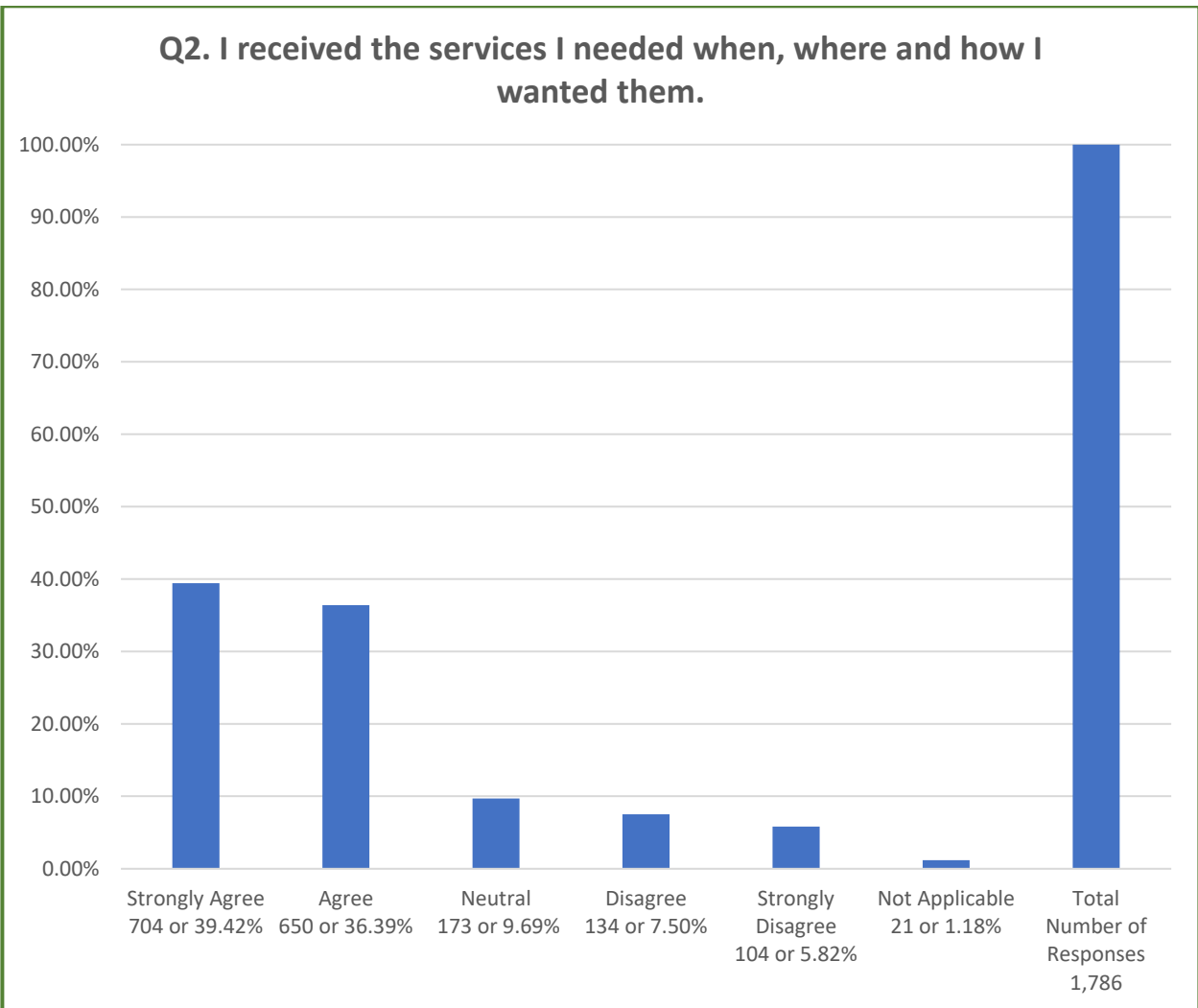
The overall results, while not in alignment with other surveys conducted by the division, do offer a window into the experiences of these particular external customers. This report is organized into three sections. Section one contains Clustered Column Charts for each survey question. Section two contains respondent comments about their experiences with the department. Section three contains suggestions offered by survey respondents.

