

Texas Department of Motor Vehicles

# Texas Department of Motor Vehicles Strategic Plan Fiscal Years 2021-2025



Texas Department of Motor Vehicles

# Texas Department of Motor Vehicles Strategic Plan

## For the Fiscal Years 2021-2025



# AGENCY STRATEGIC PLAN


FISCAL YEARS 2021 to 2025

BY

TEXAS DEPARTMENT OF MOTOR VEHICLES

Board Member	Dates of Term	Hometown
Guillermo "Memo" Treviño, Chair	Ends February 1, 2021	Laredo
Charles Bacarisse	Ends February 1, 2025	Houston
Stacey Gillman	Ends February 1, 2025	Houston
Brett Graham	Ends February 1, 2023	Denison
Tammy McRae	Ends February 1, 2025	Conroe
John M. Prewitt	Ends February 1, 2023	Cypress
Paul R. Scott	Ends February 1, 2023	Lubbock
Shelley Washburn	Ends February 1, 2021	Houston
Vacant	Ends February 1, 2021	

JUNE 1, 2020

SIGNED:  \_\_\_\_\_

Whitney H. Brewster, Executive Director

APPROVED:  \_\_\_\_\_

Guillermo "Memo" Treviño, Board Chair



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Texas Department of Motor Vehicles

## 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.



Texas Department *of* Motor Vehicles

## Goals and Action Plan



## TxDMV Goals and Action Plan

The TxDMV identified several over-arching themes underlying its strategic plan. These themes are interwoven throughout the Goals and Action Plan and include:

- Increasing needs to protect the public and consumers – both from a public safety perspective and an information security (personal and departmental information) perspective;
- Monitoring and responding to consumers’ changing needs and preferences for more on-line, web-based, self-service options for obtaining products and services;
- Responding to Texas’ changing demographics and the impact on products and services needed; and
- Rising to the challenge of balancing the need to be “good stewards” of the state’s resources while also responding to the need to attract the right talent in a competitive labor market.

The goals and action plans presented in this document include the current impact of COVID-19 on the department.

The TxDMV Board established three strategic goals for the department. Each goal is presented along with the action items to achieve them, the relationship to statewide objectives and any other relevant considerations.

Agency Goals and Action Plan
<p><b>Goal 1: Performance Driven</b> Evidenced by providing services which are:</p> <ul style="list-style-type: none"> <li>• Effective and efficient</li> <li>• Consistent with best practices</li> </ul>
Specific Action to Achieve the Your Goal
<p>There are two large-scale activities the department is implementing to achieve the Performance Driven goal.</p> <p><b>1.1 Data Analytics Initiative</b> This activity contains both short-term and long-term activities which span more than one biennium and are dependent upon other components of this strategic plan being implemented. The short-term components include upgrading TxDMV’s networks and platforms as well as reducing the variety of software programs currently in use. The long-term components include an Advanced Data Analytics Initiative which includes data mining, automating certain data analysis functions, implementing advanced fraud detection software, etc. It is important to note that the long-term data analytics actions proposed are dependent upon TxDMV aligning its platforms (2.1.2 below) to create a robust data warehouse.</p> <p><b>1.1.1 Explore Creating a Data Analytics Function</b> is an activity designed to explore enhancing and expanding the department’s ability to standardize and improve the quality and consistency of data provided to other entities. The initial activity will be to determine the resources needed to “stand up” a small data analytics function. <b>Completion Date:</b> Continuous through 8/31/2023</p> <p><b>1.1.2 Advanced Data Analysis Initiative</b> is an activity designed to enhance and improve the department’s ability to identify and respond to information and trends identified within TxDMV’s various information technology systems and databases. The long-term goal is to bring an integrated data warehouse online to improve data mining, queries, automated</p>



analysis, trend analysis, risk management, fraud detection, data reporting, etc. that will be possible only when this integrated data warehouse initiative is fully implemented.

**Completion Date:** Continuous through 8/31/2023

## **1.2 Staying Competitive in a Tight Labor Market**

This activity is designed to retain the dedicated staff currently employed by the department as well as to attract the talent needed by the department. TxDMV is continuously striving to hire and retain the best employees to serve the citizens of the state. Texas led the nation in economic growth and as more individuals move into the state, the labor market (especially in Austin in which the majority of TxDMV staff reside) has become incredibly competitive. Moreover, the cost of living (especially housing costs) increased dramatically over the past several years. Worth noting is that both the short-term and long-term impact of COVID-19 on the labor market remains to be seen. With unemployment currently rising due to COVID-19, some of the actions below may need to be updated as changes in the economy unfold. There are four components to this activity including Increasing Career Development Options; Increasing Telecommuting/Work from Home Options; Conducting and Responding to a Salary Survey; and Expanding the department's Wellness Program.

**1.2.1 Increasing Career Development Options** is an activity designed to increase the retention of current employees and to minimize turnover. Specifically, there are several sub-components of this activity including developing career paths where possible and practical, implementing mentoring and coaching programs and creating specific career paths for department staff.

**Completion Date:** 02/28/2022

**1.2.2 Increasing Telecommuting/Work from Home Options** is an activity designed to enhance employee recruitment and retention. As more private sector and public-sector organizations incorporate telecommuting options, TxDMV needs to offer this option more frequently for more positions. This activity not only involves changing internal perspectives and policies regarding working remotely, but it also includes deploying more appropriate technology, such as video conferencing to employees to facilitate telecommuting and working from home. In nimble responding to the workplace changes required by the COVID-19 pandemic, TxDMV dramatically increased the percentage of employees working remotely while simultaneously providing all services without interruption or downtime. Examining policy and technology changes needed to build the department's telecommuting capabilities will enhance both recruitment and retention of current and prospective employees.

**Completion Date:** 08/31/2022

**1.2.3 Conducting an Internal and External Salary Review** is an activity designed to improve employee recruitment and retention for the department. The technology sector business boom in Austin and the general economic growth experienced across the state draw more and more individuals who wish to live and work in Texas. As the seat of state government, employers in Austin encounter some additional challenges when it comes to competing for employees in such a dynamic environment. The department frequently experiences employees leaving simply for "more money" and no other reason either to other state agencies or to private/technology sector organizations. To be competitive both with other state agencies as well as with private and technology sector companies, TxDMV needs to:

- review employee salaries compared to both other Texas state agencies and to private sector employers;





- review internal TxDMV salary administration, especially for those positions with high turnover; and
- review employee pay within each employee’s salary range. More than two thirds of TxDMV employees are paid below the midpoint of their salary range. Increasing employee pay farther within the salary range will greatly enhance TxDMV’s ability to attract and retain needed employees.

Again, given the COVID-19 pandemic, changes in the Texas economy and workforce may require modifications to this activity.

**Completion Date:** 02/28/2022

**1.2.4 Expanding the department’s Wellness Program** is an activity designed to recruit and retain employees. Creating new opportunities to improve health, increase physical activity, manage weight, improve diet, boost energy and increase positive outlook are all goals of expanding TxDMV’s Wellness Program. Healthy, happy employees have been shown to be more productive, engaged and satisfied regarding their employment. Moreover, an effective Wellness Program also serves as a recruiting tool.

**Completion Date:** 02/28/2022

**1.2.5 Obtaining a New Headquarters Facility** is an activity designed not only to help recruit and retain staff by providing an efficient and effective workplace, but to also reduce or eliminate excessive building maintenance and repairs, reduce “downtime” for headquarters components such as elevators and to reduce energy consumption by utilizing higher-energy efficient and sustainable materials in a new building.

**Completion Date:** Continuous through 08/31/2023

Describe How Your Goal or Action Item Supports Each Statewide Objective

**1.1 Data Analytics Initiative** supports the statewide objectives of:

**Accountability** – expanding data reporting and providing more accurate data improves internal and external oversight of the department

**Efficiency** – deploying automated queries, searches and reports rather than manual actions is the logical next step to improving performance

**Effectiveness** – capitalizing on automation with its increased precision and reduced time to complete an action greatly enhances the ability of TxDMV to respond to changing and evolving situations and trends

**Service** – providing needed, relevant information in a more timely manner increases the department’s level of service regarding fraud detection, compliance and information requests

**Transparency** – providing greater visibility into the department’s data and expanding the analysis of that data allows external oversight agencies as well as the department’s key stakeholders increased insight and information to understand the department’s activities and services

**1.2 Staying Competitive in a Tight Labor Market** supports the statewide objectives of:

**Accountability** – taking actions to recruit and retain needed employees is a key component of being a good steward of the state’s financial resources; recognizing when a new facility is needed prevents unnecessary spending on repairs that are temporary, expensive fixes

**Efficiency** – reducing employee turnover and increasing employee retention prevents unnecessary re-hiring and re-training activities and their associated costs; reducing energy consumption is also efficient

**Effectiveness** – attracting, recruiting and retaining the staff desired is very cost-effective and a best practice

**Service** – ensuring the department has the human resources necessary and a facility designed with up-to-date features for the public maintains its ability to provide world-class customer service



**Transparency** – providing competitive salaries, career paths and wellness benefits allows prospective and current employees make better informed employment decisions

Describe any Other Considerations Relevant to Your Goal or Action Item

The actions described in this section fall primarily under the goal of Performance Driven. These actions also support and are integral to accomplishing the department's goals of Optimized Services and Innovation in addition to Customer Centric.



Agency Goals and Action Plan

**Goal 2: Optimized Services and Innovation**

Evidenced by actions which foster:

- Continuous business process improvement and realignment
- Executive ownership and accountability for results
- Organizational culture of continuous improvement and creativity

Specific Action to Achieve the Goal

There are four large scale activities the department is implementing to achieve the Optimized Services and Innovation goal.

**2.1 Modernization and Currency**

This activity extends beyond one biennium and supports optimizing the services offered by the department to its customers and stakeholders. This activity has three components including Maintain and Improve TxDMV’s Software and Hardware Currency; Align Platforms; and Network Modernization.

**2.1.1** *Maintain and Improve Software and Hardware Currency* is an activity that provides the foundation for other improvement efforts. This activity involves acquiring and deploying the most current software and hardware the department has determined it will need.

**Completion Date:** Continuous through 8/31/2022

**2.1.2** *Align Platforms* is an activity that undergirds other improvement efforts and it also extends beyond the biennium. Platform alignment allows the department to capitalize on additional economies of scale, reduce redundancy and duplication, reduce the demands on information technology staff and reduce costs over time.

**Completion Date:** Continuous through 8/31/2022

**2.1.3** *Network Modernization* is an additional activity that supports other improvement efforts and it also extends beyond the biennium. Modernizing the network increases network stability, efficiency and security while further streamlining information technology operations. Moreover, TxDMV provides connectivity to all 254 counties in the state to support them in issuing registration renewals and processing title transactions.

**Completion Date:** Continuous through 8/31/2022

**2.2 Case Management Systems**

This activity optimizes services by consolidating and enhancing the department’s motor carrier case management system with the system currently used for motor vehicle licensing and case processing.

**2.2.1** *Transferring the Motor Carrier Complaint Management System case data into the eLICENSING System* is an activity recommended by the Sunset Advisory Commission in their review of the department that will allow the Enforcement Division to streamline motor carrier and motor vehicle case handling and reporting processes within one system. eLICENSING is the department’s integrated dealer licensing system as well as the repository for administrative cases against licensees and lemon law and warranty repair cases.

**Completion Date:** Continuous through 8/31/2022

**2.3 Modernization of Registration Renewal Notification and Processes**

This activity has both a short-term and a long-term component, both of which advance the department towards a truly modern, paperless registration renewal process. While there are many advantages to going paperless (reduce environmental impact, reduce costs, reduce face-to-face contacts, etc.), TxDMV’s major reasons are business continuity, environmental impact,



operational efficiency and cost savings. The short-term component is expanding eReminder (an electronic registration renewal notification process) while the long-term component is implementing a paperless registration renewal process.

**2.3.1** *Expand TxDMV's eReminder Process* is an activity that is a logical progression towards TxDMV's long-term goals. The department currently offers customers the option of signing-up for email reminders to renew their motor vehicle registrations. This is an optional activity that customers may "opt in" in order to participate. Currently, 4,398,795 motor vehicle owners have signed-up for eReminder. Expanding the number of customers who provide the department with their email address provides the information needed to implement 2.3.2. below (Paperless Registration Renewal Notices).

**Completion Date:** 08/31/2023

**2.3.2** *Implement Paperless Registration Renewal Notice Process* is a long-term activity designed to improve availability of services, lessen the department's environmental impact, reduce the TxDMV's operational expenses and increase customer convenience. A paperless registration renewal notice would provide a motor vehicle owner with an electronic notification that their registration needs to be renewed. The vehicle owner would go on-line (as they can do now) and renew their registration. The vehicle owner can then print the registration renewal receipt or download the receipt to their phone or other device to demonstrate proof of registration renewal while awaiting receipt of their vehicle's registration sticker via mail. The proposed paperless registration renewal notice process would allow vehicle owners to conduct their transaction on-line as they can now while reducing paper and postage costs.

**Completion Date:** Continuous through 8/31/2022

## **2.4 Improve Internal Systems**

This activity contains both short-term and long-term components to enhance some of TxDMV's internal systems. Specifically, this activity addresses some internal systems and their associated processes that need to be improved, refined and/or updated and include standardizing TxDMV's accounts receivable system(s); centralizing the TxDMV's open records request system; and updating the department's inventory system (including Headquarters, Regional Service Centers [RSCs] and TAC product/equipment inventories, license plates, etc.).

**2.4.1** *Standardizing TxDMV's Accounts Receivable process* is an activity designed to create uniformity across the department in divisions which accept and/or process payments. Currently, each division or program that accepts and/or processes payments has its own accounts receivable process.

**Completion Date:** 8/31/2023

**2.4.2** *Centralizing the Open Records Process* through the acquisition of a new open records system will help with redacting records to help the department reduce the time and risk of accidental, inappropriate disclosure of information, ensure legal review of requests and response information, ensure timeliness of responses, reduce the communications to the requestor from different divisions of the department and allow for monitoring and oversight of the open record process. Requestors would be able to access the status of their requests and response information by logging in to a centralized system for real time assistance, reducing the need for status checks and phone calls. Currently, while the department has FOIAX software, each division receives open records requests and responds to them in slightly different ways without centralized oversight.

**Completion Date:** 08/31/2022



**2.4.3** Updating and Modernizing the Department’s Inventory system (including Headquarters, RSCs, TACs and license plates) is an activity designed to replace the current paper-based system with an improved, bar-code driven, electronic inventory system to monitor consumables and equipment. Moving to a bar-code driven system should reduce the amount of staff time involved in completing inventory and should assist in more actively managing the flow of inventory throughout the state. Currently, the department tracks 6,710 individual inventory assets located in 254 different counties across the state.

**Completion Date:** 8/31/2022

Describe How Your Goal or Action Item Supports Each Statewide Objective

**2.1 Modernization and Currency** supports the statewide objectives of:

**Accountability** – deploying the most current software and aligning platforms improves accountability by reducing the number of software applications and the number of platforms which need to be monitored and maintained

**Efficiency** – aligning platforms allows the department to eliminate redundancies and duplications, reduce the breadth of specific software expertise needed while also capitalizing upon economies of scale regarding licensing agreements needed by the department

**Effectiveness** – modernizing the department’s information technology provides a foundation for future planned projects that will provide the option for more sophisticated and current service offerings

**Service** – modernizing TxDMV’s information technology platforms will allow the department to provide new, technologically advanced and current service options for all of its stakeholders

**Transparency** –engaging in modernizing TxDMV information technology platforms will allow department staff greater insight into TxDMV operations

**2.2 Case Management Systems** supports the statewide objectives of:

**Accountability** – utilizing one distinct case management system that provides enhanced case detail information ensures continuity of department reporting and ensures the department is providing the greatest level of detail possible when responding to open records requests and reporting internally

**Efficiency** – working all cases in a single, integrated case management system enables the department to more effectively utilize information technology resources; the new platform allows staff to work within the system to track cases and process documents for mailing thus freeing up staff who currently prepare mailers in hard copy form

**Effectiveness** – capturing all relevant information regarding cases in process in a system that allows for enhanced data tracking increases the department’s ability to monitor case aging to ensure consumers are being protected quickly and licensees are being educated timely

**Service** – maintaining case information in a system that has global search capabilities allows staff to quickly locate information when contacted by a respondent or complainant, thus providing a substantially increased level of customer service

**Transparency** – moving motor carrier case processing to a system that displays data in distinct, easy to understand sections; identifies the staff who took certain actions on a case; increases TxDMV staffs’ ability to understand the status of work completed and actions taken while also helping oversight agencies and those who file open records requests to better understand the steps taken to address complaints by accessing real-time updates on the status of their request

**2.3 Modernization of Registration Renewal Notification and Processes** supports the statewide objectives of:



**Accountability** – modernizing the registration renewal notification and processes increases the ability of motor vehicle owners to respond virtually in real-time to a digital prompt to renew their vehicle registration

**Efficiency** – using email or eventually an application (app) to renew a vehicle registration eliminates the paper component thus saving millions of dollars in postage and reducing its negative impact on the environment

**Effectiveness** – utilizing technology to assist in notifying and processing vehicle registration renewals reduces the time needed to complete the transaction

**Service** – increasing citizens’ access to needed services by literally “placing them in their hands” is the level of service Texans deserve

**Transparency** – providing electronic records allows for TxDMV’s customers to know exactly when they received and responded to their notice to renew their registration

**2.4 Improve Internal Systems** supports the statewide objectives of:

**Accountability** – deploying many of the proposed software systems and enhancements will increase the department’s ability to not only increase accountability internally but to also increase accountability with its external stakeholders

**Efficiency** – using new processes which incorporate modern technology greatly reduces the time and effort needed to complete tasks

**Effectiveness** – leveraging technology to assist in tracking and documenting activities in these processes greatly improves the impact TxDMV staff can make internally

**Service** – improving TxDMV’s internal processes supports and enhances the services provided to the motoring public

**Transparency** – creating, upgrading, enhancing and deploying new software and internal processes increases the department’s ability to provide insight into its customer service performance

**Describe any Other Considerations Relevant to Your Goal or Action Item**

The actions described in this section fall primarily under the goal of Optimized Services and Innovation. These actions also support and are integral to accomplishing the department’s goals of Performance Driven in addition to Customer Centric.



