

TxDMV Board Vision, Goals and Objectives

Approved: December 14, 2023

1. PURPOSE

This policy addresses the goals and objectives of the Texas Department of Motor Vehicles (TxDMV) Board as they relate to the mission, vision, and values of the department. The policy defines the desired state the Board is working to achieve and is designed to be inspirational toward effectively meeting organizational goals.

2. TxDMV MISSION

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

3. TxDMV VISION

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

4. TxDMV VALUES

To earn the trust and faith of all citizens of Texas with transparency, efficiency, excellence, accountability, and putting stakeholders first.

- 4.1. **Transparency** – Being open and inclusive in all we do.
- 4.2. **Efficiency** – Being good stewards of state resources by providing products and services in the most cost-effective manner possible.
- 4.3. **Excellence** – Working diligently to achieve the highest standards.
- 4.4. **Accountability** – Accepting responsibility for all we do, collectively and as individuals.
- 4.5. **Stakeholders** – Putting customers and stakeholders first, always.

5. TxDMV GOALS

5.1. GOAL 1 – Performance Driven

The department shall be a performance-driven organization in its operations. The department shall seek to perform to the expectations of its customers and stakeholders by effective, efficient, customer-focused, on-time, fair, predictable and thorough services.

5.1.1. Key Objective 1

The department shall be retail-oriented in its approach to service. To accomplish this orientation, TxDMV shall concentrate the focus of the organization on:

- 5.1.1.1. Delivering products and services to customers and stakeholders in a manner that prioritizes external needs first. These needs must be positively and proactively met. TxDMV works for and with its customers and stakeholders, not the other way around.
- 5.1.1.2. Operating the department's licensing and registration functions in a manner similar to private, for-profit business. As an effective business, TxDMV should listen to its customers and stakeholders and implement best practices to meet their needs. Employees are encouraged to act and react in a manner that understands how to perform without a government safety net and with a risk of "going out of business."

- 5.1.1.3. Simplifying the production and distribution processes and ease of doing business. Adapting and maintaining a business value of continuous improvement is central to TxDMV operations and processes.
- 5.1.1.4. All department operations standing on their own merits operationally and financially. If a current process does not make sense, then TxDMV shall work within legislative and legal constraints to redesign or discard it. TxDMV shall operate as efficiently and effectively as possible in terms of financial and resource needs. Divisions should focus on cost savings without sacrificing performance. Division directors are accountable for meeting these needs and applicable measures. All division directors are collectively responsible for the performance of TxDMV as a whole.
- 5.1.1.5. Basing decisions regarding TxDMV operations on the overriding business need of each division to meet or provide a specific service demand, with the understanding and coordination of overarching department needs.
- 5.1.1.6. Developing and regularly updating a long-range strategic plan describing total system needs, establishing overarching statewide goals, and ensuring progress toward those goals.
- 5.1.1.7. Establishing a transparent, well-defined, and understandable system of project management that integrates project milestones, forecasts, and priorities.
- 5.1.1.8. Measuring and reporting on department progress in meeting goals and milestones for major projects and other statewide initiatives, with input from stakeholders and policymakers.

5.2. GOAL 2 – Optimized Services and Innovation

The department shall be an innovative, forward-thinking organization that seeks ways to promote the economic well-being and development of both the industries it serves and the State of Texas within established legislative and legal boundaries.

5.2.1. Key Objective 1

The department shall achieve meaningful brand identification and represent a unique perspective within state government.

- 5.2.1.1. Build the TxDMV identity. This means TxDMV shall transparently educate customers on what services we offer and how they can take advantage of those services.
- 5.2.1.2. Build the TxDMV brand and reputation. This means TxDMV shall reach out to the stakeholders, industries we serve, and the public to address and anticipate their needs.
- 5.2.1.3. Determine immediate, future, and long-term facility and capital needs. It is operationally critical for the department to maintain facilities and IT systems necessary to effectively serve our customers and stakeholders. All department regulations, enforcement actions and decisions shall be determined in a timely, fair, and predictable manner.

5.2.2. Key Objective 2

Provide continuous education on business trends in the industry with a particular emphasis on activities in Texas.

5.2.3. Key Objective 3

Provide continuous outreach activities to all customers and stakeholders to identify their respective needs and wants. This includes helping frame legislative or regulatory issues for consideration by oversight bodies.

5.2.4. Key Objective 4

Examine all fees to determine their individual worth and reasonableness. No fee shall be charged that cannot be justified financially and operationally.

5.3. GOAL 3 – Customer-Centric

The department shall be managed in a customer-centric way that delivers services and decisions in a positive, solution-seeking manner while ensuring continuous, consistent, and meaningful public and stakeholder involvement in shaping the TxDMV of tomorrow.

5.3.1. Key Objective 1

The department shall seek to serve its customer base through a creative and retail-oriented approach.

5.3.2. Key Objective 2

The department shall develop and implement policies that guide and encourage meaningful public involvement.

5.3.3. Key Objective 3

The department shall develop standard procedures for documenting, tracking, and analyzing customer complaint data. Successful problem resolution metrics should be monitored to support continuous improvement activities that improve customer facing processes.

5.3.4. Key Objective 4

The department shall provide a formal process for staff with similar responsibilities to share best practices information.

5.3.5. Key Objective 5

The department shall provide central coordination of external outreach campaigns.

5.3.6. Key Objective 6

The department shall develop and expand user friendly, convenient, and efficient website applications.

5.3.7. Key Objective 7

The department shall timely meet all legislative requests and mandates.