Section 1: Survey Response Results

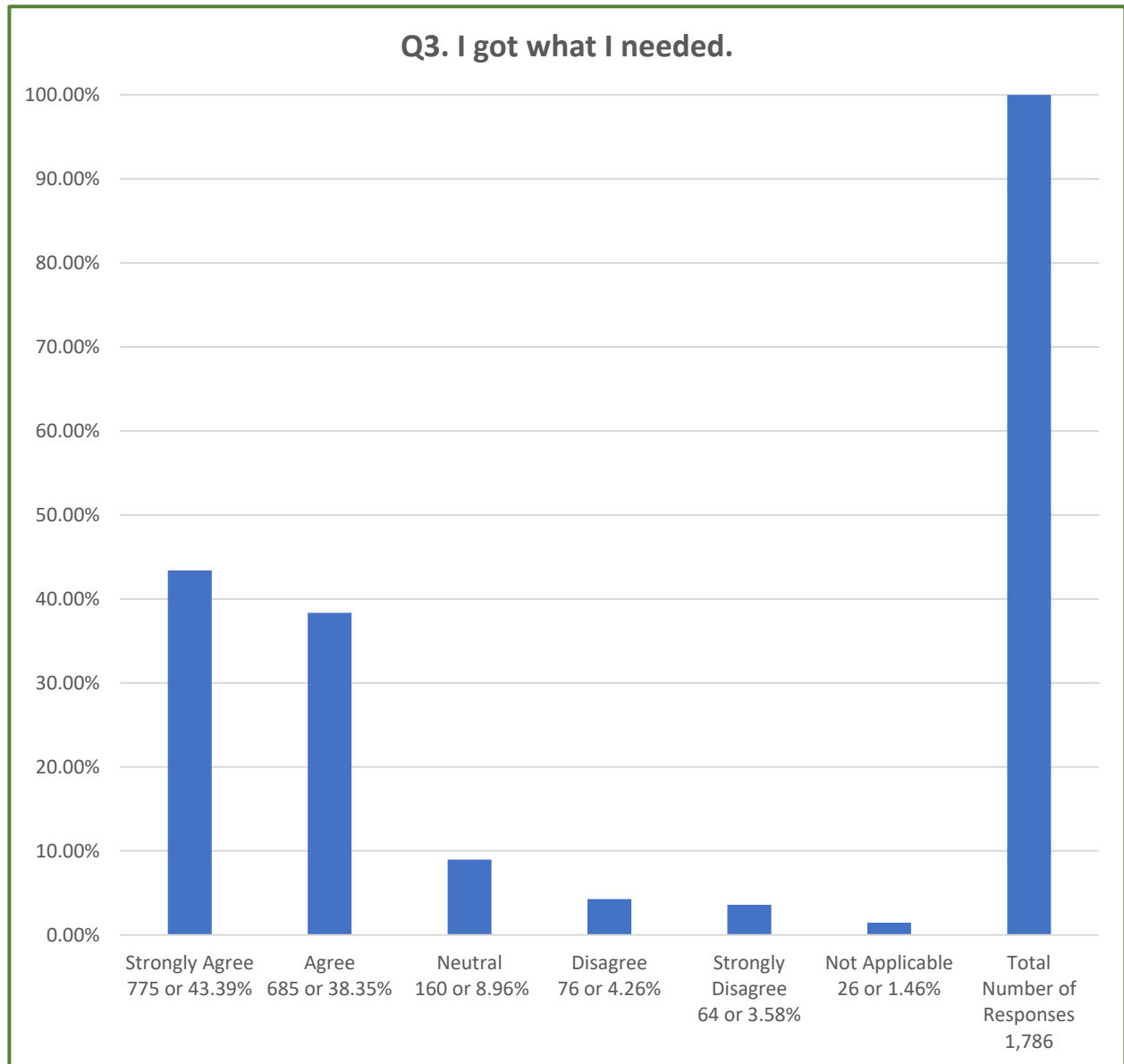
The combined percentage of Very Satisfied (45.02%) and Satisfied (32.53%) responses for Question 1 is 77.55%.



The combined percentage of Strongly Agree (39.42%) and Agree (36.39%) responses for Question 2 is 75.81%.