## Agency Goals and Action Plan

### **Goal 3: Customer Centric**

Evidenced by actions which foster:

- Focus on the customer
- Increase transparency with external customers
- Excellent service delivery

### Specific Action to Achieve the Goal

There are four broad categories of activities the department is implementing to achieve the Customer Centric goal.

#### **3.1 Information Security and Privacy**

Protecting the department's information technology systems and information as well as citizens' personal information is a high priority for the department. There is one component regarding information security: TxDMV's data privacy initiative.

**3.1.1 TxDMV's Data Privacy Initiative** is currently focused on furthering the protections of vehicle data records. Specifically, the department has already begun implementing new vehicle record data contracts for the purpose of strengthening protections already in place for sensitive data. The next phase includes creating a unit to review the contracts on a regular basis, monitoring contract compliance by users of the data and training users on appropriate use of sensitive data. Moreover, all staff who serve as contract managers participate in department-sponsored training to ensure appropriate contract oversight is maintained.

**Completion Date:** Continuous through 08/31/2022

#### **3.2 Protect the Public**

TxDMV is actively engaged in protecting the public in numerous ways including partnerships with law enforcement agencies, providing information to law enforcement agencies and by its own internal activities. There are three strategic plan components involved in protecting the public: interagency partnerships, electronic liens and improving temporary tags.

**3.2.1 Interagency Partnerships** involve the department partnering with various law enforcement agencies to protect the citizens of Texas and their property. These partnerships can occur through various means including formal, contractual partnerships such as those implemented by the Motor Vehicle Crime Prevention Authority (MVCPA) or through collaborations with law enforcement such as those developed by the TxDMV Compliance and Investigations Division (CID). This activity includes expanding and enhancing these partnerships through grants, information exchanges, expertise sharing and training opportunities.

**Completion Date:** Continuous through 08/31/2022

**3.2.2 webLIEN** is a web-based, self-service application designed to support entities, such as seller-financed dealers and lending institutions, in securing or releasing their liens on electronic motor vehicle records. webLIEN is an expansion of the webAGENT suite of applications that includes webDEALER, webSALVAGE, eTITLE and eTAG. Once implemented, webLIEN will provide access to more lienholders, significantly improve the lien processing turnaround time and provide customers with enhanced services. Moreover, implementing webLIEN will reduce department costs, reduce data entry errors and mitigate fraudulent release of liens.

**Completion Date:** 08/31/2023



**3.2.3 Temporary Tags** can present challenges for both TxDMV and law enforcement. While improvements and enhancements have been implemented to reduce the occurrence of fraudulent temporary tags (or “temp” or “paper” tags which are placed on vehicles until the permanent or metal license plates arrive), more needs to be done. This activity involves looking at emerging technologies to provide more security features on temporary tags as well as partnering with motor vehicle dealers and other industry stakeholders to reduce the risk and potential fraud which may occur in their businesses.

**Completion Date:** 08/31/2023

### **3.3 Education Campaigns**

TxDmv is creating two large-scale education campaigns: one is external while the other is internal. The goal of the External Customer Education Campaign is to provide information to Texans to make their lives and their interactions with the department as easy, efficient and trouble-free as possible. The goal of the Internal Education Campaign is to provide TxDMV staff with the tools and techniques necessary to provide world-class customer service.

**3.3.1 External Customer Education Campaign** is an activity designed to make TxDMV’s customers as informed as possible to support them in identifying the services they need from the department as well as empowering them to choose the best way of obtaining those services. This is also a campaign to reduce customer confusion. Some specific concepts that are initially planned for this activity include: 1) provide clear information about who the TxDMV is and what TxDMV does, 2) identify which services are available at which offices/locations, 3) educate customers about the specific documentation needed to conduct and complete each business transaction with the department and 4) inform the public that their registration renewal receipt serves as proof of registration renewal.

**Completion Date:** 12/31/2022

**3.3.2 Internal Education Campaign** is an activity designed to improve the level and quality of customer service provided by the department’s employees. There are three components of the internal education campaign. The first component includes providing a customer service training program for all employees. The purpose of this training program is to provide a common framework for all employees to understand what customer service really is and how to provide it at a higher level. The second component includes activities aimed at reframing how TxDMV employees view each other. The intent is to enhance the department’s internal culture by learning how to view each other as an “internal customer.” The third component is strengthening, reinforcing and promoting TxDMV’s customer service culture to one that begins with “yes.” Premier, world-class customer service begins with the premise that when interacting with a customer, have a “yes” frame of mind. Even when the answer must be “no,” having a “yes” frame of mind makes it more palatable for our valued customers. TxDMV wants to be known as a premier provider of “yes” oriented customer service.

**Completion Date:** 08/31/2023

### **3.4 Enhanced Customer Experience**

There are many activities planned to enhance customer experiences with the TxDMV. This is a long-term activity with four components including: Expand Service Availability, Expand On-Line Self Services (to include ordering Certified Copies of Titles [CCOS], the Motor Carrier Credentialing System, and International Registration Permits for Commercial Carriers [IRP]) and Deploying a Personal Digital Assistant (Texas-by-Texas).

**3.4.1 Expand Service Availability** is a customer-centric activity that requires evaluating the services provided by TxDMV to determine if there is a mechanism for providing these





services more broadly across the state. This may require changes in policy, rules and statute.

**Completion Date:** 08/31/2023

**3.4.2 Expand On-Line Self-Services** is an activity designed to empower TxDMV’s customers to be more self-sufficient by accessing services when and where they want them. This activity involves designing, developing and deploying the needed self-service application system support and software programming to expand the availability of on-line self-service for customers to request CCOs, salvage applications, military plate applications, motor vehicle records, etc.

**Completion Date:** Continuous through 8/31/2022

**3.4.3 Expand On-line Self-Service Capabilities for Regulated Entities and Stakeholders** is an activity designed to empower TxDMV’s licensees to be more self-sufficient by accessing services when and where they want them. This activity involves designing, developing and deploying the needed self-service application system support and software programming to expand the availability of on-line self-service for regulated entities, licensees and stakeholders to obtain needed permits, waivers, etc. These activities are focused on the Motor Carrier Credentialing System (MCCS), the Texas Permitting and Routing Optimization System (TxPROS) and the Texas International Registration Program (TxIRP) System.

**Completion Date:** 8/31/2022

**3.4.4 Leveraging Technology to Be More Customer-Centric by Deploying a Personal Digital Assistant (Texas-by-Texas)** is a multi-phased activity that requires partnering with the Texas Department of Information Resources (DIR) to provide Texans with a personal, secure account to manage all their interactions with Texas state government. This activity is a “game changer” for the department as it will have the capability to verify an individual customer’s identify which is needed to expand online services. Beginning with implementing the vehicle registration renewal process, the longer-term vision for this activity is to move additional products and services to this platform to literally place the TxDMV in the hands of its customers.

**Completion Date:** Continuous through 8/31/2022

Describe How Your Goal or Action Item Supports Each Statewide Objective

**3.1 Information Security and Privacy** support the statewide objectives of:

**Accountability** – ensuring motor vehicle record information is only accessed by authorized entities and only for legitimate purposes

**Efficiency** – developing and deploying new contracts, providing training and auditing end users of motor vehicle record information increases the efficiency of TxDMV’s risk management of sensitive information

**Effectiveness** – implementing additional safeguards of the use of motor vehicle data increases the department’s ability to protect citizen’s data

**Service** – clarifying the terms and conditions associated with motor vehicle record information allows the department to provide better support to subscribers and oversight of subscribers

**Transparency** – updating, monitoring and enforcing motor vehicle record information contracts ensures clear expectations of appropriate use

**3.2 Protect the Public** support the statewide objectives of:

**Accountability** – ensuring law enforcement has the information needed in a timely manner to identify and combat motor vehicle crime

**Efficiency** – coordinating with law enforcement across the state to share needed information improves efforts to reduce motor vehicle crime



**Effectiveness** – coordinating and aligning law enforcement’s access to information and specialized training improves the outcomes of law enforcement actions

**Service** – streamlining access to needed information, crime prevention grant awards and technical expertise enhances law enforcement’s ability to protect Texans and their property

**Transparency** – providing advanced training to law enforcement ensures a clear understanding of the unique aspects of motor vehicle crime

**3.3 Education Campaigns** supports the statewide objectives of:

**Accountability** – providing clear and concise information in an easily accessible format allowing TxDMV’s customers to access needed services and information where they are needed when they are needed

**Efficiency** – knowing where to obtain needed services is respectful of customers’ time and resources

**Effectiveness** – providing information about service locations and documentation needed to complete a specific transaction greatly increases a customer’s ability to obtain needed services in one transaction

**Service** – offering access to information 24/7 and many services allows customers to obtain needed information and services at their convenience

**Transparency** – posting information about service locations and documentation needed to complete a specific transaction allows the department to increase its transparency with customers and stakeholders

**3.4 Enhanced Customer Experience** supports the statewide objectives of:

**Accountability** – providing services more broadly throughout the state increases TxDMV’s ability to serve customers and meet their needs – expanding the service locations currently available including those at the Texas-Mexico border county offices in Corpus Christi (Nueces County), El Paso (El Paso County), Pharr (Hidalgo County) and San Antonio (Bexar County) and those along the Texas-Louisiana border county offices in Longview (Gregg and Harrison Counties)

**Efficiency** – moving towards self-service offered online provides the motoring public with a streamlined mechanism to obtain what they need

**Effectiveness** – creating and deploying a digital assistant provides the foundation for many future enhancements all designed to notify and support Texans by satisfying their motor vehicle-related needs

**Service** – providing multiple channels for customers to obtain needed services on their terms is truly customer-centric

**Transparency** – providing information on when, where and how to obtain services as well as the information needed from a customer to obtain those services is sharing relevant, timely and clear data

**Describe any Other Considerations Relevant to Your Goal or Action Item**

The actions described in this section fall primarily under the goal of Customer Centric. These actions also support and are integral to accomplishing the department’s goals of Performance Driven in addition to Optimized Services and Innovation.



Texas Department of Motor Vehicles

## Redundancies and Impediments



## Redundancies and Impediments

<b>Construct a New Texas Department of Motor Vehicles (TxDMV) Headquarter Facility</b>	
DESCRIPTION	<p>Beginning in FY 2019, TxDMV requested the Texas Facilities Commission (TFC) perform multiple building assessments to determine the overall condition (e.g. electrical, environmental quality, HVAC, mechanical, plumbing and structural components, etc.) of all buildings located on the Camp Hubbard Campus in Austin, Texas, which serves as the department's headquarter facilities.</p> <p>On February 26, 2020 the department received the final report and overview of each building's age, size, estimated repair and replacement costs and used this information to develop the Facility Condition Index (FCI). FCI is used to determine the physical condition of a facility expressed by the ratio of repair costs to replacement value of the facility.</p> <p>Buildings 1 and 5 on the Camp Hubbard Campus were built in 1955 and due to their age and current conditions, it has been determined that the cost of repairing the buildings will exceed the cost of replacing them.</p>
RECOMMENDATION/ MODIFICATION	<p>TFC recommends demolishing Camp Hubbard Building 5 and constructing a new building at the same location. Current building code permits a maximization of the existing space with a five-story structure providing 37,500 square feet per floor. The proposed building would provide gross square footage of 187,500 square feet which is approximately 20,000 square feet larger than the space currently occupied by TxDMV in Camp Hubbard Buildings 1 and 5.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Multiple failures of infrastructure systems and continuous repairs and maintenance of structural issues at TxDMV headquarters impede the department's ability to deliver its essential services at optimal levels and ultimately affect its' customers. Further, in February 2020 the department received an assessment which indicated that all Camp Hubbard campus buildings currently have a systemic mold problem. Any repairs exposing the mold within the walls or ceiling would require abatement and the building occupants would have to be relocated. Construction of a new building increases staff productivity, eliminates down-time of services and enhances the customer experience.</p> <p>TxDMV is currently planning to request construction of a new headquarter facility. Estimated costs are based on the current market values and known project scope. These costs could change with actual proposals, further information and planning activities.</p>



<b>Implement a Comprehensive Complaint Management System</b>	
DESCRIPTION	<p>As a customer service driven department, it is important that TxDMV work to resolve complaints efficiently, while ensuring processing is thorough and fair for the benefit of both licensees and the consumer public.</p> <p>Included as a recommendation in the department's FY 2018 Sunset Advisory Commission Staff Report and with the agreement of TxDMV Executive Management, a recommendation was made to consolidate the department's motor carrier case management system with the system currently used for motor vehicle licensing and case processing. Transferring the motor carrier complaint management system case data into the system used for motor vehicle case processing will allow the department to streamline both motor carrier and motor vehicle case handling and reporting processes.</p>
RECOMMENDATION/ MODIFICATION	<p>Move motor carrier cases and case processing from the Complaint Management System (CMS) within the Motor Carrier Credentialing System (MCCS) to the eLICENSING system used for motor vehicle licensing and case processing.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Consolidating complaint management systems for all department functions ensures continuity of department reporting and allows the department to more effectively utilize its information technology resources. Maintaining all case data in a single system with global search capabilities will allow staff to quickly locate information when contacted by consumers which will enhance and improve the overall customer experience.</p> <p>The department is in the process of reviewing estimates associated with transferring motor carrier case processing into the existing eLICENSING system for the upcoming biennium.</p>



<b>Align State Vehicle Size and Weight Requirements with Federal Legislation Regarding Motor Vehicle Size and Weight Limitations</b>	
DESCRIPTION	<p>Current state statute relating to certain vehicle size and weight limitations do not conform to applicable federal laws. Federal highway funds for Texas (Texas Department of Transportation - TxDOT) might be at risk if the state does not comply with the Federal Fixing America's Surface Transportation (FAST) Act. The Federal Highway Administration monitors whether the TxDMV has complied.</p> <p>H.B. 1789, 85<sup>th</sup> Legislature, Regular Session and H.B. 221, 85<sup>th</sup> Legislature, First Special Session included the statutory changes, but neither bill passed.</p>
RECOMMENDATION/ MODIFICATION	<p>Amend statute to align state statute with federal law. This will require statutory changes to the Transportation Code and conforming codes.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Implementing this request will conform state law to federal law, eliminating any discrepancies or confusion.</p> <p>Loss of highway funding would not impact the TxDMV, but would impact TxDOT. An injunction action against Texas under 49 U.S.C. §31115 would impact TxDMV and the Texas Office of the Attorney General.</p>



<b>Explore Expanding Services to Allow for Services to Be Available More Broadly</b>	
DESCRIPTION	Currently, customers must go to multiple locations to conduct specific TxDMV services, such as going to a county tax assessor-collector (TAC) to renew registrations and going to a TxDMV Regional Service Center (RSC) for title transactions. This creates undue burdens on the customer, contributes to confusion regarding what services are available where and increases the amount of time a customer must spend in obtaining services and documents.
RECOMMENDATION/ MODIFICATION	Explore broadening TxDMV services to be available at county offices on a statewide basis.
ESTIMATED COST SAVINGS OR BENEFIT	<p>The primary benefit to expanding TxDMV's services on a statewide basis is to improve the way it serves the Texas motoring public. Implementing this recommendation could eliminate the need for customers to go to multiple locations, that are limited to providing specific services. This recommendation could reduce customer wait times, eliminate multiple customer trips and reduce confusion as to where to obtain a specific service.</p> <p>The estimated cost of expanding services cannot be determined at this time and would depend on drafted legislation and final approval and enactment.</p>



<b>Allow Customers to Renew a Vehicle Registration in Any County</b>	
DESCRIPTION	<p>Under current Texas law, a customer seeking to renew or receive a new motor vehicle registration must do so in the county in which they reside. A person may register their vehicle in any county willing to process the transaction if the person's county of residence is closed.</p> <p>The vast majority of TxDMV's customers still choose to obtain vehicle registrations through a "walk-in" method at county Tax Assessor-Collector (TAC) offices, rather than by mail or online. This can cause the customer to experience long wait times. Additionally, there may be instances when another TAC office may be physically closer in location to a customer's home or office or a convenient "stop" rather than the TAC of their official county of residence.</p>
RECOMMENDATION/ MODIFICATION	<p>Allow customers to renew a vehicle registration in any county. This modification will require statutory changes in the Transportation Code and conforming codes, as necessary.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>This modification would provide the customer with expanded registration options, therefore increasing customer satisfaction and increase the efficient delivery of services.</p> <p>It is anticipated that the state revenue collections would remain the same. However, the allocation of the Processing and Handling Fee could change depending on how legislation is drafted and final approval and enactment. If there is a change in the allocations, the department may incur additional re-programming costs.</p>





<b>Transition to a Two-Year Registration Renewal Period</b>	
DESCRIPTION	<p>Currently, customers renew motor vehicle registrations on an annual basis. While renewals are staggered over a 12-month period, moving to a two-year renewal period could adjust TxDMV's staff workloads by smoothing out the volume of work over 24 months, rather than 12. This shift could decrease TAC workloads associated with vehicle registrations and allow them to focus on other duties.</p> <p>Further, customers may prefer having extended periods of time between required registration renewals.</p>
RECOMMENDATION/ MODIFICATION	<p>TxDMV previously offered multi-year registrations and currently requires a two-year registration for new vehicles getting a two-year inspection.</p> <p>"Two Steps, One Sticker" aligned inspections with registrations.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Moving to a two-year registration renewal period could increase department efficiencies and allow for more flexibility for customers to renew their registrations.</p> <p>The estimated cost of this proposal cannot be determined. Elements such as the registration fee charged and the associated Processing and Handling fees could affect both state and local revenues. Any preliminary or final estimates would be dependent on drafted legislation and final approval and enactment.</p>



<b>Streamline the Process for Resolving Title Disputes</b>	
DESCRIPTION	<p>The Texas Certificate of Title Act provides an appeal process for individuals aggrieved by a department of motor vehicle title decision. In its current form, the appeal process does not provide TxDMV the ability to appeal a TAC decision or explicitly require that a TAC appeal overturning a department decision be based on TxDMV incorrectly applying statute or rule in a title decision.</p> <p>Consequently, a TAC appeal may overturn a correct department title decision, and the department may not appeal this decision. The department's practice of placing holds on transfers of motor vehicle titles that are subject to active litigation also impacts title disputes.</p>
RECOMMENDATION/ MODIFICATION	<p>Transportation Code §501.052 could be amended to provide TxDMV the right to appeal a TAC decision and to require that TAC appeal determinations finding that the department incorrectly failed to issue revoke, cancel or rescind a title and specifically identify how the department failed to follow the certificate of title act or department rules.</p> <p>The same section could also be amended to clarify the notice requirements for TAC hearings to require notice of a TAC hearing be provided to TxDMV by a date certain. Amendments could further clarify that salvage and nonrepairable motor vehicle decisions are not subject to the TAC appeal process. Finally, Transportation Code Chapter 501 could be amended to authorize the department to place a hold on motor vehicle titles that are the subject of active litigation.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>These proposed changes would benefit the department by allowing TxDMV to consistently apply title law state-wide and insure that all TAC appeal decisions are based on the Certificate of Title Act and department rules.</p> <p>Further, adding explicit authorization for TxDMV litigation hold policies would benefit the public by eliminating the potential for innocent purchasers to purchase vehicles subject to active legal disputes and preventing potential fraudulent transfers.</p>



<b>Implement Electronic Registration Renewal Notices</b>	
DESCRIPTION	<p>Currently, TxDMV sends a paper registration renewal notification to all customers who have a registered vehicle in the state notifying them that their registration expiration is upcoming and what fees must be paid to renew their registration. While a motorist may now indicate that they wish to receive an email notification, they still receive a paper registration renewal notification.</p> <p>This request would allow for an electronic registration renewal notice to be emailed to the motorist in lieu of receiving a paper notification mailed via the United States Postal Service. Registration could then be renewed using the existing online renewal process, and a new registration sticker would be mailed to the motorist. Further, implementing the “Texas by Texas”, an app, notifications could be accessed more rapidly and provide greater access to customers at their convenience. The online renewal receipt serves as proof of registration until the new registration sticker is received.</p>
RECOMMENDATION/ MODIFICATION	<p>Implement electronic registration renewal notices to allow motorists to opt out of receiving paper registration renewal notices.</p>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Implementation of electronic registration renewal notices will provide several benefits: 1) maintain continuity of operations, 2) create cost savings due to reduced need for paper renewals and processing costs, including postage, 3) increase customer convenience allowing customers who opt-in for electronic notices to complete their registration renewals from start to finish without the need for paper or a visit to the county TAC by utilizing the department’s existing online registration renewal functionality and 4) reduce the department’s environmental impact.</p> <p>Implementation of electronic registration renewal notices will require programming changes to the Registration and Title System (RTS). The number of hours and costs for this project have not been determined.</p> <p>If implemented, the department can expect to save approximately \$500K for every 5% of motorists who opt out of receiving paper registration renewal notices. At a 15% initial adoption rate, that translates into cost savings of \$1.5 million annually.</p>



<b>Conduct an Internal and External Salary Review</b>	
DESCRIPTION	<p>TxDMV has determined the need to conduct an Internal and External Salary Review to improve employee recruitment and retention for the department. During FY 2018 and FY 2019, the technology sector business boom in Austin and the general economic growth experienced across the state drew more and more individuals wishing to live and work in Texas. As the seat of state government, employers in Austin encounter some additional challenges when it comes to competing for employees in such a dynamic environment. The department frequently experiences employees leaving simply for “more money” and no other reason either to other state agencies or to private/technology sector organizations. To be competitive both with other state agencies as well as with private and technology sector companies, TxDMV needs to:</p> <ul style="list-style-type: none"><li>• review employee salaries compared to both other Texas state agencies and to private sector employers;</li><li>• review internal TxDMV salary administration, especially for those positions with high turnover; and</li><li>• review employee pay within each employee’s salary range.</li></ul> <p>More than two-thirds of TxDMV employees are paid below the midpoint of their salary range. Increasing employees farther within their salary range greatly enhance TxDMV’s ability to attract and retain needed employees.</p>
RECOMMENDATION/ MODIFICATION	Conduct an Internal and External Salary Survey.
ESTIMATED COST SAVINGS OR BENEFIT	More than two-thirds of TxDMV employees are paid below the midpoint of their salary range. Increasing employees farther within their salary ranges greatly enhances TxDMV’s ability to attract and retain needed employees to maximize efficiencies and delivery of its services.



<b>Increase the Fee for Duplicate Certified Copy of Original (CCO) Title to Recover TxDMV's Costs</b>	
DESCRIPTION	This change was originally proposed based on recommendations included in the Legislative Budget Board's Government and Efficiency Report, January 2015, p. 427. No action has been taken to increase the fee from the current mail-in fee of \$2 and the walk-in fee of \$5.45. Based on current figures, regardless of the application method, the department estimates that it costs approximately \$18 per document to issue a CCO title, resulting in an unreimbursed cost to the department of approximately \$6.6 million per year. In Fiscal Year 2019, the department issued more than 475,000 duplicate titles. The department estimates a 0.5% growth rate per year in duplicate titles.
RECOMMENDATION/ MODIFICATION	Increase the CCO fee to recover TxDMV's cost of issuance by authorizing TxDMV to set the fee at \$18.
ESTIMATED COST SAVINGS OR BENEFIT	It is estimated that increasing the fee for duplicate CCOs would raise approximately \$6.6 million per year or \$13.2 million over the biennium. This money would be deposited to the credit of the TxDMV Fund to cover program costs.



Increase Protections Around Driver's Privacy Protection Act (DPPA)	
DESCRIPTION	<p>The Driver's Privacy Protection Act (DPPA) in Federal law and Chapter 730 of the Transportation Code, protects the privacy interests of individuals by limiting the disclosure and use of personal information contained in motor vehicle records to certain individuals or entities for specific reasons.</p> <p>Certain sections of the Transportation Code Section 730.004 state that unless otherwise stated in the Chapter, or other law, an agency may not disclose personal information obtained by the agency in connection with a motor vehicle record. The code addresses certain exceptions, such as providing information to law enforcement entities with specific types of information depending on the reason for the request and it also includes some instances in which personal information found in motor vehicle records must be released.</p> <p>However, other businesses may be able to collect and sell personal information on a person and their vehicle(s). Generally, these are motor vehicle-related businesses that capture information in their computer systems. These businesses are not covered under the federal and state privacy protection laws.</p>
RECOMMENDATION/ MODIFICATION	<p>The department recommends amending statute to include:</p> <ul style="list-style-type: none"> <li>• a requirement that data recipients track any further disclosures made to sub-recipients, including who the information was disclosed to, authorized usage and ongoing monitoring of data usage;</li> <li>• a requirement for the length of time the data recipient is permitted to retain the data and how they should destroy the data once they no longer need it. The American Association of Motor Vehicle Administrators (AAMVA) uses the best practice of the data recipient being required to destroy personal and vehicle data within 24 hours of when it is no longer needed to meet the stated purpose and performance obligation specified in the use agreement; and a requirement that the data be encrypted when TxDMV sends it to recipients and when/if those recipients send it to sub-recipients.</li> </ul>
ESTIMATED COST SAVINGS OR BENEFIT	<p>Implementing this recommendation would provide increased protection for any personal information contained in motor vehicle records being used for purposes not intended. This provides the customer with enhanced piece of mind and further protects the department.</p> <p>The department anticipates that there would be audit and compliance costs associated with implementing the recommendations, but those cost cannot be estimated at this time. In addition, increased data encryption costs could be incurred.</p>



<b>Increase Security Regarding the eTAG System</b>	
DESCRIPTION	Department staff and law enforcement agencies have identified licensees who are misusing or abusing the eTAG system used to generate temporary tags. Current law prohibits the department from suspending a dealer's access to the temporary tag database even when there is credible evidence of fraud or abuse.
RECOMMENDATION/ MODIFICATION	Allow for suspension of access to the temporary tag (eTAG) database. The suspension should coincide with evidence of abuse of the temporary tag database. The changes should also include a process that provides dealers with a way to continue business without having direct access to the eTAG database.
ESTIMATED COST SAVINGS OR BENEFIT	The proposed change will not result in direct cost savings, but it would provide department staff with a mechanism to effectively address abuse of the temporary tag database.



<b>Streamline Lemon Law Administrative Processes</b>	
DESCRIPTION	The TxDMV Office of Administrative Hearings (OAH) is responsible for ultimately resolving claims under the state's Lemon Law. OAH has final order authority and other administrative hearing responsibilities such as motions for rehearing. Since the responsibility for Lemon Law hearings transferred from the State Office of Administrative Hearings to TxDMV in 2013, several small elements in the governing statutes have been identified as needing changes. The department's Internal Auditor also recommended a statute change allowing the chief hearing examiner to designate a person to decide a motion for rehearing so the same person who heard the case does not have to be the same person deciding the rehearing motion.
RECOMMENDATION/ MODIFICATION	Several changes to statute are recommended as follows: <ul style="list-style-type: none"><li>• Change statute to modify multiple references as to who issues Lemon Law final orders;</li><li>• Reinstigate an open records exception inadvertently repealed by the 86<sup>th</sup> Legislature;</li><li>• Set the fee-reimbursement in statute rather than a required part of a final order;</li><li>• Clarify that the chief hearings examiner may designate a person to decide a motion for rehearing since the chief can also be the one who heard the original case; and</li><li>• Modify multiple references as to who issues Lemon Law final orders</li></ul>
ESTIMATED COST SAVINGS OR BENEFIT	Implementing these recommendations will lead to efficiencies in the final order writing and rehearing process. There will be greater clarity in the law regarding final orders and potential conflicts of interest will be avoided in the rehearing process.





<b>Deposit Motor Vehicle Crime Prevention Authority Appropriations into the TxDMV Fund (Fund 10)</b>	
DESCRIPTION	The Motor Vehicle Crime Prevention Authority (MVCPA) has its own, governor-appointed board, and it is also a part of the TxDMV. The MVCPA collects a fee from insurance companies to cover the cost of its appropriations. This fee revenue is deposited 60% to the emergency and trauma center accounts with the remainder, including the 20% that shall be appropriated for MVCPA purposes, deposited to the General Revenue Fund (GR). This makes the method of finance for MVCPA-related, MVCPA appropriations GR while all other TxDMV appropriations method of finance is through the TxDMV Fund.
RECOMMENDATION/ MODIFICATION	Recommend changing statute to have the MVCPA-related fee amount or actual MVCPA-related appropriation amount deposited into a sub-account within the TXDMV Fund each fiscal year.
ESTIMATED COST SAVINGS OR BENEFIT	Having either the statutory 20% of MVPA-fee collections or its actual related appropriations amount deposited to the TxDMV Fund rather than GR would result in all TxDMV-related appropriations having the same method of finance. This would create more efficiencies and less effort in administering and reporting on TxDMV financials. Depending on how the deposit is structured in law, any reduction in GR deposits could be fully offset with a reduction in GR expenditures so there would be no net effect on the state's budget.



## Schedule A: Budget Structure



## Schedule A: Budget Structure

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underline to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
A. Goal: OPTIMIZE SERVICES AND SYSTEMS	No Change				
A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES Provide Title, Registration, and Specialty License Plate Services.	No Change.				
A.1.2. Strategy: VEHICLE DEALER LICENSING	A.1.2. Strategy: <del>VEHICLE DEALER</del> INDUSTRY LICENSING	The department has determined that the current title of the strategy is not reflective of the full range of licensing services provided. TxDMV believes that the proposed change is more comprehensive of all licenses issued by the department including dealers, manufacturers, converters, distributors and salvage.			
Motor Vehicle Dealer Licensing	Motor Vehicle <del>Dealer</del> Industry Licensing.	See above justification.			
A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS	No Change.				
A.1.4. Strategy: TECHNOLOGY ENHANCEMENT & AUTOMATION	No Change.				
A.1.5. Strategy: CUSTOMER SERVICES AND SYSTEMS	No Change.				
B. Goal: PROTECT THE PUBLIC	No Change				
B.1.1. Strategy: ENFORCEMENT Conduct Investigations and Enforcement Activities	No Change No Change				
B.2.1. Strategy: AUTOMOBILE THEFT PREVENTION	B.2.1. Strategy: <del>AUTOMOBILE THEFT</del> MOTOR VEHICLE CRIME PREVENTION	This change is requested to conform to the name change made through the enactment of S.B. 604, 86th Legislature, Regular Session			
Motor Vehicle Burglary and Theft Prevention.	Motor Vehicle <del>Crime Burglary and Theft</del> Prevention.	See explanation above.			
C. Goal: INDIRECT ADMINISTRATION	No Change.				
C.1.1. Strategy: CENTRAL ADMINISTRATION	No Change.				
C.1.2. Strategy: INFORMATION RESOURCES	No Change.				
C.1.3. Strategy: OTHER SUPPORT SERVICES	No Change.				



Texas Department of Motor Vehicles

## Schedule B: Performance Measures



Schedule B: Performance Measures

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>A.1.1. Strategy:</b> TITLES, REGISTRATIONS, AND PLATES	No Change.				
<b>Output Measure:</b> Number of Vehicle Titles Issued	<b>Output Measure:</b> Number of Vehicle <del>Titles Issued</del> <u>Transactions Processed</u>	This change is being requested to accurately reflect all title categories that should be counted rather than just original titles.			
<b>Definitions</b>					
The total number of titles issued through TxDMV's automated Registration and Title System (RTS).	The total number of <del>all motor vehicle titles</del> <u>transactions processed issued</u> through TxDMV's automated Registration and Title System (RTS).	Clarifying information. To accurately reflect workloads, all title transactions, including title-related (original, non-titled applications, corrected titles, webDEALER and certified copies); certificate of authority (COA)-related; salvage-related; and nonrepairable-related transactions should be counted, rather than just original titles			
<b>Data Limitations</b>					
None.	No Change.				
<b>Data Source</b>					
The source of the data is all title applications processed through RTS and approved for issuance by the	The source of the data is all title <del>applications processed transaction codes generated by</del> <u>through RTS and approved for issuance by the</u>	Clarification to indicate which transaction codes are being counted as described above.			
Vehicle Titles and Registration Division (VTR), indicating the number of titles issued each month. All title data is received from Title Control Systems (TCS) in the monthly Production Report except for Certified Copy of Original Title (CCO) which are provided by Regional Services section.	<del>Vehicle Titles and Registration Division (VTR), indicating the number of titles issued transactions processed each month. All title data is received from Title Control Systems (TCS) in the monthly Production Report except for Certified Copy of Original Title (CCO) which are provided by Regional</del>				
<b>Methodology</b>					
Monthly reports from RTS are added together.	No Change.				
<b>Purpose</b>					
Fulfills the requirements of Transportation Code, Chapter 501, and is an indicator of annual revenue source from title fees to the State of	No Change.				
<b>Calculation Method</b>					
Cumulative	No Change.				
<b>New Measure</b>					
No	No Change.				
<b>Target Attainment</b>					
High	No Change.				