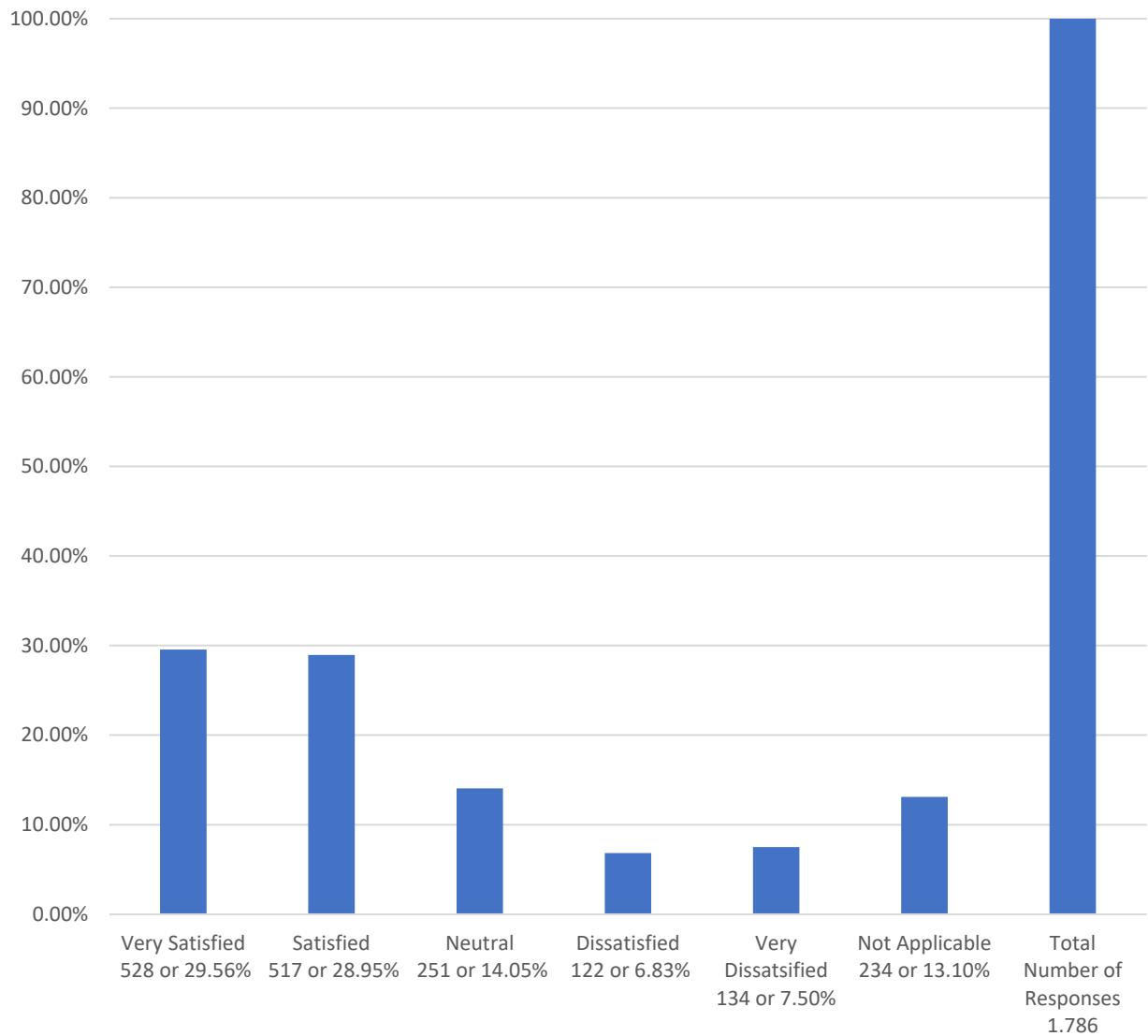


The combined percentage of Strongly Agree (43.39%) and Agree (38.35%) responses for Question 3 is 81.74%.



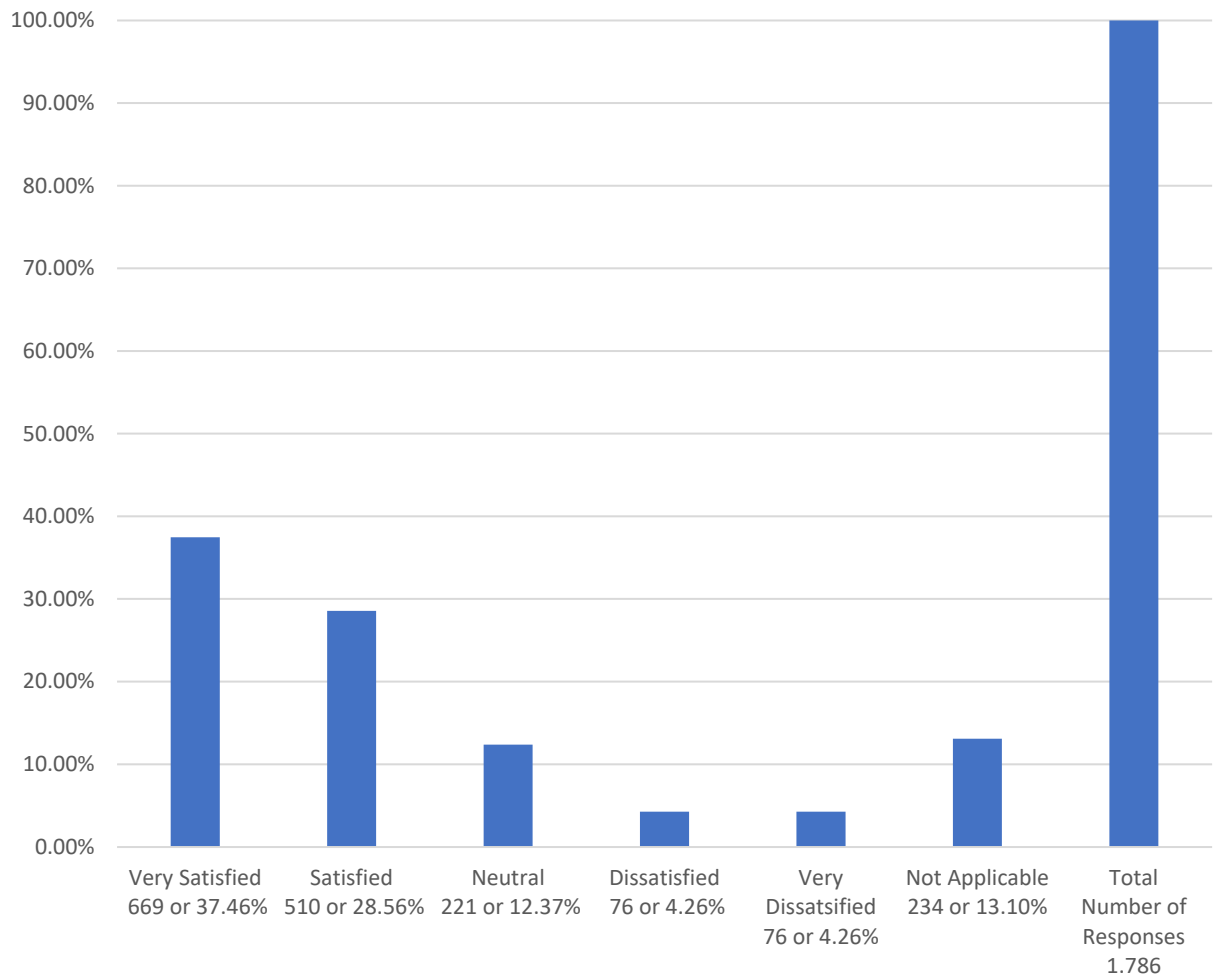
The combined percentage of Very Satisfied (29.56%) and Satisfied (28.95%) responses for Question 4 is 58.51%.