Texas Department of Motor Vehicles

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES</b>	No Change.				
<b>Output Measure: Total Number of Registered Vehicles</b>	No Change.				
<b>Definitions</b> The total number of registered vehicles in Texas. Registered vehicles in Texas are inclusive of registrations processed through the County Tax Assessor-Collectors' offices, exempt vehicles, special category vehicle registrations and license plate registrations processed directly by TxDMV's Vehicle Titles and Registration (VTR) Division.	No Change.				
<b>Data Limitations</b> Five-year Rental Trailer Report is only available in the 4th quarter.	No Change.				
<b>Data Source</b> The data is retrieved from two sources: 1) the Cognos report generated from the Registration Cube "Active Current Registration Cube" and 2) the Monthly 5 Year Rental Trailers Registered Report prepared by Explore, Inc.	No Change.				
<b>Methodology</b> The number of registered vehicles for each quarter will be extracted from the Cognos Report, currently registered vehicles by "Registration Plate Code Description." The data reported will be derived from the total of the column entitled "Exempt Indicator(All)" in the report provided for the last month of each quarter. The number of 5-Year Rental Trailers will be reported from the "5-Year Rental Trailers Reports" generated by Explore, Inc.	No Change.				
<b>Purpose</b> Represents a federal and state mandated functional responsibility of TxDMV and an indicator of an annual revenue source from registration fees to the State of Texas.	No Change.				
<b>Calculation Method</b> Non-Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<p><b>A.1.2. Strategy:</b> VEHICLE DEALER LICENSING</p>	<p><b>A.1.2. Strategy:</b> VEHICLE <del>INDUSTRY DEALER</del> LICENSING</p>	<p>The department has determined that the current title of the strategy is not reflective of the full range of licensing services provided. TxDMV believes that the proposed change is more comprehensive of all licenses issued by the department including dealers, manufacturers, converters, distributors and salvage.</p>			
<p><b>Output Measure:</b> Number of Motor Vehicle and Salvage Licenses Issued</p>	<p><b>Output Measure:</b> Number of Motor Vehicle <del>Industry and Salvage</del> Licenses Issued</p>	<p>Change to conform to strategy title requested change. See above for further explanation.</p>			
<p><b>Definitions</b></p> <p>Number of new and renewal motor vehicle and salvage industry licenses issued.</p>	<p>No Change.</p>				
<p><b>Data Limitations</b></p> <p>The ultimate 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, criminal history of owners, etc.</p>	<p>No Change.</p>	<p>Note: With the enactment of H.B. 1667 86th Legislature Regular Session, which allows GDN's to operate as a salvage dealer and the enactment of S.B. 604, 86th Legislature, Regular Session, which eliminates salvage license endorsements, the department anticipates fewer vehicle industry licenses to be issued.</p>			
<p><b>Data Source</b></p> <p>The division's software application, eLICENSING, provides the licensing information, through the report "MVD Performance Measures Report."</p>	<p>No Change.</p>				
<p><b>Methodology</b></p> <p>Total of all motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, which includes manufacturers, distributors, converters, independent (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, lease facilitators and representatives. Salvage licenses include salvage new automobile dealers, salvage used automobile dealers, salvage pool operators, salvage vehicle brokers, salvage vehicle rebuilders and salvage agents. 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</p>	<p><del>Total of all motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, which includes manufacturers, distributors, converters, independent (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, and lease facilitators and representatives. Salvage licenses include salvage new automobile dealers, salvage used automobile dealers, salvage pool operators, salvage vehicle brokers, salvage vehicle rebuilders and salvage agents. Independent GDN licenses include independent motor vehicle dealers, independent motorcycle dealers, travel trailer dealers, trailer/semitrailer dealers, wholesale dealers, independent mobility</del></p>	<p>These changes are requested to conform to the methodology with the enactment of H.B. 1667 and S.B. 604, 86th Legislature, Regular Session as described above.</p>			
<p><b>Purpose</b></p> <p>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 during a fiscal</p>	<p>No Change.</p>				
<p><b>Calculation Method</b></p> <p>Cumulative</p>	<p>No Change.</p>				
<p><b>New Measure</b></p> <p>No</p>	<p>No Change.</p>				
<p><b>Target Attainment</b></p> <p>High</p>	<p>No Change.</p>				



Texas Department of Motor Vehicles

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>A.1.3. Strategy: MOTOR CARRIER PERMITS &amp; CREDENTIALS</b>	No Change.				
<b>Output Measure:</b> Number of Oversize/Overweight Permits Issued	No Change.				
<b>Definitions</b> The issuance of permits for the transport of oversize or overweight (OS/OW) loads. The number will include OS/OW load permits issued through TxPROS.	No Change.				
<b>Data Limitations</b> None.	No Change.				
<b>Data Source</b> The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).	No Change.				
<b>Methodology</b> Total OS/OW permits is obtained from the TxPROS "Total Permits Issued" report. This report takes the number of permits issued for the requested timeframe and subtracts out test and voided permits to calculate the actual number.	No Change.				
<b>Purpose</b> Provides economic indicators and trend information of regulatory compliance of transported loads.	No Change.				
<b>Calculation Method</b> Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				





Texas Department of Motor Vehicles

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2022-23 BIENNIUM					
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<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>A.1.3. Strategy: MOTOR CARRIER PERMITS &amp; CREDENTIALS</b>	No Change.				
<b>Output Measure:</b> Number of Motor Carrier Credentials Issued	No Change.				
<b>Definitions</b> The number of Intrastate Operating Credentials issued to motor carriers. The number will include new registrations, renewals and re-registrations. Total will also include amount of Unified Carrier Registration receipts issued for Texas-based Interstate Motor Carriers.	No Change.				
<b>Data Limitations</b> None.	No Change.				
<b>Data Source</b> The data for this measure are maintained within the Motor Carrier Credentialing System (MCCS).	No Change.				
<b>Methodology</b> A report is generated by extracting and entering information from Motor Carrier Credentialing System (MCCS) into Infomaker—a report generating program—to produce the total number of new registrations, renewals and re-registrations issued for the reporting period. Additionally, a report is generated to calculate Unified Carrier Registration receipts using the Indiana Federal System. The totals for all reports are then added together to calculate the reported total for the quarter.	No Change.				
<b>Purpose</b> 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.	No Change.				
<b>Calculation Method</b> Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

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<b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).					
<b>A.1.5. Strategy:</b> CUSTOMER CONTACT CENTER	No Change.				
<b>Output Measure:</b> Number of Customers Served In the Contact Center	No Change.				
<b>Definitions</b> The number of customers receiving a response to their request for services by telephone, mail and electronically. This reflects the number of customers who received a response, but excludes those customers who abandoned or dropped their calls.	No Change.				
<b>Data Limitations</b> 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.	No Change.				
<b>Data Source</b> 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 mail or electronically and stores statistics in the CRD Database.	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 <del>telephone, mail or</del> electronically and stores statistics in <del>the CRD Database</del> <u>Excel worksheets</u> .				
<b>Methodology</b> Add the number of customers served by telephone, mail and electronically to calculate the total.	No Change.				
<b>Purpose</b> Provides the department with the valuable information regarding the number of customers requesting services through the Contact Center.	No Change.				
<b>Calculation Method</b> Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

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<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>B.1.1. Strategy: ENFORCEMENT</b>	No Change.				
<b>Output Measure:</b> Number of Motor Vehicle Consumer Cases Closed (Lemon Law)	No Change.				
<b>Definitions</b> The total of all Lemon Law Program cases closed through informal actions, mediation and formal hearings. This includes Lemon Law cases and warranty performance	No Change.				
<b>Data Limitations</b> Complexity of the case will impact the number of cases closed.	No Change.				
<b>Data Source</b> The eLICENSING database is the source for Lemon Law cases and warranty performance cases showing disposition and closure of cases the department closes.	No Change.				
<b>Methodology</b> Calculations are based on the number of cases closed during the period. This count includes both cases opened and closed during the quarter and cases opened in previous quarters and closed during the current	No Change.				
<b>Purpose</b> The measure indicates the number of consumer Lemon Law Program cases the department closes.	No Change.				
<b>Calculation Method</b> Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

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<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>B.1.1. Strategy: ENFORCEMENT</b>	No Change.				
<b>Output Measure:</b> Number of Non-Lemon Law Cases Closed	No Change.				
<b>Definitions</b> The total number of all non-Lemon Law cases closed 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 oversize/overweight cases.	No Change.				
<b>Data Limitations</b> None.	No Change.				
<b>Data Source</b> 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).	No Change.				
<b>Methodology</b> A report is developed through the eLICENSING data base to generate a count of all non-Lemon Law motor vehicle industry and salvage industry cases closed during the quarter and any previous quarters. A report is also developed through the Complaint Management System (CMS) to generate a count of all motor carrier cases closed. The totals for all reports are then added together to calculate the reported total for the quarter.	A report is <del>developed through the 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 quarter and any previous quarters. A report is also developed through generated using the Complaint Management System (CMS) to generate a count of all non-Lemon Law motor carrier cases closed during the quarter and any previous quarters.</del> The totals for all reports are then added together to calculate the reported total for the	Clarification and clean-up language to more clearly describe the methodology.			
A non-Lemon Law case is reported in the quarter in which it was closed, not the quarter in which the case was opened.	<del>A non-Lemon Law case is reported in the quarter in which it was closed, not the quarter in which the case was opened.</del>				
<b>Purpose</b> The measure indicates the number of non-Lemon Law cases the department closes.	No Change.				
<b>Calculation Method</b> Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

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AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>B.1.1. Strategy: ENFORCEMENT</b>	<b>B.1.1. Strategy: ENFORCEMENT</b>				
<b>Output Measure:</b> Number of Enforcement Actions Taken Against Household Goods Carriers	<del><b>Output Measure:</b> Number of Enforcement Actions Taken Against Household Goods Carriers</del>	The department is requesting the deletion of this non-key measure. The current data base for all non-lemmon law cases captures this information.			
<b>Definitions</b>	<del><b>Definitions</b></del>				
Number of enforcement actions taken against Household Goods carriers.	<del>Number of enforcement actions taken against Household Goods carriers</del>				
<b>Data Limitations</b>	<del><b>Data Limitations</b></del>				
No significant limitations.	<del>No significant limitations.</del>				
<b>Data Source</b>	<del><b>Data Source</b></del>				
The source of data is maintained in the Complaint Management System (CMS), a tracking database which logs and tracks cases within the Motor Carrier Division and the Enforcement Division regarding Household Goods carriers.	<del>The source of data is maintained in the Complaint Management System (CMS), a tracking database which logs and tracks cases within the Motor Carrier Division and the Enforcement Division regarding Household Goods carriers.</del>				
<b>Methodology</b>	<del><b>Methodology</b></del>				
The number of enforcement actions taken against Household Goods carriers during the reporting period. This information includes the number, source, subject matter and final disposition of enforcement actions taken each year.	<del>The number of enforcement actions taken against Household Goods carriers during the reporting period. This information includes the number, source, subject matter and final disposition of enforcement actions taken each year.</del>				
<b>Purpose</b>	<del><b>Purpose</b></del>				
The purpose of this output measure is to improve reporting of enforcement information and to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.	<del>The purpose of this output measure is to improve reporting of enforcement information and to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.</del>				
<b>Calculation Method</b>	<del><b>Calculation Method</b></del>				
Cumulative	<del>Cumulative</del>				
<b>New Measure</b>	<del><b>New Measure</b></del>				
No	<del>No</del>				
<b>Target Attainment</b>	<del><b>Target Attainment</b></del>				
Low	<del>Low</del>				



Texas Department of Motor Vehicles

(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)					
FOR THE 2022-23 BIENNIUM					
AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>B.1.1. Strategy: ENFORCEMENT</b>	<b>B.1.1. Strategy: ENFORCEMENT</b>				
<b>Explanatory Measure:</b> Number of Cases Opened Against Household Goods Carriers	<del><b>Explanatory Measure:</b> Number of Cases Opened Against Household Goods Carriers</del>	The department is requesting the deletion of this non-key measure. The current data base for all non-lemon law cases captures this information.			
<b>Definitions</b>	<b>Definitions</b>				
Number of Cases Opened Against Household Goods Carriers.	<del>Number of Cases Opened Against Household Goods Carriers.</del>				
<b>Data Limitations</b>	<b>Data Limitations</b>				
No significant limitations.	<del>No significant limitations.</del>				
<b>Data Source</b>	<b>Data Source</b>				
The source of data is maintained in the Complaint Management System (CMS), a credentialing and case tracking database which logs and tracks cases within the Motor Carrier Division and the Enforcement Division regarding Household Goods carriers.	<del>The source of data is maintained in the Complaint Management System (CMS), a credentialing and case tracking database which logs and tracks cases within the Motor Carrier Division and the Enforcement Division regarding Household Goods carriers.</del>				
<b>Methodology</b>	<b>Methodology</b>				
The number of cases opened against Household Goods carriers during a fiscal year. This information includes the number, source, subject matter and disposition of cases filed each year.	<del>The number of cases opened against Household Goods carriers during a fiscal year. This information includes the number, source, subject matter and disposition of cases filed each year.</del>				
<b>Purpose</b>	<b>Purpose</b>				
The purpose of this explanatory measure is to improve reporting of cases opened against Household Goods carriers, to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.	<del>The purpose of this explanatory measure is to improve reporting of cases opened against Household Goods carriers, to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.</del>				
<b>Calculation Method</b>	<b>Calculation Method</b>				
Non-Cumulative	<del>Non-Cumulative</del>				
<b>New Measure</b>	<b>New Measure</b>				
No	<del>No</del>				
<b>Target Attainment</b>	<b>Target Attainment</b>				
Low	<del>Low</del>				



Texas Department of Motor Vehicles

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<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<b>B.2.1. Strategy: ENFORCEMENT</b>	No Change.				
<b>Efficiency Measure:</b> Average Number of Weeks to Close a Moor Vehicle Case (Lemon Law)	No Change.				
<b>Definitions</b> The average time required for a Lemon Law Program case to be closed through the case closure process, including issuance of a final decision. This includes Lemon Law cases and warranty performance cases.	No Change.				
<b>Data Limitations</b> Complexity of the case will impact the number of cases closed.	No Change.				
<b>Data Source</b> The delicensing database is the source for Lemon Law cases and warranty performance cases showing the date the case is opened and the date of final order.	No Change.				
<b>Methodology</b> Calculation is based on average time 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 time is calculated by taking the sum of the number of weeks for all closed cases divided by the number of cases closed.	No Change.				
<b>Purpose</b> The purpose of this measure is to determine how efficiently the department processes Lemon Law and warranty performance cases.	No Change.				
<b>Calculation Method</b> Non-Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> Low	No Change.				



Texas Department of Motor Vehicles

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<p><b>B.2.1. Strategy:</b> AUTOMOBILE THEFT PREVENTION</p>	<p><b>B.2.1. Strategy:</b> <del>AUTOMOBILE-MOTOR VEHICLE CRIME</del> PREVENTION</p>	<p>Per enactment of S.B. 604, 86th Legislature, Regular Session. See budget structure change request for full explanation.</p>			
<p><b>Outcome Measure:</b> Number of Cars Stolen Per 100,000</p>	No Change.				
<p><b>Definitions</b> Number of motor vehicles reported stolen per 100,000 registered vehicles in the state.</p>	No Change.				
<p><b>Data Limitations</b> Currently, the DPS Uniform Crime Report compiles the vehicle theft data by calendar year instead of fiscal year and the data are not available on a quarterly basis. Therefore, the data reported in this measure are for the calendar year and cannot be reported until the fourth quarter of each fiscal year.</p>	No Change.				
<p><b>Data Source</b> Sources of data include the Uniform Crime Report(UCR) published by the Department of Public Safety (DPS) and department vehicle registrations. The UCR compiles statewide vehicle theft data that DPS has received from law enforcement entities.</p>	No Change.				
<p><b>Methodology</b> The auto theft rate is calculated by taking the total number of vehicles reported stolen in Texas from the DPS Uniform Crime Reports for the calendar year, divided by the total number of vehicles registered in Texas for the same calendar year, and multiplied by 100,000.</p>	No Change.				
<p><b>Purpose</b> Measures the performance of initiatives to reduce auto thefts in Texas.</p>	No Change.				
<p><b>Calculation Method</b> Non-Cumulative</p>	No Change.				
<p><b>New Measure</b> No</p>	No Change.				
<p><b>Target Attainment</b> Low</p>	No Change.				





Texas Department of Motor Vehicles

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<p><b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
<p><b>B.2.1. Strategy:</b> AUTOMOBILE THEFT PREVENTION</p>	<p><b>B.2.1. Strategy:</b> <del>AUTOMOBILE-MOTOR VEHICLE CRIME</del> PREVENTION</p>	<p>Per enactment of S.B. 604, 86th Legislature, Regular Session. See budget structure change request for full explanation.</p>			
<p><b>Outcome Measure:</b> Stolen Motor Vehicle RecoveryRate</p>	No Change.				
<p><b>Definitions</b> This measure provides the rate of stolen vehicles recovered by grant funded program as a percent of total stolen vehicles.</p>	No Change.				
<p><b>Data Limitations</b> DPS' Uniform Crime Report (UCR) compiles stolen vehicle recovery data by calendar year. The number of vehicles recovered by ABTPA program recipients is reported on a fiscal year basis.</p>	No Change.				
<p><b>Data Source</b> The total number of stolen motor vehicles by calendar year is obtained from DPS' UCR. The total number of motor vehicles recovered by fiscal year is obtained from ABTPA's Grant Progress Annual Summary Report.</p>	No Change.				
<p><b>Methodology</b> The percentage of stolen motor vehicles recovered is calculated by dividing the total number of stolen motor vehicles recovered by the total number of stolen motor vehicles in the state.</p>	No Change.				
<p><b>Purpose</b> This measure indicates whether grants given in a fiscal year by the Automobile Burglary and Theft Prevention Authority (ABTPA) are effective in increasing the recovery rate of stolen motor vehicles.</p>	No Change.				
<p><b>Calculation Method</b> Non-Cumulative</p>	No Change.				
<p><b>New Measure</b> No</p>	No Change.				
<p><b>Target Attainment</b> High</p>	No Change.				



Texas Department of Motor Vehicles

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AGENCY NAME:		Texas Department of Motor Vehicles			
ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<b>Note:</b> The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).					
<b>B.2.1. Strategy:</b> AUTOMOBILE THEFT PREVENTION	<b>B.2.1. Strategy:</b> <del>AUTOMOBILE-MOTOR VEHICLE CRIME</del> PREVENTION	Per enactment of S.B. 604, 86th Legislature, Regular Session (Sunset legislation). See budget structure change request for full explanation.			
<b>Explanatory Measure:</b> Number of Stolen Motor Vehicles Recovered by Automobile Burglary and Theft Prevention Authority Grant Funded Programs	<b>Explanatory Measure:</b> Number of Stolen Motor Vehicles Recovered by <del>Automobile Burglary and Theft Prevention</del> Motor Vehicle Crime Prevention Authority Grant Funded Programs	To align name of measure with strategy and per the enactment of S.B. 605, 86th Legislature (Sunset legislation).			
<b>Definition</b> This measure provides the number of stolen vehicles recovered by grant funded programs.	No Change.				
<b>Data Limitations</b> Data used is self-reported by grant recipients.	No Change.				
<b>Data Source</b> ABTPA's Grant Progress Annual Summary Report.	No Change.				
<b>Methodology</b> The total annual number of motor vehicles recovered through grant funded programs is calculated by adding all monthly recoveries reported and summarized in ABTPA's Grant Progress Annual Summary Report.	No Change.				
<b>Purpose</b> The purpose of this measure is to demonstrate the success of law enforcement stolen vehicle recovery activities funded by ABTPA.	No Change.				
<b>Calculation Method</b> Non-Cumulative	No Change.				
<b>New Measure</b> No	No Change.				
<b>Target Attainment</b> High	No Change.				



Texas Department of Motor Vehicles

## Schedule C: Historically Underutilized Business Plan



# Texas Department of Motor Vehicles Historically Underutilized Business Plan Fiscal Years 2021 – 2025

**The Texas Department of Motor Vehicles sets the standard as  
the premier provider of customer service in the nation.**



## Program Overview

The Texas Department of Motor Vehicles (TxDMV) Historically Underutilized Business (HUB) program complies with the state-mandated Historically Underutilized Business Program, which promotes full and equal utilization of minority, women-owned and disabled veteran businesses in the procurements of goods and services. The HUB Coordinator advises and assists executive management with compliance and outreach efforts.

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 has established annual HUB Procurement utilization goals. These goal calculations were documented and verified by the Comptroller of Public Accounts (CPA). Within these guidelines, TxDMV has adopted the CPA's rules and customized them to achieve maximum HUB participation by TxDMV.

In accordance with the TAC Title 34, Part 1, Chapter 20, Subchapter D, Division 1, TxDMV encourages the use of HUBs with policies that are focused on vendor outreach, education, and recruitment. TxDMV also works aggressively to increase HUB utilization through staff education, training, various forms of communication and distribution of HUB-related information. These efforts include encouraging department staff and other key personnel responsible for the procurement of goods and services to maximize the use of HUBs. To build a strong TxDMV HUB program, the department strives to ensure a good faith effort in utilizing HUBs in all procurement opportunities.

TxDMV Finance and Administrative Services (FAS) Division's Purchasing Section is responsible for coordinating business opportunities with HUB's and department purchasers and other division staff. The manager of TxDMV's FAS Division's Purchasing Section acts as the HUB Coordinator and an Assistant HUB Coordinator is employed to coordinate all functions and activities related to the implementation of rules and regulations governing the HUB Program, as well as reporting HUB activities to TxDMV management, the CPA and the Legislative Budget Board (LBB).

## 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. Assist new businesses on eligibility guidelines on becoming HUB certified;
2. Assist purchasers with HUB in locating class and item codes pertaining to requisitions;
3. Build HUB vendor relationships;
4. Increase the utilization of HUB-certified vendors;
5. Develop the Mentor Protégé Program which provides professional guidance and support to the protégé (HUB) in order to facilitate their growth and development and increase HUB contractors and subcontracts with the State of Texas;
6. Educate workgroups and TxDMV staff;
7. Host and participate in HUB Economic Opportunity Forum(s);
8. Provide information on upcoming trainings, events and seminars to HUB vendors;
9. Require inclusion of HUB Subcontract Plan in all contracts more than \$50,000 when subcontract opportunities have been identified; and



- 10. Provide language in the Request For Qualifications (RFQ), Request For Offers (RFO); and Request For Proposal (RFP) to promote easy access to HUB directories and HUB Subcontracting Plan (HSP) documents.

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

In Fiscal Year 2019, TxDMV hosted its 7<sup>th</sup> vendor forum. The HUB Staff attended external HUB vendor forums, including assisting HUB vendors' internal forums attended by TxDMV purchasers and other TxDMV department staff. The purpose of these internal forums is to increase HUB vendors' understanding of contracting with state entities, provide opportunities to discuss their services, and strengthen the vendors' responses to future bidding opportunities through a better understanding of TxDMV procurements. These activities support the goals, objectives and strategies of TxDMV's good faith efforts to realize HUB procurement goals.

TxDMV HUB Mentor Protégé Program is designed to be mutually beneficial since mentors can use their protégés to fulfill HUB subcontracting requirements when bidding on TxDMV contracts with expected values of \$100,000 or more. It is advantageous to build a partnership prior to a solicitation or contract award to establish confidence in performance.

The HUB coordinators continue to communicate with HUBs on the importance of keeping their vendor profile up-to-date. TxDMV purchasing staff are encouraged to consider HUBs listed by the Department of Information Resources (DIR), Texas Smart Buy Term Contracts and other bid opportunities whenever possible. The TxDMV HUB staff also provides technical assistance to HUBs on seeking other state purchasing opportunities.

### HUB Goals by Procurement Categories

TxDMV continues its good faith effort to make or exceed the established goals for HUB participation in contracts the department expects to award in a fiscal year. TxDMV's strategy is to encourage HUB vendors to participate in pre-bid conferences.

In accordance with H.B. 3560, 80<sup>th</sup> Legislature, Regular Session, state agencies are required to develop their own HUB goals based on previous fiscal years expenditure data as well as other economic indicators. The table below illustrates these goals as they relate to TxDMV procurement opportunities.

Procurement Categories	Fiscal Year 2020 Procurement Goals
Specialty Trade Contracts	32%
Other Service Contracts	10%
Commodities Contracts	21%

TxDMV will continue to collectively use, and individually track, the following output measures to gauge progress:

- 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. Track HUBs via telephone and/or email request for technical assistance regarding contracting and subcontracting opportunities.



Texas Department of Motor Vehicles

## Schedule D: Statewide Capital Planning





## Schedule D: Statewide Capital Planning

Project Name	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Totals	Start Date	End Date
Building 5 Replacement	\$ -	\$ 6,187,500	\$ -	\$ 64,071,759	\$ -	\$ 70,259,259	9/1/2021	8/31/2025
CH Campus Code and Facility Retrofit Projects	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 22,500,000	9/1/2017	8/31/2025
<b>- SubTotal TxDMV Headquarters Facilities Projects</b>	<b>\$ 4,500,000</b>	<b>\$ 10,687,500</b>	<b>\$ 4,500,000</b>	<b>\$ 68,571,759</b>	<b>\$ 4,500,000</b>	<b>\$ 92,759,259</b>	<b>9/1/2017</b>	<b>8/31/2023</b>
<b>Technology Replacement and Upgrades</b>								
Automation Project	\$ -	\$ 8,133,578	\$ -	\$ 8,133,578	\$ -	\$ 16,267,156	1/1/2009	8/31/2025
Technology Replacements and Upgrades	\$ 5,025,000	\$ 5,000,000	\$ 5,025,000	\$ 5,000,000	\$ 5,025,000	\$ 25,075,000	9/1/2016	8/31/2025
Accounts Receivables System Acquisition	\$ -	\$ 3,234,784	\$ -	\$ -	\$ -	\$ 3,234,784	9/1/2021	8/31/2025
Complaint Management System	\$ -	\$ 5,225,712	\$ -	\$ -	\$ -	\$ 5,225,712	9/1/2021	8/31/2025
<b>- Subtotal Technology Replacement and Upgrades</b>	<b>\$ 5,025,000</b>	<b>\$ 21,594,074</b>	<b>\$ 5,025,000</b>	<b>\$ 13,133,578</b>	<b>\$ 5,025,000</b>	<b>\$ 49,802,652</b>		
<b>Total All Projects</b>	<b>\$ 9,525,000</b>	<b>\$ 32,281,574</b>	<b>\$ 9,525,000</b>	<b>\$ 81,705,337</b>	<b>\$ 9,525,000</b>	<b>\$ 142,561,911</b>		
<b>Funding Source</b>								
Project Name	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Totals		
Other - TxDMV Fund	\$ 9,525,000	\$ 32,281,574	\$ 9,525,000	\$ 81,705,337	\$ 9,525,000	\$ 142,561,911		
<b>Total all Funding Sources</b>	<b>\$ 9,525,000</b>	<b>\$ 32,281,574</b>	<b>\$ 9,525,000</b>	<b>\$ 81,705,337</b>	<b>\$ 9,525,000</b>	<b>\$ 142,561,911</b>		

\*This is a draft, the Capital Expenditure Plan is due to the Texas Higher Education Coordinating Board on July 6, 2020

- The dates of the report cover capital expenditure projects for the period of September 1<sup>st</sup>, 2020 through August 31<sup>st</sup>, 2025 (FY 2021 – FY 2025).
- 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 1<sup>st</sup>, 2020.
- Given the criteria and thresholds for inclusion, DMV has six (6) projects that are proposed to be submitted in its Capital Expenditure Plan. The projects, summarized above, include the baseline projects for Automation and Technology Replacements and Upgrades for both counties and agency-wide. The plan also assumes the new requests for an Accounts Receivables system and the Complaint Management System. The DMV plan will also include the proposed Camp Hubbard Code Compliance Projects and the proposed Building 5 Replacement Project. The schedule for the Building 5 Replacement Project assumes planning and design in the FY 2022-2023 biennium with construction to follow in
- The FY 2021 amount for Camp Hubbard Facilities includes the FY 2021 base operating facilities maintenance budget
- The plan assumes the Motor Carrier Credentialing System (MCCS) and any RTS related projects are funded within the Automation umbrella.



Texas Department of Motor Vehicles

## Schedule E: Agency Workforce Plan



Texas Department of Motor Vehicles

# Texas Department of Motor Vehicles

## Workforce Plan

### Fiscal Years 2021 – 2025

**The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.**

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## TxDMV Vision, Mission, Philosophy and Values

- Vision:** TxDMV sets the standard as the premier provider of customer service in the nation.
- Mission:** To serve, protect and advance the citizens and industries in the state with quality motor vehicle related services.
- Philosophy:** TxDMV is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer-friendly atmosphere.
- Values:**
- T**ransparency: Being open and inclusive in all we do.
  - E**fficiency: Being good stewards of state resources by providing products and services in the most cost-effective manner possible.
  - E**xcellence: Working diligently to achieve the highest standards.
  - A**ccountability: Accepting responsibility for all we do, collectively and as individuals.
  - S**takeholders: Putting customers and stakeholders first, always.

Above and beyond the goals and strategies set forth in the General Appropriations Act (GAA), TxDMV's Board established three specific strategic goals to guide the workforce. They are:

- Performance Driven;
- Optimized Service and Innovation; and
- Customer Centric.

## 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 dealer and salvage industry;
- Permits oversize/oversize vehicles and issues motor carrier credentials;
- Manages customer relations and the Customer Contact Center;
- Enforces the laws regulating motor vehicle sales and distribution, salvage and motor carrier industries;
- Conducts administrative hearings and adjudicates Lemon Law and warranty repair complaints;
- Investigates fraud, waste, and abuse;
- Administers grant programs designed to prevent motor vehicle crime;
- Supports technology infrastructure and services for use by external stakeholders and departmental staff; and
- Provides department support functions in the areas of finance and administrative services, government and strategic communications, human resources, internal audit and office of general counsel.

## Workforce Overview

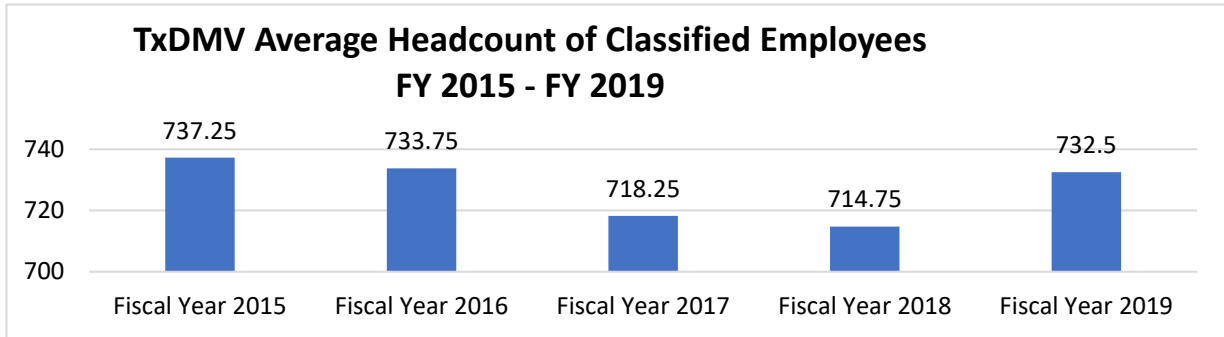
For the FY 2020 – FY 2021 biennium, the department was authorized 802 full-time equivalent (FTEs) positions in the General Appropriations Act (GAA). TxDMV is organized into 16 divisions and offices as follows in Table 1:

Table 1

Division	FTE Allocation
Compliance and Investigations Division	21
Consumer Relations Division	62
Enforcement Division	82
Executive Office	5
Finance and Administrative Services Division	74
Government and Strategic Communications Division	12
Human Resources Division	10
Information Technology Services Division	112
Innovation and Strategic Planning	1
Internal Audit Division	5
Motor Carrier Division	115
Motor Vehicle Crime Prevention Authority	5
Motor Vehicle Division	36
Office of Administrative Hearings	5
Office of General Counsel	14
Vehicle Titles and Registration Division	243
<b>TxDMV Total FTEs</b>	<b>802</b>

TxDMV’s average employee head count increased from 714.75 in Fiscal Year 2018 to 732.5 in Fiscal Year (FY) 2019 as shown in Figure 1.<sup>1</sup> The lower employee headcount (average headcount is usually 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.

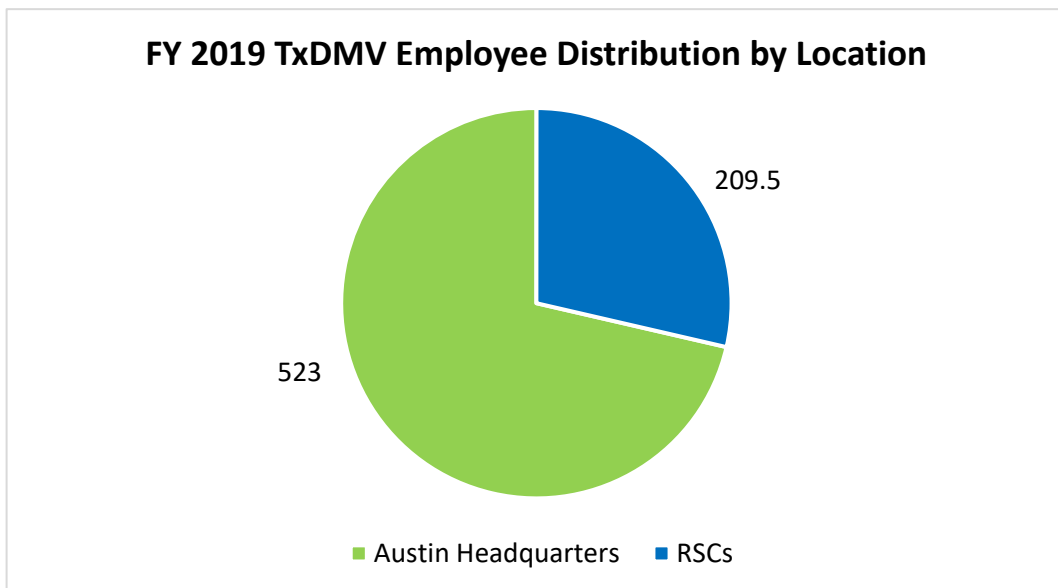
Figure 1



### 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. Seventy-one percent of TxDMV staff (523 employees) work in the Austin headquarters and 29% (209.5 employees) work in various locations across the state as shown in Figure 2.<sup>2</sup>

Figure 2



<sup>1</sup> Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

<sup>2</sup> Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

## Workforce Distribution by Job Classification

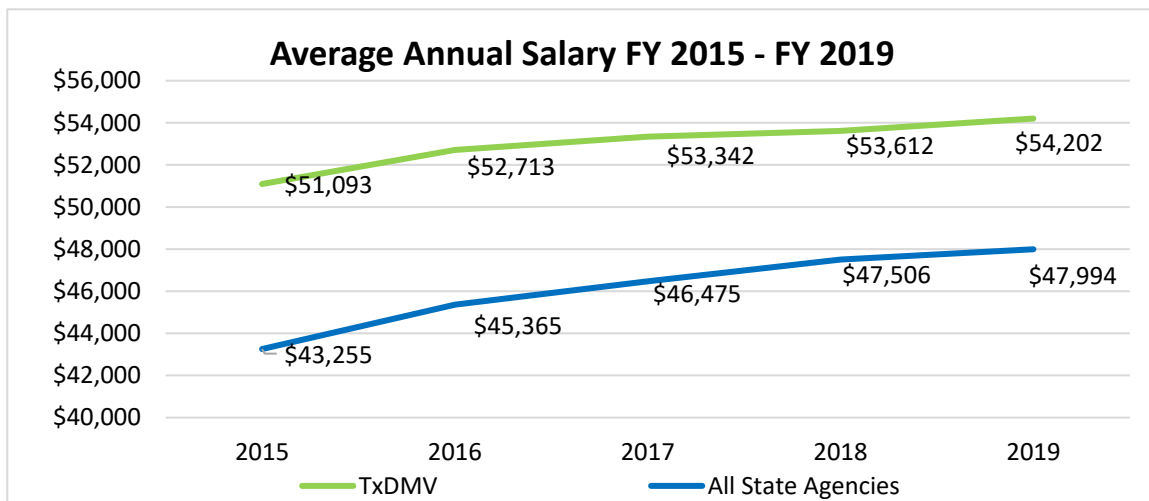
In FY 2019, TxDMV used 50 different position descriptions taken from the classification series in the State of Texas Position Classification Plan.<sup>3</sup> The classification series with the largest number of employees was Customer Service Representatives with 27%. Three classification series account for the next largest number of employees compared to total employees; they were License and Permit Specialists, Program Specialists and Investigators with 10%, 10% and 8%, respectively. The remaining 45% of employees were dispersed throughout the other 46 job classification series in use.

## Workforce Salary

The average annual salary of TxDMV employees in FY 2019 was \$54,202; this was almost 13% higher than the statewide average salary of Texas state employees of \$47,994.<sup>4</sup> The *median* annual salary for TxDMV employees was \$47,901 compared to the *median* of \$43,049 for all Texas State government employees.

TxDmv employee salaries have increased more slowly than the rest of Texas State government over the last three years. The average TxDMV employee salary increased by less than 1% per year; whereas the average overall salary of state employees increased by more than twice the average TxDMV salary increase as shown in Figure 3.