Q4. How satisfied are you with TxDMV's communications, including toll-free access, the average time you spent on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

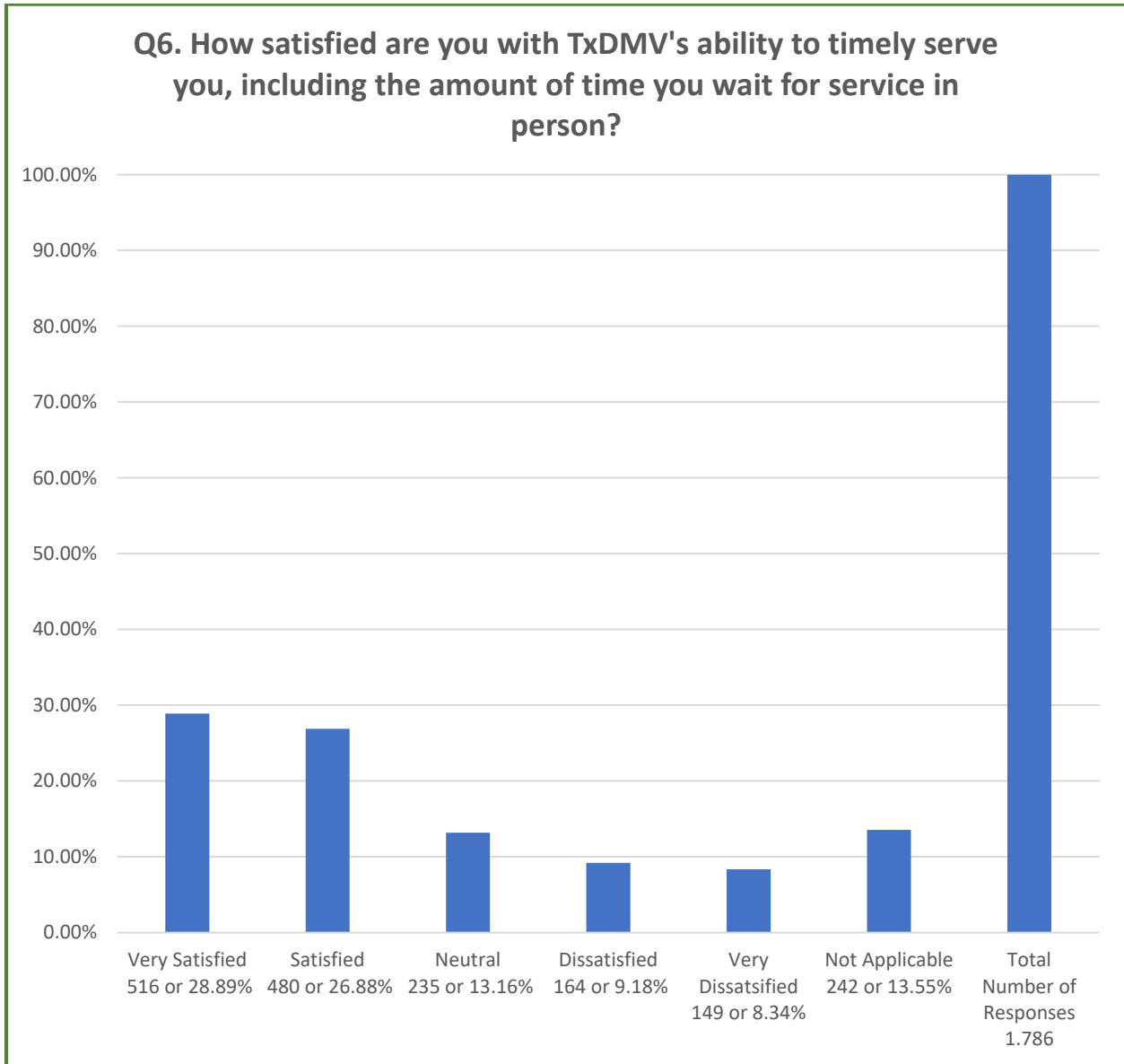


The combined percentage of Very Satisfied (37.46%) and Satisfied (28.56%) responses for Question 5 is 66.02%.

Q5. How satisfied are you with TxDMV's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of nameplates or tags for accountability?

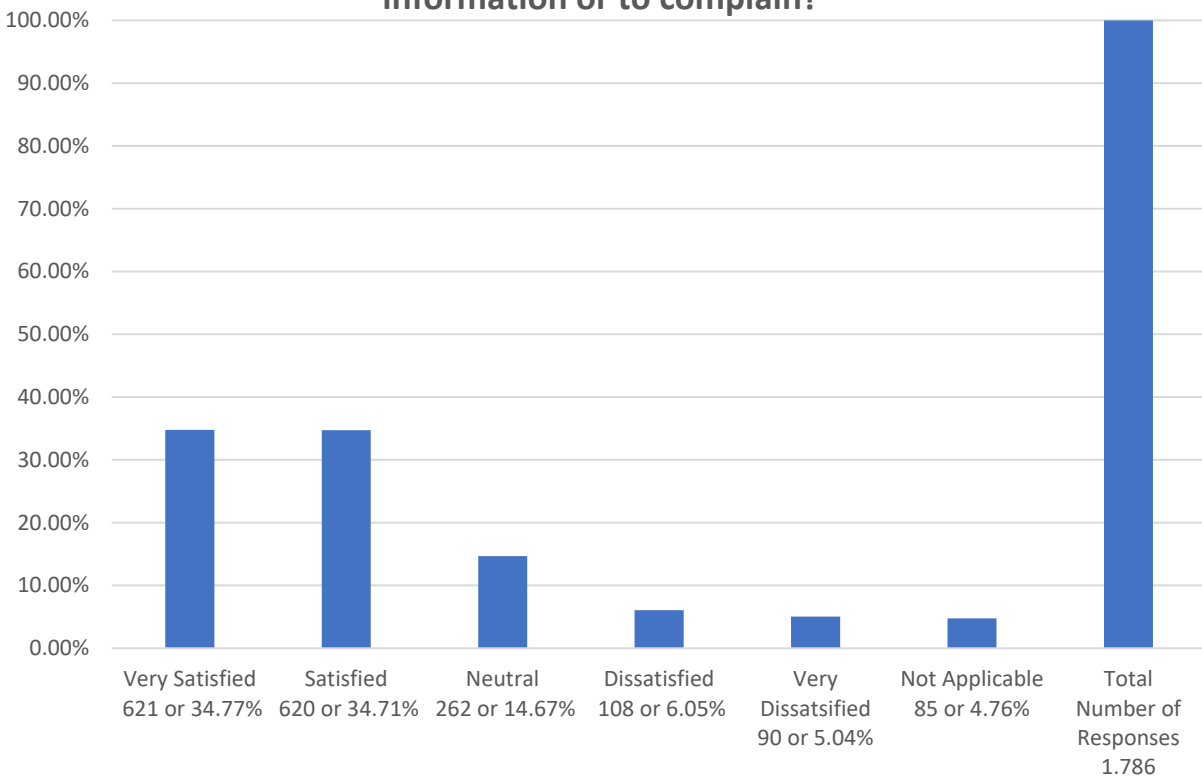


The combined percentage of Very Satisfied (28.89%) and Satisfied (26.88%) responses for Question 6 is 55.77%.



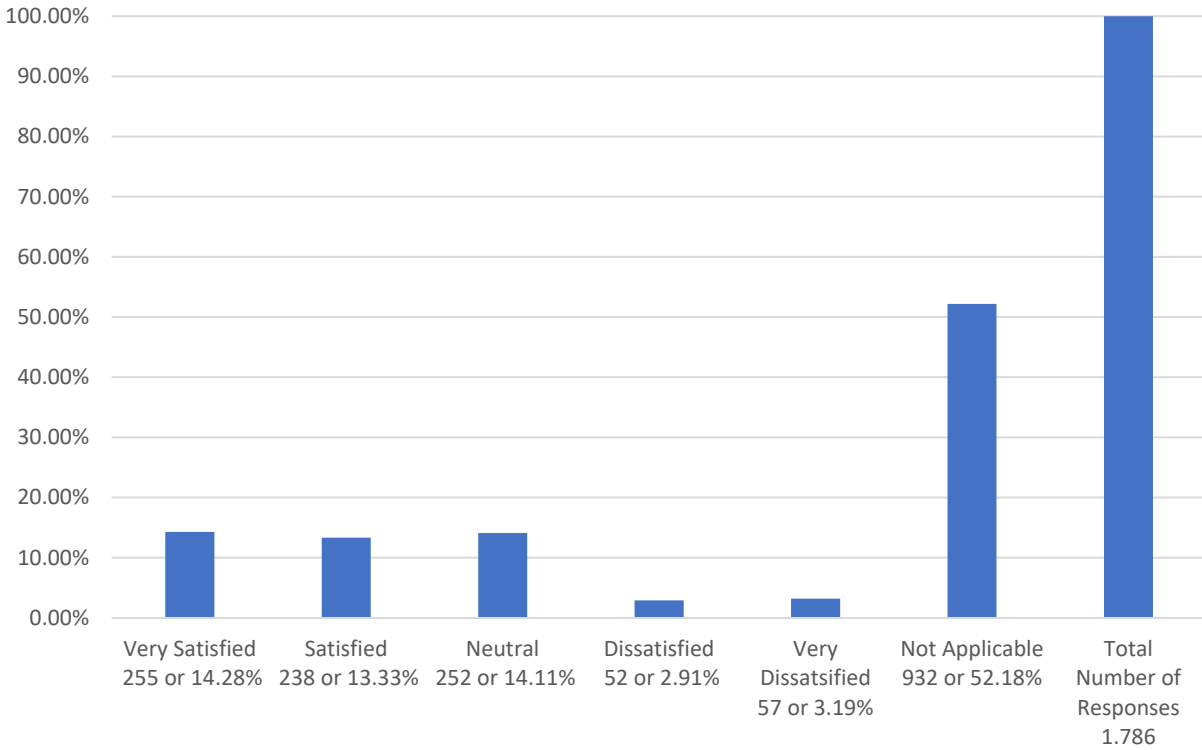
The combined percentage of Very Satisfied (34.77%) and Satisfied (34.71%) responses for Question 7 is 69.48%.

Q7. How satisfied are you with TxDMV's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the department, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?