Figure 3



The majority (69%) of TxDMV employees are paid below the midpoint of their salary range, as shown in 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 198.5 customer service representatives and the 75.75 license and permit specialists; only 16% of the 73.5 program specialists are paid above the midpoint, as shown in Figure 5.<sup>5</sup>

<sup>3</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

<sup>4</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

<sup>5</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019



Figure 4

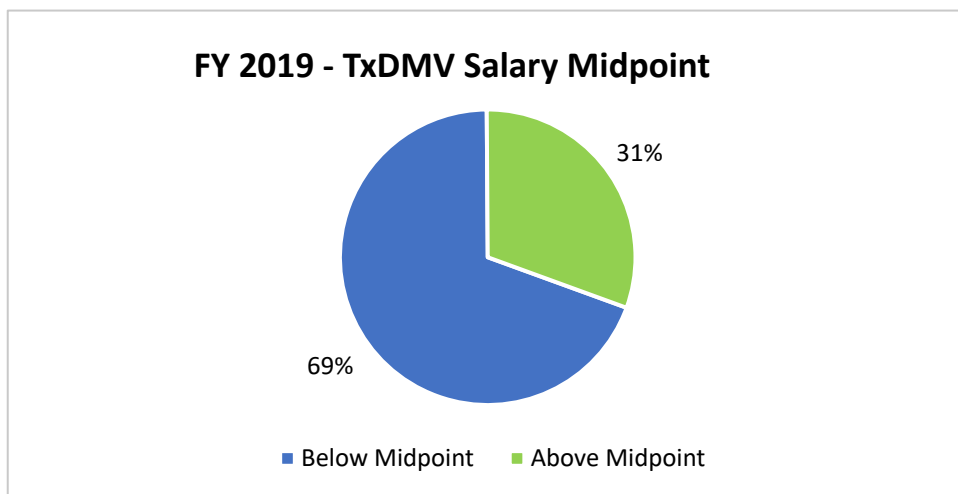
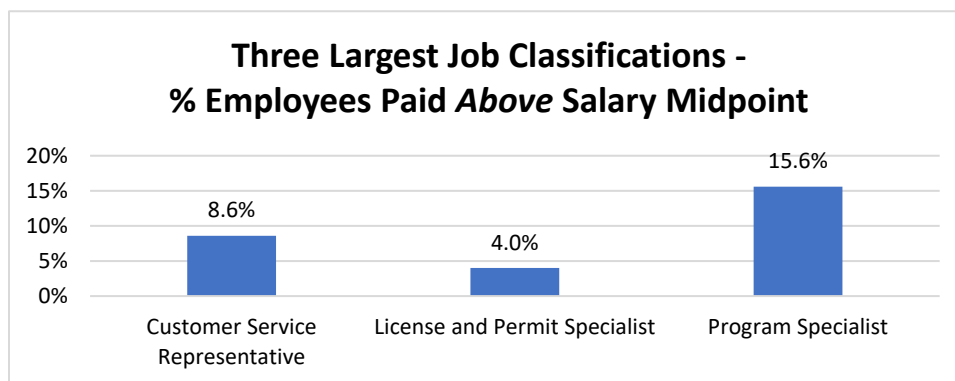


Figure 5



Not only are a majority of employees paid below the midpoint of their pay range, the pay for many of these employees is *significantly below* the midpoint. License and permit specialists are paid an average of 15% below the midpoint; and customer service representatives and investigators are paid an average of 10% below the midpoint.

Employee pay compared to midpoint is significant because the State Auditor’s Office (SAO) creates pay ranges for state employees by establishing midpoints of each pay range which are comparable to market rates of pay. These market rates of pay include comparable positions for each job title in both the public and private sector.

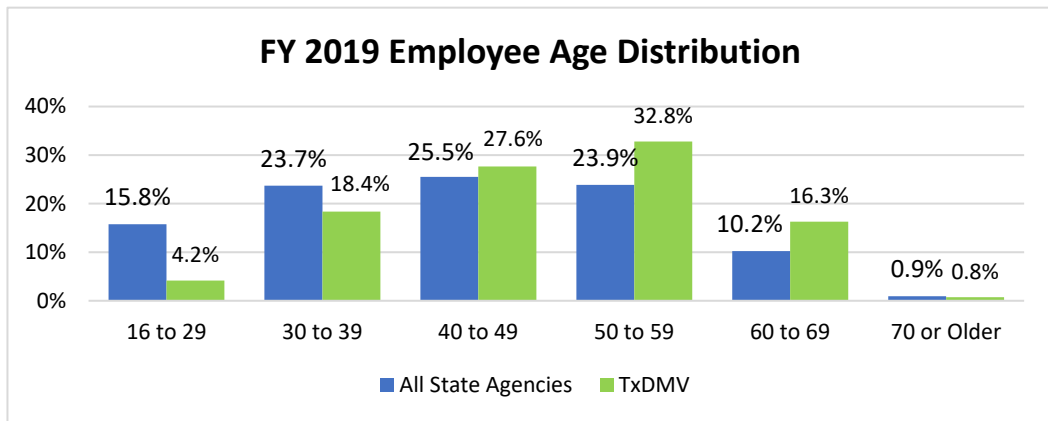
When employees are paid significantly below the pay range midpoints, their pay is significantly below competitive rates of pay compared to other organizations. This market disparity can significantly increase employee turnover.

## Demographics of Current Workforce

### Age

TxDMV employs staff of all ages, ranging from 21 to 81 years old. TxDMV has a significantly older workforce when compared to the rest of Texas state government. In FY 2019, only 4.2% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies, which had more than three times as many employees under 30 years old. At the other end of the age range, TxDMV's workforce has significantly more employees over 50 compared to other state agencies at 49.9%. The age distribution of TxDMV has not changed significantly over the past five years, as shown in Figure 6.<sup>6</sup>

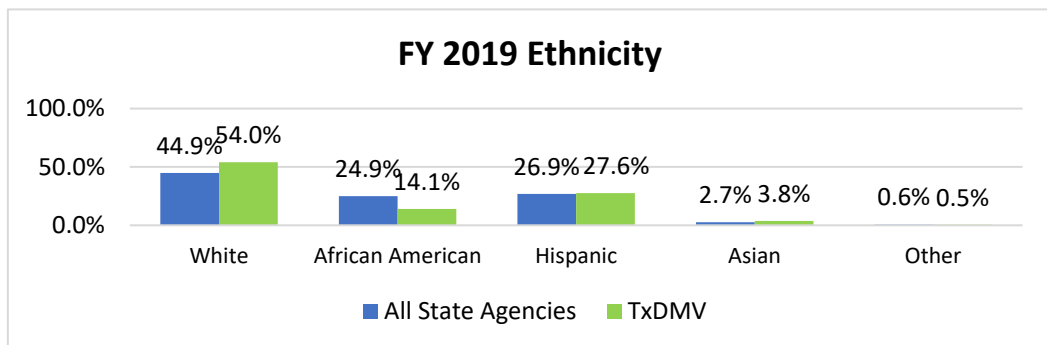
Figure 6



### Ethnicity

In FY 2019, TxDMV had a lower percentage of African American employees when compared to the rest of the State government employment. TxDMV plans to increase its diversity recruitment efforts during the next biennium. Over the last 5 years, the percentage of employees in each ethnic group at TxDMV has remained consistent, as shown in Figure 7.<sup>7</sup>

Figure 7



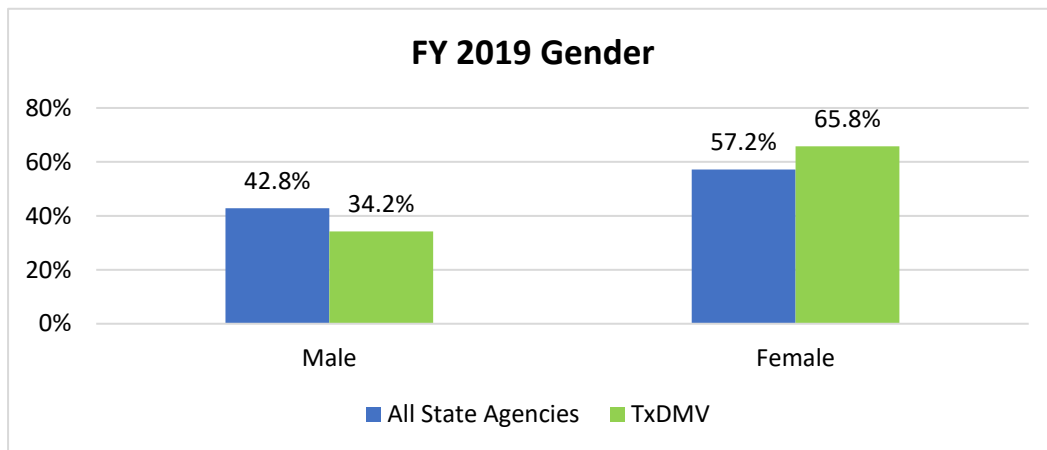
<sup>6</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

<sup>7</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

## Gender

Consistent with overall Texas state government, females make up the majority of the workforce. The percentage of employees by gender has been consistent over the last five years, as shown in Figure 8.<sup>8</sup>

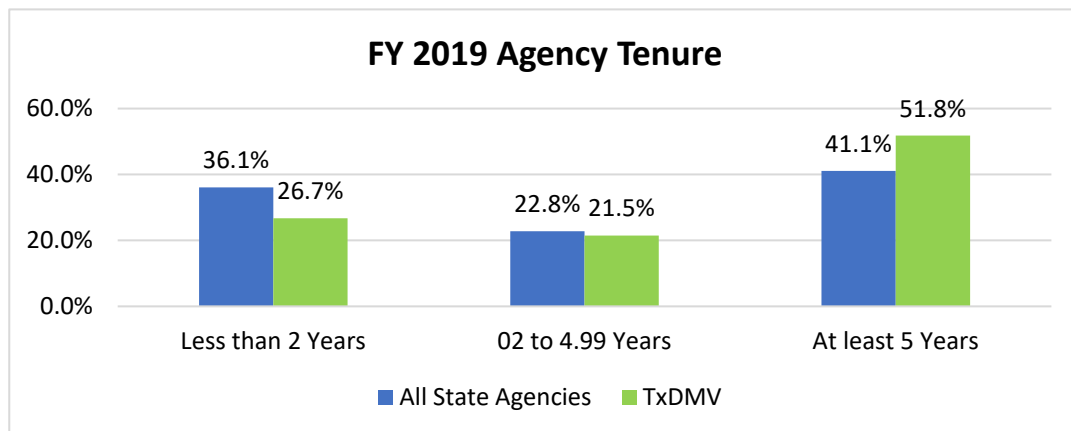
Figure 8



## TxDMV Service Tenure

TxDMV's employees have more agency-specific experience than staff at other Texas state agencies. Over half of TxDMV employees have been at the department for at least five years; this is more than 10% higher than other agencies, as shown in Figure 9.<sup>9</sup>

Figure 9



<sup>8</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

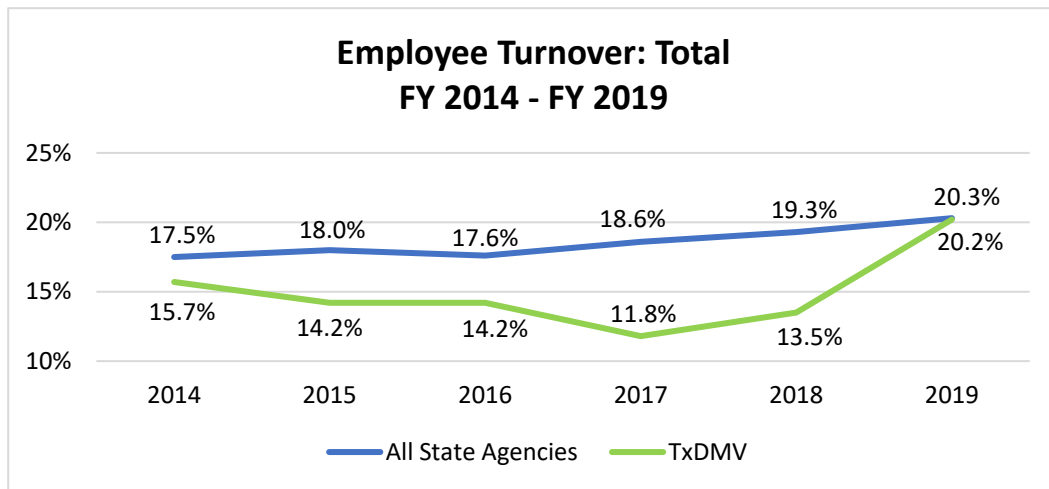
<sup>9</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

## Employee Turnover

The overall turnover rate for all of Texas State Government was 20.3% compared to TxDMV's turnover rate of 20.2% in FY 2019, as shown in Figure 10.<sup>10</sup>

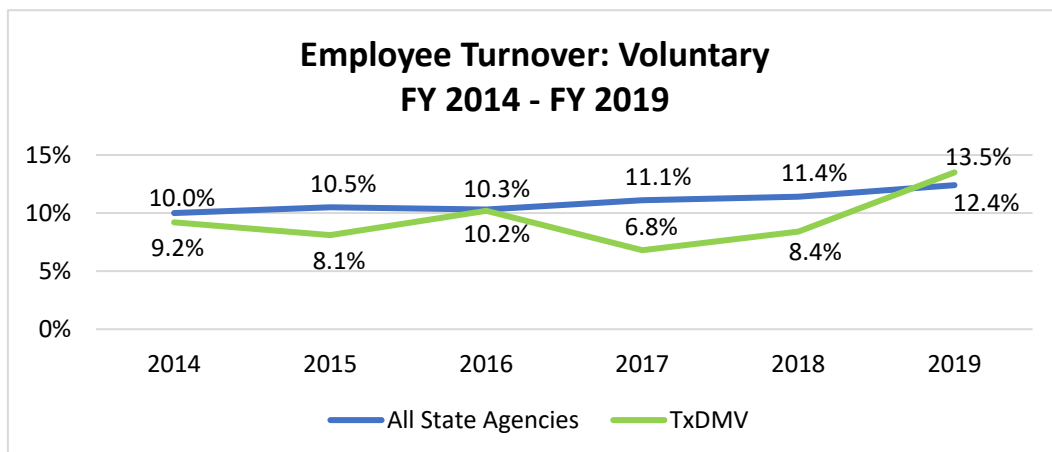
The turnover rate among all Texas state agencies has been trending upward over the last four years. Historically, TxDMV's total turnover rate has been significantly below the statewide average. However, in FY 2019, TxDMV's turnover rate was nearly identical to the statewide average.

Figure 10



The statewide *voluntary* turnover rate was 12.4% compared to TxDMV's voluntary turnover rate of 13.5% in FY 2019, excluding involuntary separations and retirements, as shown in Figure 11.

Figure 11



<sup>10</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

The department cannot specifically identify all factors contributing to the dramatic increase in TxDMV’s turnover in FY 2019. However, following are two reasons for at least some of the increase:

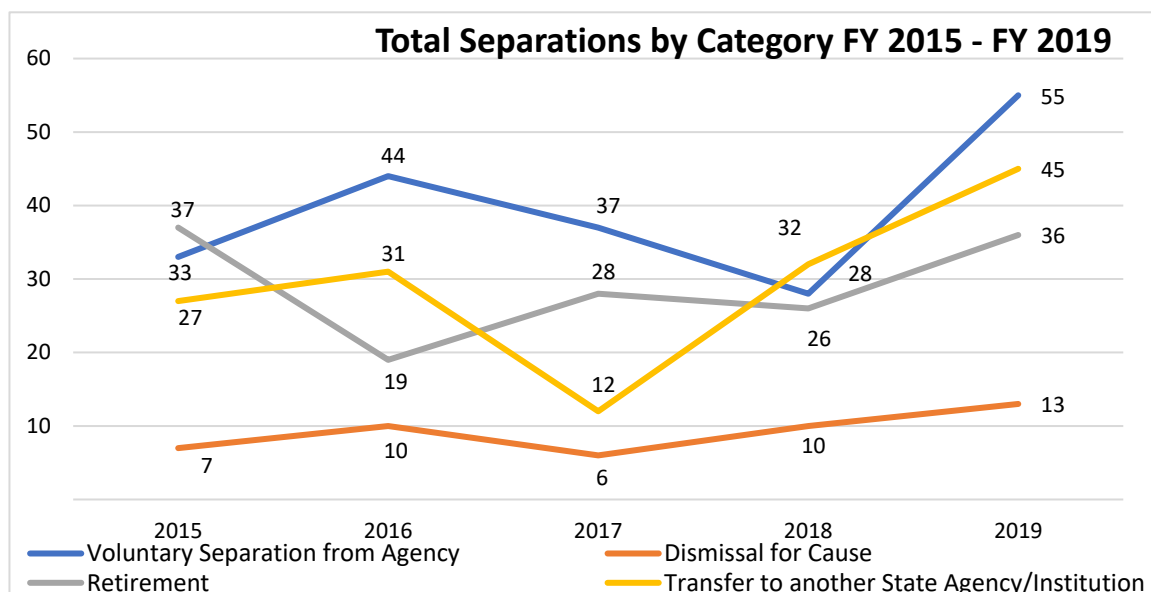
- Employee pay might be perceived as less competitive than in the past. For example, more employees self-reported leaving for significant salary increases than in the past. More than half of separating employees reported accepting a position that paid at least \$5,000 more than their salary at TxDMV. This percentage is an increase over the previous fiscal year and only one-third of separating employees reported leaving for that large of a salary increase in FY 2017.<sup>11</sup>
- Additionally, there was a reorganization in the Information Technology Services Division starting in FY 2019; this reorganization resulted in significant turnover among information technology staff.