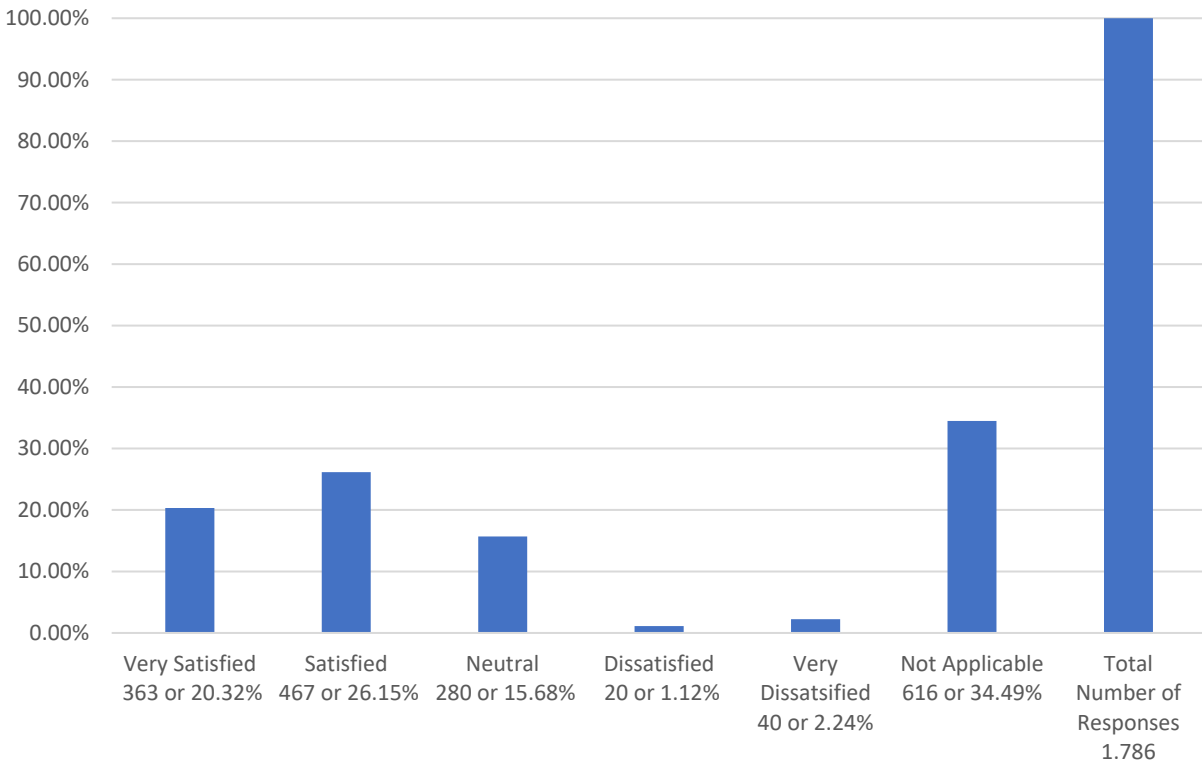
The combined percentage of Very Satisfied (14.28%) and Satisfied (13.33%) responses for Question 8 is 27.61%.

Q8. How satisfied are you with TxDMV's complaint handling process, including whether it is easy to file a complaint and whether the responses are timely?



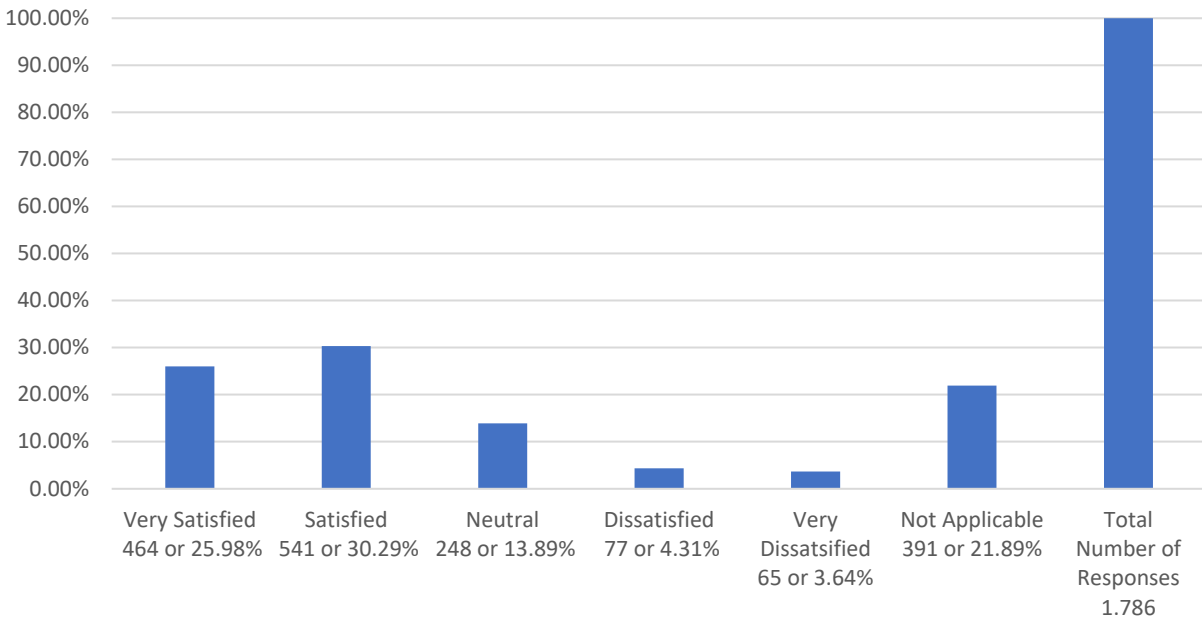
The combined percentage of Very Satisfied (20.32%) and Satisfied (26.15%) responses for Question 9 is 46.47%.

Q9. How satisfied are you with any TxDMV brochures or other printed information, including the accuracy of that information?



The combined percentage of Very Satisfied (25.98%) and Satisfied (30.29%) responses for Question 10 is 56.27%.

Q10. How satisfied are you with TxDMV's facilities, including your ability to access the department, the office location, signs, and cleanliness?



Section 2: Comments by Survey Respondents

The total number of survey participants who provided comments is 667. The total number of survey respondents is 1,786 resulting in a 37% survey participant comment response rate.

The comments are presented in two ways. First, from highest to lowest based on the number of comments received. Second, the comments are presented by the division(s) addressed by the comments, or alphabetized. The number in parenthesis following a comment corresponds to the number of respondents making the same comment.

Data View 1: Highest to Lowest. (Arranged alphabetically within same number of responses)

- Great customer service. (120)
- Respondents confused the Texas Department of Motor Vehicles with the Texas Department of Public Safety and provided comments about the Driver License process. (82)
- Commented “None” or “Not applicable” or “NA.” (59)
- Negative comments about mobile web/online service. (45)
- Negative comments about pandemic issues such as needing to get an inspection in person, not willing to do so, worried about expired registration. (31)
- Negative comments about RSCs (Regional Service Centers). (31)
- Other comments – ranging from “card reader did not work” to “I needed a chair to wait” to “hostile employees” to “Why do I have to register my trailer?” to “Not bad” to “Why are plates so expensive?” (31)
- Thank you. (30)
- Great staff. (26)
- Positive comments about online registration. (24)
- Long wait on hold for phone calls/Not answering phone. (21)
- Negative comments about title and registration. (18)
- Negative comments about TACs (Tax Assessor-Collectors). (15)
- Negative comments about website. (15)
- Need better communication. (14)
- Positive comments about website. (14)
- Positive comments about mobile web/online services. (12)
- Positive comments about online appointments. (12)
- RSCs difficult to reach by phone. (12)
- Experienced inconsistent treatment – some staff friendly, some not. (11)
- More locations/facilities. (11)
- Appreciated COVID-19 Response/Waivers. (9)
- Positive comments about the Motor Vehicle Division - Dealer Licenses. (8)
- Long hold times when calling RSCs. (7)
- No response to my email. (7)

- Positive comments about TACs. (7)
- Negative comments about eTAG/webDEALER. (6)
- Positive comments about RSCs. (6)
- Veterans or elderly needed extra help with vehicle registration. (6)
- Complained about inspection date and sales date. (4)
- Negative comments about online appointments. (4)
- Negative comments about online registration. (4)
- Please go back to former website. (4)
- Positive comments about registering by mail. (3)
- webDEALER takes too long – 3 to 4 weeks in my area and 3 to 4 days in other areas. (3)
- Drive-up windows are great in the pandemic. (2)
- Package turnaround times and errors. (2)
- Case closed – no investigation and no follow-up. (1)
- Chop shop and illegal auto dealers task force. (1)
- Have to upload parent corporation documents and my driver license number does not work. (1)
- I give help desk staff an F-. (1)
- I was not approved for my MVINET (Motor Vehicle Information Network) information. (1)
- It was a financial hardship to pay the late fee for a year and then having it apply to the original registration date. (1)
- Need to change my password too much. (1)
- Negative comments about MYPLATES. (1)
- Negative comments about “new” registration stickers. (1)
- Negative comments about registering by mail. (1)
- Positive comments about eTAG/webDEALER. (1)
- Positive comments about title and registration. (1)
- Positive comments about webinars. (1)
- Work orders not in sequential order. (1)

Data View 2: Division(s) Addressed. (Arranged alphabetically by division[s] followed by numerically highest to lowest)

Consumer Relations Division (CRD)

- No response to my email. (7)

Consumer Relations Division (CRD) and Vehicle Titles and Registration (VTR) Division

- Experienced inconsistent treatment – some staff friendly, some not. (11)

Consumer Relations Division (CRD), Information Technology Services Division (ITSD), and Vehicle Titles and Registration (VTR) Division

- Long wait on hold for phone calls/Not answering phone. (21)

Enforcement (ENF) Division

- Case closed – no investigation and no follow-up. (1)

Enforcement (ENF) Division, Motor Vehicle Crime Prevention Authority (MVCPA), and/or Motor Vehicle Division (MVD)

- Chop shop and illegal auto dealers task force. (1)

Government and Strategic Communications (GSC) Division

- Negative comments about website. (15)
- Need better communication. (14)
- Positive comments about website. (14)
- Please go back to former website. (4)

Information Technology Services Division (ITSD)

- Negative comments about mobile web/online service. (45)
- Positive comments about mobile web/online services. (12)
- Need to change my password too much. (1)
- I give help desk staff an F-. (1)

Motor Carrier Division (MCD) and/or Motor Vehicle Division (MVD)

- Have to upload parent corporation documents and my driver license number does not work. (1)

Motor Carrier Division (MCD) and Vehicle Titles and Registration (VTR) Division

- Appreciated COVID-19 Response/Waivers. (9)