TxDmv had 149 total employee separations in FY 2019. Following are separation categories and the number and percentage of employees who separated in each category.<sup>12</sup>

Voluntary separation	55 employees	(7.5%)
Transfer to another State Agency or Institution	45 employees	(6.1%)
Retirement	36 employees	(4.9%)
Involuntary separation	13 employees	(1.8%)
<b>TOTAL</b>	<b>149 employees</b>	<b>(20.3%)</b>

The number of separations has increased in every separation category, and the number of employees who separated in each of the four categories is the highest it has been in the last five years, as shown in Figure 12.

Figure 12



<sup>11</sup> Source: Texas State Auditor’s Office (SAO) State of Texas Employee Exit Survey, Fiscal Year 2019.

<sup>12</sup> Source: State Auditor’s Office (SAO) E-Class System, All Employee Types, Fiscal Year 2019

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 (27.7%) and Retirement (23.4%).

According to the SAO survey, the two issues that separating employees would most like to change about TxDMV are compensation and benefits (59.6% of separating employees) and employee rewards and recognition (42.3% of separating employees).

Approximately two-thirds (64.8%) 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 2019, the percentage of employees who retired from agencies across Texas state government was 3% compared to TxDMV's employee retirement rate of 4.9%.<sup>13</sup>

As of February 2020, 104 TxDMV employees (14%) are eligible to retire or are return-to-work retirees. This includes 85 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 2025 more than 30% of TxDMV employees will be eligible to retire or will be a return-to-work retiree.<sup>14</sup>

### 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, free from intimidation, free from harassment and free from retaliation.

Department policy prohibits degrading or abusive conduct toward anyone in the workplace environment and is not tolerated; such conduct/behavior is unacceptable. 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.

### EEO Categories

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

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<sup>13</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

<sup>14</sup> Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

**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.<sup>15</sup>

Table 2

FY 2019 EEO Distribution by Race/Ethnicity						
	White	Hispanic	African-American	Asian	Other	Total Headcount
Administrative Support	46.4%	34.6%	16.6%	1.8%	0.6%	396
Officials & Administrators	69.4%	22.3%	7.0%	1.3%	0.0%	78.5
Professionals	64.1%	15.0%	12.6%	7.8%	0.5%	166.5
Service Maintenance & Skilled Craft	100%	0.0%	0.0%	0.0%	0.0%	2
Technicians	54.5%	25.1%	12.0%	7.3%	1.1%	89.5

Table 3

FY 2019 EEO Distribution by Gender			
	Male	Female	Total Headcount
Administrative Support	17.0%	83.0%	396
Officials & Administrators	49.0%	51.0%	78.5
Professionals	48.8%	51.2%	166.5
Service Maintenance & Skilled Craft	100.0%	0%	2
Technicians	68.4%	31.6%	89.5

<sup>15</sup> Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

## Workforce Supply

According to the U.S. Census Bureau, the number of people in Texas grew by 294,036 from July 2018 to July 2019, bringing the state's total population to almost 29 million.<sup>16</sup> While the population continues to grow, in recent years the unemployment rate had continually decreased prior to the COVID-19 pandemic. The U.S. unemployment rate reported in August 2019 was 3.7% compared to the Texas unemployment rate of 3.4%; this was the lowest Texas unemployment rate since series tracking began in 1976.<sup>17</sup> This low unemployment rate drastically affected the number of qualified candidates that were seeking employment.

## Projection

TxDMV currently possesses the human resources necessary for providing premier customer service to the motoring public. Areas of concern during the next five years include reducing overall department turnover, expanding diversity recruitment, conducting salary parity studies and making needed adjustments 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

TxDMV is currently in the process of developing its exceptional item requests.

## Recruitment and Retention

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

### **Recruitment**

- 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

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<sup>16</sup> Source: <https://www.census.gov/quickfacts/fact/table/TX/PST045219#PST045219>

<sup>17</sup> Source: <https://www.bls.gov/opub/ted/2019/unemployment-rates-lower-in-five-states-from-august-2018-to-august-2019.htm>, <https://www.twc.texas.gov/news/texas-unemployment-rate-holds-steady-34-percent>



## **Retention**

- Continue providing paid leave to reward outstanding performance
- Develop career paths to allow for internal employee promotions and professional advancement
- Develop formal employee wellness committee and program
- Expand training and development by
  - Developing and providing custom-designed training and development activities for program and division-specific groups
  - Offering tuition assistance to support employee's educational activities aligned with department needs
  - Providing department-wide training and development activities both online and instructor-led
  - Providing a 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 an Employee Assistance Program for both employees and immediate family members at no cost to employees and increase communication about the various programs offered
- Recognize employees' state service through the State Service Award program
- Reward 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 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 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.

The *Survey of Employee Engagement Texas Department of Motor Vehicles Executive Summary 2020*, follows.



Texas Department of Motor Vehicles

## Survey of Employee Engagement



Texas Department of Motor Vehicles  
Executive Summary  
**2019**



## Executive Summary Table of Contents

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## Introduction

**THANK YOU** for your participation in the Survey of Employee Engagement (SEE). We trust that you will find this information helpful in your leadership planning and organizational development efforts. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Inside this report, you will find many tools to assist you in understanding the engagement of your employees. Your first indication of engagement will be the response rate of your employees. From there, we share with you the overall score for your organization, averaging all survey items. You will also find a breakdown of the levels of engagement found among your employees. We have provided demographic information about the employees surveyed as well as what percent are leaving or retiring in the near future. Then, this report contains a breakdown of the scoring for each construct we surveyed, highlighting areas of strength and areas of concern. Finally, we have provided Focus Forward action items throughout the report and a timeline suggesting how to move forward with what you have learned from the survey results.

Your report represents aggregate data, but some organizations will want further information. For example, the SEE makes it possible to see results broken down by demographic groupings. We would enjoy hearing how you've used the data, and what you liked and disliked about the SEE experience. We are here to help you engage your employees in achieving your vision and mission.

Noel Landuyt  
Associate Director  
Institute for Organizational Excellence

## Organization Profile

 <p>Texas Department of Motor Vehicles <small>HELPING TEXANS GO. HELPING TEXAS GROW.</small> Texas Department of Motor Vehicles</p> <p><b>Organizational Leadership:</b> Whitney Brewster, Executive Director</p> <p><b>Benchmark Categories:</b> Size 4: Organizations with 301 to 1000 employees Mission 7 : Business and Economic Development</p>	<p><b>Survey Administration</b></p> <p>Collection Period: 12/04/2019 through 12/20/2019</p> <p>Survey Liaison: Matthew Levitt HR Director 4000 Jackson Ave. BLDG 1 Austin, TX 78731</p> <p>(512) 465-4245 matthew.levitt@txdmv.gov</p>
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## The Survey













**48 Primary Items**

**Primary Items**  
The Survey of Employee Engagement (SEE) consists of a series of 48 primary items used to assess essential and fundamental aspects of how the organization functions. The items are on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5).

**Demographic Items**  
Also included on the SEE instrument are a series of items to ascertain the demography of the respondents.

**12 Constructs**

Similar items are grouped together, and their scores are averaged to produce twelve construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

 Workgroup	 Strategic	 Supervision	 Workplace	 Community	 Information Systems
 Internal Communication	 Pay	 Benefits	 Employee Development	 Job Satisfaction	 Employee Engagement

**2 Key Scores**

**Overall Score**  
The Overall Score is an average of all survey items and represents the overall score for the organization. It is a broad indicator for comparison purposes with other entities.

**Levels of Employee Engagement**  
Twelve items crossing several survey constructs have been selected to assess the level of engagement (high, moderate, or low) among individual employees.

**78 Breakout Categories**

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 78 breakout categories.

**21 Additional Items**

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 21 additional items.



## Employee Engagement

# 78.6%

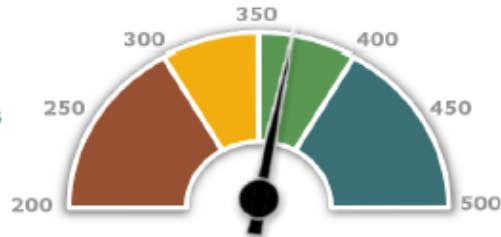
Down 2.4%

### Response Rate

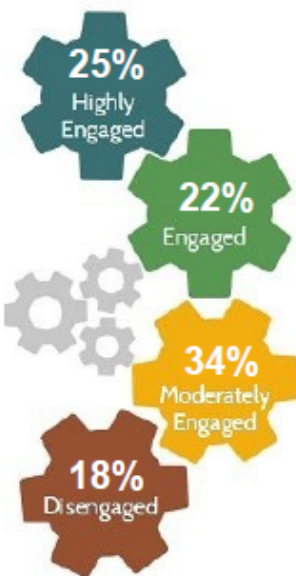
The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 711 employees invited to take the survey, 559 responded for a response rate of 78.6%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 78.6%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

### Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. Your Overall Score from last time was 366.



Overall Score: 367



### Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 25% of employees are Highly Engaged, 22% are Engaged, 34% are Moderately Engaged, and 18% are Disengaged.

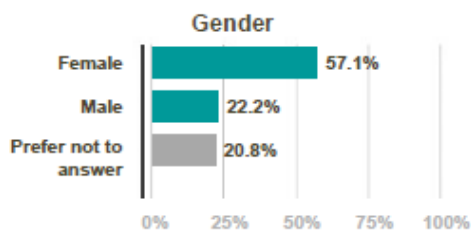
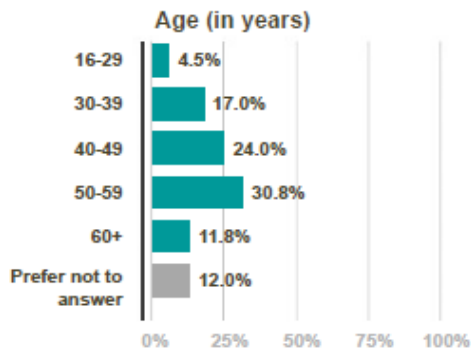
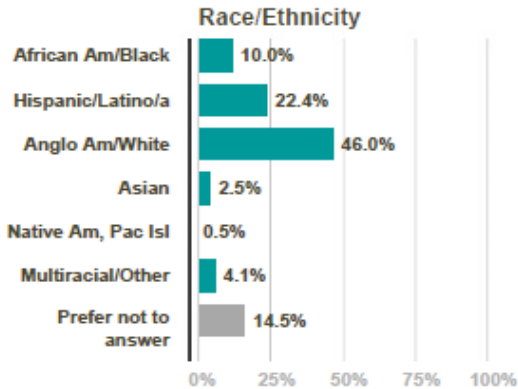
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.



## People

Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those served see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.



### FOCUS FORWARD >>>

**7%** INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement.

**14%** CAN RETIRE

This percentage of respondents indicated that they are or will be eligible for retirement within two years.





## Constructs

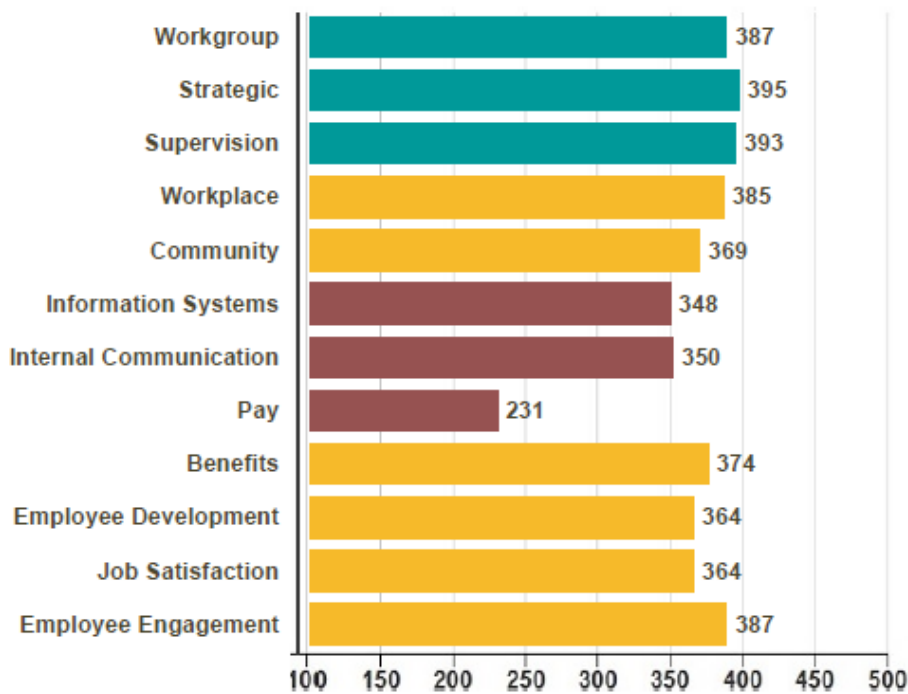
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

### FOCUS FORWARD >>>

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Construct Scores





## Constructs Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

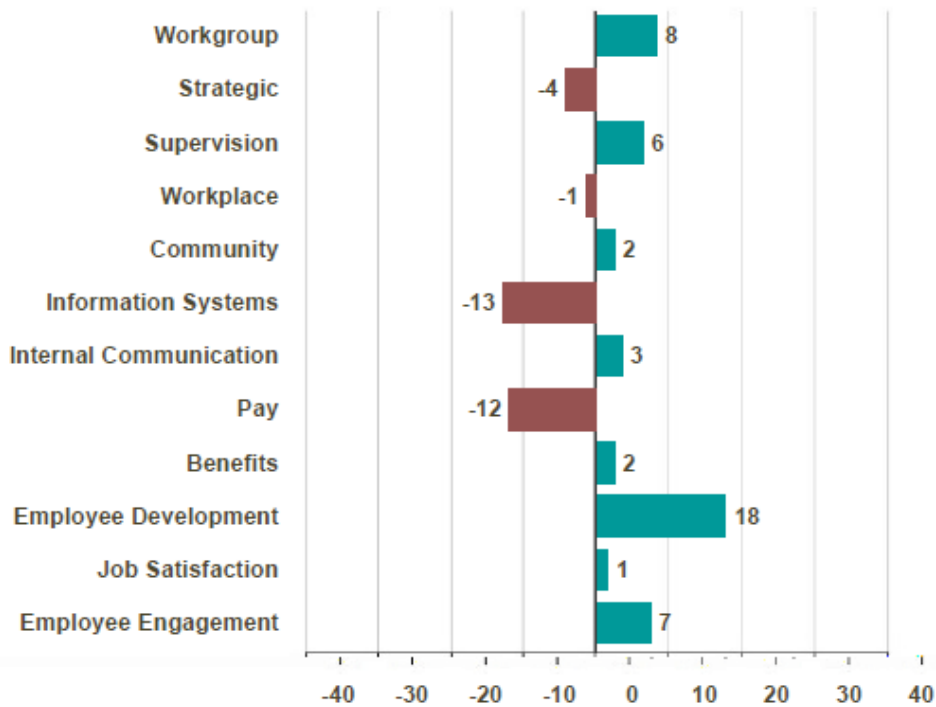
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

### Has Change Occured?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires a bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

Constructs Scores Over Time





## Areas of Strength and Concern

### Areas of Strength



**Strategic** **Score: 395**  
 The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.



**Supervision** **Score: 393**  
 The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.



**Workgroup** **Score: 387**  
 The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

### Areas of Concern



**Pay** **Score: 231**  
 The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.



**Information Systems** **Score: 348**  
 The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.



**Internal Communication** **Score: 350**  
 The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.



## Improving Employee Retention

### About 7% of your employees intend to leave in 1 year.

High rates of employee turnover are disruptive for any organization, so keeping employees engaged and productive should be a key concern for everyone's benefit. This survey captures the unique factors that rate as top influencers between employees who intend to leave your organization versus those who intend to stay. Listed below are five retention strategies tailored to your organization's needs. If you have additional concerns, consider conducting an exit survey to capture specific reasons why employees are leaving.

1

#### Recognize outstanding work.

Employees are often motivated to work harder when they feel appreciated. Distribute awards when they are unexpected, and encourage peer-to-peer recognition. Personalized recognition may require extra thought and effort, but is more likely to make an employee smile and demonstrates that the supervisor cares about them as a person.

2

#### Give employees room to do their best work.

Empower employees by granting sufficient authority to allow them to solve problems with their unique skill sets, and provide positive feedback and encouragement. Boost employee confidence with challenging tasks and promote cross-learning so employees benefit from each other's knowledge. Assess skills and assign training if necessary to bridge skill gaps.

3

#### Clearly explain workplace responsibilities.

Strong teams are composed of individuals who understand their roles and responsibilities. Conduct a simple audit of the tasks required by your work group and which employees perform them. Identify gaps and redundancies, and help employees to prioritize tasks and set reasonable timelines through face-to-face meetings, workshops, or training.

4

#### Allow opportunities for feedback on supervisor performance.

Great leaders are open to feedback, and opportunities should be made for employees to assess their supervisor's performance. Create avenues for open and honest communication, where employees feel comfortable giving feedback to help increase their supervisor's effectiveness and identify areas that need development. Consider a 360 Degree evaluation approach to cover all perspectives.

5




#### Encourage open and honest communication.

An effective work environment has open communication up, down, and across the organization. Start by establishing an open-door policy so employees feel comfortable and safe expressing their ideas. Critiques of work should be constructive, and mistakes should be viewed as learning opportunities when applicable. Bridge communication gaps through team-building exercises.



## Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

<p><b>23.7%</b></p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p><b>23.6%</b></p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>Highest Level of Disagreement</p> 
<p><b>16.7%</b></p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p><b>10.3%</b></p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	
<p><b>9.1%</b></p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	<p><b>7.7%</b></p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	 <p>Lowest Level of Disagreement</p>



Texas Department of Motor Vehicles

## Schedule F: Report on Customer Service



Texas Department of Motor Vehicles

# Texas Department of Motor Vehicles

## Customer Service Plan

### Fiscal Years 2021 – 2025

**The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.**

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## Executive Summary

One of the Texas Department of Motor Vehicles' (TxDMV's) three strategic goals established by the TxDMV Board is *Customer Centric*. Serving our customers in the most efficient and effective ways possible is central to the design and implementation of strategic and operational activities for the department. TxDMV's customer service goal is a single point-of-contact interaction, with quick, accurate and satisfactory answers every time.

The department is aware of the changing technologies that impact customer expectations and access to online services. As more customers and stakeholders use electronic devices to conduct their business, the department continuously explores, plans, and implements technology infrastructure and services to match expanding customer needs.

In accordance with the Texas Government Code, Chapter 2114, TxDMV submits a Report on Customer Service to the Office of the Governor and the Legislative Budget Board. This report identifies TxDMV's external customers and aggregates detailed external customer satisfaction feedback survey information for the entire department and certain division-specific activities.

Major Findings of the Fiscal Year (FY) 2018-2019 Customer Service Report are provided below.

- There was an 11% decrease in the number customers providing feedback to the department from FY 2019 compared to FY 2018.
- Overall, in both FY 2018 and FY 2019, more than 93% of customer feedback received through the Customer Contact Center indicated a rating of excellent or above average satisfaction with the service they received.
- Customer survey results for both years of the biennium indicated that Customer Care Representative staff was rated as excellent or above average, with a rating of 96% in FY 2018 and a rating of 97% in FY 2019.
- TxDMV customer wait times improved by 27% percent in FY 2019 compared to FY 2018. Wait times in FY 2019 were 2:45 minutes and wait times in FY 2018 were 3:35 minutes.
- The lowest customer service responses were from walk-in customers for both FY 2018 and FY 2019, although walk-in responses doubled from FY 2018 to FY 2019.
- Division-specific overall customer satisfaction survey responses indicated a satisfaction rate of 90% or better for both FY 2018 and FY 2019.

## Improvements and Future

TxDMV Executive Management continuously reviews customer and stakeholder feedback in order to improve the customer experience it provides. The department implemented several activities to improve its customer service response results, to increase access to needed information, and to increase customer feedback response rates. These activities are presented below.

- In FY 2018, TxDMV underwent periodic review conducted by the Texas Sunset Advisory Commission. Included in the Commission's final recommendations was a management action indicating the need to consolidate and standardize the department's customer satisfaction surveys to more accurately capture and analyze customer service data. In response, TxDMV Executive Management began an extensive review of its customer satisfaction survey questions and processes to use department-wide. In September 2019, the department launched a new customer satisfaction survey that included six, standardized questions used by all divisions across various customer and stakeholder groups in an effort to gain greater uniformity.
- For the FY 2020-2021 biennium, TxDMV requested and received approval for eight additional Customer Services Representatives and one trainer for the Consumer Relations Division. While decreasing wait times in assisting customers was one of the primary reasons for the request, an additional benefit was CRD's ability to serve 15% more customers in the second quarter of FY 2020 than in the previous fiscal year.
- The department is also in the process of redesigning its internet website. One of the strategic focuses included in the redesign is to provide customers with more information regarding TxDMV services, increase the ease of navigating the website to locate needed information and more accurate/updated answers to customer and stakeholder questions. The newly redesigned website is expected to be available to the public by late summer of FY 2020.
- TxDMV began implementing a new Customer Queue Management system in all of its 16 Regional Service Centers (RSCs) during the FY 2018-2019 biennium. Some features of the new system include the ability for customers to make appointments online as well as offering the ability for customers to get in line online. The full implementation of this initiative will improve customer service through streamlining customer workflow, providing new website applications and collecting direct customer feedback via new survey tablets. Data collected in the new system such as transaction times will be used to guide future enhancements, identify future training needs and determine appropriate staffing levels. The enhancements made possible by the new Customer Queue Management system will increase the efficiency of the Regional Service Centers (RSCs) in meeting the needs of TxDMV customers and will ultimately increase customers' satisfaction with their experiences. This initiative will continue into FY 2020.
- TxDMV Executive Management continuously looks for opportunities to increase the ways to solicit feedback from its customers and stakeholders. As part of the efforts to capture as much customer satisfaction data as possible from TxDMV customers, all TxDMV employees were instructed to add the Customer Satisfaction Survey link to their email signatures in FY 2019. The intent of including the link in all department email communications is to increase the response rate to the Customer Satisfaction Survey, which provides valuable information to the department.
  - With the release of the *FY 2021-2025 Strategic Plan Instructions* in February 2020, TxDMV has redesigned the Customer Satisfaction Survey on its website, beginning in May 2020. The department is anticipating that utilizing these questions will provide additional data and analytics for responding to customers' needs.

## Inventory of External Customers by General Appropriations Act Strategy

### **GOAL A: OPTIMIZE SERVICES AND SYSTEMS**

#### **STRATEGY: A.1.1. TITLES, REGISTRATIONS, AND PLATES**

**DESCRIPTION:** Provide Title, Registration, and Specialty License Plate Services

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include Texas' motoring public and County Tax-Assessor Collectors that work in partnership with the department to provide these services.

**SERVICES PROVIDED:** 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.

#### **STRATEGY: A.1.2. VEHICLE DEALER LICENSING**

**DESCRIPTION:** Motor Vehicle Licensing

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include manufacturers, distributors, converters, independent (general distinguishing number [GDN]) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, lease facilitators and representatives. Lemon Law and warranty repair complainants, manufacturer representatives and the motoring public are also customers served through this strategy.

**SERVICES PROVIDED:** Facilitate the licensing of motor vehicle dealer, manufacturers, salvage vehicle dealers and a variety of other entities engaged in the motor vehicles sales and distribution industry. Conduct Lemon Law and warranty repair hearings.

#### **STRATEGY: A.1.3. MOTOR CARRIER PERMITS & CREDENTIALING**

**DESCRIPTION:** Motor Carrier Permits & Credentials

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include oversize/overweight permit holders and motor carrier commercial credential holders.

**SERVICES PROVIDED:** Provide permitting services to transport oversize/overweight cargos, credentialing services, the granting of operating authority for motor carriers and household goods carriers, and manage the International Registration Program for the state.

#### **STRATEGY: A.1.4. TECHNOLOGY ENHANCEMENT & AUTOMATION**

**DESCRIPTION:** Technology Enhancement & Automation

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include tax assessor-collectors, motor vehicle industry licensees, motor carrier operators and the motoring public.

**SERVICES PROVIDED:** TxDMV's Information and Technology Division implements and oversees multiple technology projects and systems for the benefit of its external customers. These includes the Registration and Titling System (RTS), eLICENSING, webDEALER and eTAGS, numerous systems for permitting and other web-based functions designed to assist end-users in conducting business activities electronically in self-service processes.

#### **STRATEGY: A.1.5. CUSTOMER CONTACT CENTER**

**DESCRIPTION:** Customer Contact Center

**PRIMARY EXTERNAL CUSTOMERS:** All external customers.

**SERVICES PROVIDED:** Provides TxDMV's external customers and stakeholders with a single point-of-contact gateway for obtaining the department's assistance with any activity overseen by TxDMV.

### **GOAL B: PROTECT THE PUBLIC**

#### **STRATEGY: B.1.1. ENFORCEMENT**

**DESCRIPTION:** Conduct Investigations and Enforcement Activities

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include the motoring public and federal, state, and local law enforcement entities and prosecutor's offices, and tax assessor-collector offices.

**SERVICES PROVIDED:** Conducts investigations and prosecutes violators of laws and rules relating to motor vehicle industry licensees. Includes the investigation of fraud, waste and abuse relating to motor vehicle registration and titles, supports law enforcement, and works on compliance with tax assessor-collectors' offices and TxDMV Regional Services Centers.

#### **STRATEGY: B.2.1. AUTOMOBILE THEFT PREVENTION**

**DESCRIPTION:** Motor Vehicle Burglary and Theft Prevention

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include the motoring public, federal, state, and local law enforcement entities, local prosecutors and judicial agencies, and neighborhood, community, business and non-profit organizations.

**SERVICES PROVIDED:** Works with and supports various law enforcement agencies through providing grants to combat and prevent statewide motor vehicle burglary and theft and support regional taskforces, improve coordination, deploy equipment, and provide clear messaging to end motor vehicle crime.

## **GOAL C: INDIRECT ADMINISTRATION**

### **STRATEGY: C.1.1. CENTRAL ADMINISTRATION**

**DESCRIPTION:** Provides support to overall departmental operations

**PRIMARY EXTERNAL CUSTOMERS:** The primary customers served through this strategy include the third-party vendors and Historically Underutilized Businesses (HUBs).

**SERVICES PROVIDED:** Services provided to external customers include administering contracts and payments with and to third-party vendors and ensuring the use of HUBs to meet statewide goals.

### **STRATEGY: C.1.2. INFORMATION SERVICES**

**DESCRIPTION:** Information Services

**PRIMARY EXTERNAL CUSTOMERS:** External customers include tax assessor-collectors' offices accessing the Registration and Title System (RTS), licensing stakeholders using systems such as eTAGS, webDEALER, eLICENSING, and commercial carriers using the Motor Carrier Credentialing System (MCCS).

**SERVICES PROVIDED:** Services provided through this strategy include the support and assistance to stakeholders that use systems housed and maintained by TxDMV. These systems include, but are not limited to the RTS, eTAG, webDEALER, eLICENSING, and MCCS.

### **STRATEGY: C.1.3. OTHER SUPPORT SERVICES**

**DESCRIPTION:** Other Support Services

**PRIMARY EXTERNAL CUSTOMERS:** External customers include certain contracted services such as janitorial, landscaping services and various third-party vendors.

**SERVICES PROVIDED:** Services provided through this strategy support the efficient maintenance and day-to-day operations of the department's facilities.

## **Methodology**

TxDMV solicits feedback from its external customers using multiple methods. These methods include completing an automated telephone survey following a contact with the department, completing an online survey, sending an email, placing a phone call, mailing letter or by completing a paper-based survey.

Survey responses are gathered on a department-wide and divisional basis and are reported monthly to executive management to identify those areas requiring attention and those areas where the department is meeting or exceeding customer expectations. Results are annualized for overall reporting and trending purposes.

## Data Limitations

The primary limitation affecting TxDMV customer satisfaction data is the voluntary nature of completing a survey. Further, response rates to surveys compared to TxDMV’s total number of interactions with customers may not accurately capture the effectiveness of services provided. Other limitations impacting the quality of data include non-standardization of survey questions, respondents not answering all survey questions, lack of clarity about who is providing the service, misunderstanding which entity is authorized to provide a service and lack of specificity in dissatisfaction with a service or a complaint.

## Data Analyses and Results

### Department-Wide Results

More than 93% of overall customer satisfaction survey result responses indicated that the department provided excellent or above average service delivery, during both years of the biennium. In addition, more than 96% of Customer Service Representatives received an excellent or above average rating.

Customers provide feedback to TxDMV through several methods. Most customers who call the department reach the Customer Contact Center for assistance. Those customers are offered a brief, two-question survey after their phone call with a rating scale of 5 to 1; 5 being excellent and 1 being poor. The survey responses are collected in the contact center’s NICE survey information system.

Please refer to the Table 1.

**Table 1. Customer Contact Center Telephone Survey Results FY 2018 and FY 2019**

<b>TxDMV Contact Center Survey Responses</b>	<b>FY 2018</b>	<b>FY 2019</b>
Total Number of Responses	32,211	29,697
Percent of Overall Excellent and Above Average Satisfaction	93%	95%
Percent of Customer Care Representatives Rated Excellent and Above Average Satisfaction	96%	97%

TxDMV has an online departmental survey available to customers on its website. TxDMV Contact Center staff also offer a link to the online department survey in their email signature block when communicating with customers. The online survey responses are collected in SurveyMonkey.

Overall, TxDMV experienced an 11% decline in the total number of responses received in FY 2019 compared to FY 2018, as illustrated in the Table 2 below.

**Table 2. Number and Percent of Customer Responses by Contact Method and Fiscal Year**

Number and Percent of Customer Responses by Contact Method and Fiscal Year					
Contact Method	Number of Responses FY 2018	Percent of Total FY 2018	Number of Responses FY 2019	Percent of Total FY 2019	Percent Change
Telephone	1,396	62%	1,191	59%	-15%
Email/Mail	566	25%	366	18%	-35%
Online	227	10%	307	16%	+35%
Walk-In	73	3%	146	7%	+100%
<b>Total</b>	<b>2,262</b>	<b>100%</b>	<b>2,010</b>	<b>100%</b>	<b>-11%</b>

FY 2018-2019 TxDMV Customer Satisfaction Response Details by Interaction Type

The percentages reported in Table 3 and Table 4 below represent the number of responses to a particular question divided by the total of survey respondents, with selected survey response results.

**Table 3. Customer Satisfaction Response Details by Interaction Type FY 2018**

Customer Satisfaction Response Details by Interaction Type FY 2018		
Customer Interaction	Number of Respondents	Selected Survey Response Results
Telephone	1,396	<ul style="list-style-type: none"> <li>▪98% of customers rated their overall telephone experience excellent or above average</li> <li>▪99% of customers rated their overall experience with the customer service representative excellent or above average</li> <li>▪Top three reasons for above average rating: 95% friendly service, 80% getting the information needed and 71% quick response</li> </ul>
Email	556	<ul style="list-style-type: none"> <li>▪98% of customers rated their overall email experience excellent or above average</li> <li>▪99% of customers rated their overall experience with the customer service representative excellent or above average</li> <li>▪Top three reasons for above average rating: 84% quick response, 71% getting the information needed and 67% friendly service</li> </ul>
Online	227	<ul style="list-style-type: none"> <li>▪The top three services used online by customers included registration renewal (59%), vehicle transfer notification (24%) and special plates (10%)</li> <li>▪46% of customers felt the online information helped resolve their problem or situation</li> <li>▪20% of customers felt the “Frequently Asked Questions” (FAQs) was very helpful</li> <li>▪47% of customers felt the forms section on the website was easily or adequately accessible</li> <li>▪ 63% of customers were satisfied with payment methods</li> </ul>



Walk-in	73	<ul style="list-style-type: none"> <li>▪The RSCs with the highest TxDMV Customer Satisfaction Survey participation rates were: San Antonio (62%) and Houston (12%)</li> <li>▪82% of customers felt the RSC was easily or adequately accessible</li> <li>▪90% of customers felt the information provided resolved their problem or situation</li> <li>▪89% of customers were satisfied with the speed of service they received</li> <li>▪82% of customers experienced a pleasant office experience</li> <li>▪88% of customers were satisfied with payment methods</li> </ul>
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**Table 4. Customer Satisfaction Response Details by Interaction Type FY 2019**

Customer Satisfaction Response Details by Interaction Type FY 2019		
Customer Interaction	Number of Respondents	Selected Survey Response Results
Telephone	1,191	<ul style="list-style-type: none"> <li>▪97% of customers rated their overall telephone experience excellent or above average</li> <li>▪99% of customers rated their overall experience with the customer service representative excellent or above average</li> <li>▪Top three reasons for above average rating: 95% friendly service, 82% getting the information needed and 75% quick response</li> </ul>
Email	366	<ul style="list-style-type: none"> <li>▪98% of customers rated their overall email experience excellent or above average</li> <li>▪98% of customers rated their overall experience with the customer service representative excellent or above average</li> <li>▪Top three reasons for above average rating: 80% quick response, 64% getting the information needed and 58% friendly service</li> </ul>
Online	307	<ul style="list-style-type: none"> <li>▪The top three services used online by customers included registration renewal (64%), vehicle transfer notification (16%) and address change (12%)</li> <li>▪36% of customers felt the online information helped resolve their problem or situation</li> <li>▪14% of customers felt the “Frequently Asked Questions” (FAQs) was very helpful</li> <li>▪36% of customers felt the forms section was easily or adequately accessible</li> <li>▪62% of customers were satisfied with payment methods</li> </ul>
Walk-in	146	<ul style="list-style-type: none"> <li>▪ The RSCs with the highest TxDMV Customer Satisfaction Survey participation rates were: San Antonio (35%), Houston (17%)</li> <li>▪ 78% of customers felt the RSC was easily or adequately accessible</li> <li>▪ 55% of customers felt the information provided resolved their problem or situation</li> <li>▪ 49% of customers were satisfied with the speed of service they received</li> <li>▪ 48% of customers experienced a pleasant office experience</li> <li>▪ 72% of customers were satisfied with payment methods</li> </ul>



## Contact Center Customer Comments Received

Customers may email the department at AskDMV.gov or ask to speak to a supervisor after a phone call in order to provide feedback about their experience. If a customer provides detailed comments on a survey or when providing feedback by email or phone, the details are captured in the agency Customer Relationship Management (CRM) database and are categorized as a complaint, compliment or suggestion, as illustrated in Table 5.

**Table 5. Types of Comments Received FY 2018 and FY 2019**

Type of Comment Received	FY 2018	FY 2019
Compliments	1,254	852
Complaints	28	59
Suggestions	23	29
Total Comments Received	1,305	940

## Division-Specific Results

TxDMV's unique customer groups were very satisfied with the service and interactions they had with the department. Division-specific survey averages ranged between 90-99% "very satisfied" for both years of the biennium. Table 6 presents the results for the six public interfacing divisions.

**Table 6. Division-Specific Average Survey Results by Fiscal Year**

Division-Specific Average Survey Results		
Division	FY 2018	FY 2019
Consumer Relations	94%	95%
Enforcement	92%	95%
Finance and Administrative Services	93%	90%
Motor Carrier	90%	98%
Motor Vehicle	97%	99%
Office of Administrative Hearings	93%	92%

## Cost per Customer Surveyed

On average, the cost per customer surveyed was approximately 21 cents per respondent for each year of the biennium.