Motor Vehicle Division (MVD)

- Positive comments about the Motor Vehicle Division - Dealer Licenses. (8)

Tax Assessor-Collectors (TACs)

- Negative comments about TACs. (15)
- Positive comments about TACs. (7)
- Package turnaround times and errors. (2)

Texas Department of Motor Vehicles (TxDMV)

- Great customer service. (120)
- Commented “None” or “Not applicable” or “NA.” (59)
- Other comments – ranging from “card reader did not work” to “I needed a chair to wait” to “hostile employees” to “Why do I have to register my trailer?” to “Not bad” to “Why are plates so expensive?” (31)
- Thank you. (30)
- Great staff. (26)

Texas Department of Public Safety (DPS)

- Respondents confused the Texas Department of Motor Vehicles with the Texas Department of Public Safety and provided comments about the Driver License process. (82)

Vehicle Titles and Registration (VTR) Division

- Negative comments about pandemic issues such as needing to get an inspection in person, not willing to do so, worried about expired registration. (31)
- Negative comments about RSCs. (31)
- Positive comments about online registration. (24)
- Negative comments about title and registration. (18)
- Positive comments about online appointments. (12)
- RSCs difficult to reach by phone. (12)
- More locations/facilities. (11)
- Long hold times when calling RSCs. (7)
- Negative comments about eTAG/webDEALER. (6)
- Positive comments about RSCs. (6)
- Veterans or elderly needed extra help with vehicle registration. (6)
- Complained about inspection date and sales date. (4)
- Negative comments about online appointments. (4)
- Negative comments about online registration. (4)
- Positive comments about registering by mail. (3)
- webDEALER takes too long – 3 to 4 weeks in my area and 3 to 4 days in other areas. (3)
- Drive-up windows are great in the pandemic. (2)
- I was not approved for my MVINET information. (1)
- It was a financial hardship to pay the late fee for a year and then having it apply to the original registration date. (1)
- Negative comments about MYPLATES. (1)
- Negative comments about “new” registration stickers. (1)
- Negative comments about registering by mail. (1)
- Positive comments about eTAG/webDEALER. (1)

- Positive comments about title and registration. (1)
- Positive comments about webinars. (1)

Unknown

- Work orders not in sequential order. (1)

Section 3: Recommendations by Survey Respondents

A total of 38 recommendations were made by survey respondents. They are grouped by division. They are grouped by number of respondents making the same recommendation (the number in parenthesis is number of respondents making the same recommendation) and then alphabetically. If there is no number, only one respondent provided the recommendation.

Board Liaison, Government and Strategic Communications (GSC) Division, and Office of Innovation and Strategy

- Use radio buttons, not check boxes, on this survey

Enforcement (ENF) Division, Motor Vehicle Division (MVD), and Vehicle Titles and Registration (VTR) Division

- TACs and RSCs need to work together on dealer non-compliance issues

Finance and Administrative Services (FAS) Division

- Eliminate online transaction fees

Government and Strategic Communications (GSC) Division

- Place all transactions on website (2)
- Make the website better for the elderly

Information Technology Services Division (ITSD), Motor Vehicle Division (MVD), and Vehicle Titles and Registration (VTR) Division

- Consolidate logins – difficult and confusing to keep track of

Information Technology Services Division (ITSD) and Vehicle Titles and Registration (VTR) Division

- TACs want TxDMV help desk staffed by employees who are experienced in RTS and webDEALER. (8)
- Allow everything online and use all robots at TxDMV
- Implement automated texting when needed

Motor Vehicle Division (MVD)

- Improve dealer site support and add phone customer service support. (5)
- Allow wholesale dealers to share a lot with retail dealers
- Indicate the dealer in correspondence (emails) to groups that own multiple dealerships

- Link all dealer licenses to a new administrator when updating a dealer administrator
- Offer all dealer processes online
- Pass dealer fees on to customers
- Provide assistance to auctioneers in obtaining a license
- Provide clarity on trailer dealership requirements
- Put forms in numerical order to make it easier to check on a dealer license Reduce dealer licensing fee
- Remove dealer test at renewal
- Send password change notification to dealers 7 to 10 days before it expires

Texas Department of Public Safety (DPS)

- Eliminate vehicle safety inspections (10)

Vehicle Titles and Registration (VTR) Division

- Hire more staff to ease burden and reduce wait time. (10)
- Offer longer office hours (5)
- Allow online appointments to be scheduled farther in advance
- Include identifying information in emails when sending reminders about vehicle registration – when you have multiple vehicles, you don't know which one it is
- Clarify the steps to transfer a vehicle with bulleted lists, number of forms (and form numbers), and where signatures are needed
- No front license plates and yearly inspections
- Offer a report on rejected deals in webDEALER so that I can track the performance of my title clerks
- Offer a webDEALER refresher course
- Offer a workshop on how to request a bonded title from TxDMV
- Offer multi-car registration discounts (4 or more vehicles since you can't drive them all at the same time) or offer a lifetime registration for someone who will never sell their car
- Place more back years of RTBs on website
- Reduce the number of extra fees – there are too many (consolidate registration, etc.)
- Registration clerks need a prompt for new inspections Replace paper temporary tags with re-usable metal plates or severely restrict their usage
- Support dealers in dropping off and picking up packets at the same time
- Synchronize registration renewals for multiple vehicle owners