



# Texas Department *of* Motor Vehicles

**Strategic  
Plan**

**Fiscal Years  
2013-2017**

# Strategic Plan

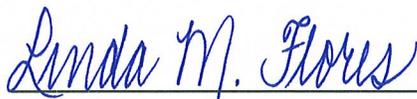
For the Fiscal Years 2013 - 2017

BY

## THE TEXAS DEPARTMENT OF MOTOR VEHICLES

<b>BOARD MEMBER</b>	<b>TERM EXPIRES</b>	<b>HOMETOWN</b>
Victor Vandergriff, Chairman	February 1, 2015	Arlington, TX
Laura Ryan, Vice Chair	February 1, 2015	Cypress, TX
Robert Barnwell III	February 1, 2013	Magnolia, TX
Blake Ingram	February 1, 2017	Sunnyvale, TX
Cheryl Johnson	February 1, 2013	Friendswood, TX
Raymond Palacios, Jr.	February 1, 2013	El Paso, TX
Victor Rodriguez	February 1, 2015	McAllen, TX
Marvin Rush	February 1, 2017	Seguin, TX
John Walker III	February 1, 2017	Houston, TX

July 2012



Linda M Flores  
(Interim) Executive Director



Victor Vandergriff  
Chairman of the Board

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# Part I: Vision, Mission, and Goals



*"Our strong economic position relative to other states and the nation is not by accident. Texas has demonstrated the importance of fiscal discipline, setting priorities and demanding accountability and efficiency in state government." – Governor Rick Perry*

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## **Statewide Vision—Planning for Progress**

Over the last several years, families across this state and nation have tightened their belts to live within their means, and Texas followed suit. Unlike people in Washington, D.C., here in Texas we believe government should function no differently than the families and employers it serves. As we begin this next round in our strategic planning process, we must continue to critically examine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must continue to adhere to the priorities that have made Texas a national economic leader:

- Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means and limiting the growth of government;
- Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;
- Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and make sure Texans are prepared to compete in the global marketplace;
- Defending Texans by safeguarding our neighborhoods and protecting our international border; and,
- Increasing transparency and efficiency at all levels of government to guard against waste, fraud and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

***Rick Perry***  
***Governor of Texas***

**“I am confident we can address the priorities of our citizens with the limited-government principles and responsible governance they demand.” – Governor Rick Perry**



## **THE Mission of Texas State Government**

Texas state government must be limited, efficient, and completely accountable. It will foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust will be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.



## **THE Philosophy of Texas State Government**

***First and foremost, Texas matters most.***

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future, and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.
- Finally, state government should be humble; recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.



# **Statewide Goals and Benchmarks**

## **Economic Development**

The Texas Department of Motor Vehicles (TxDMV) was created in 2009 by the authority of H.B. 3097, 81<sup>st</sup> Legislature, Regular Session.

TxDmv is responsible for titling and registering vehicles, licensing and regulation of the motor vehicle sales and distribution industry, registering commercial oversize/overweight (OS/OW) vehicles, and providing auto theft prevention grants and is included in Article VII – Business and Economic Development section of the General Appropriations Act (GAA). The TxDMV strategic plan is aligned with the Statewide Goals and Benchmarks for Economic Development.

*Priority Goal: To provide an attractive economic climate for current and emerging industries and market Texas as a premier business expansion and tourist destination that fosters economic opportunity, job creation, and capital investment by:*

- Promoting a favorable business climate and a fair system to fund necessary state services;
- Addressing transportation needs;
- Maintaining economic competitiveness as a key priority in setting State policy; and,
- Developing a well-trained, educated, and productive workforce.

### **Benchmarks:**

- Number of employees in targeted industry sectors
  - TxDMV's targeted industries include businesses related to motor vehicle sales and distribution, and commercial carriers. The agency's licensing, registration and permitting activities, and their focus on customer satisfaction, promote a favorable business climate in which businesses and the number of their employees can grow.
- Number of new small businesses created
  - By creating fair and favorable licensing services and vehicle titling and registration services, TxDMV encourages the growth of businesses in the motor vehicle sales and distribution industry, the commercial carrier industry, and household goods carriers.
- Number of new non-government, non-farm jobs created
  - All of the jobs created as a result of the activities and services provided by TxDMV are related to the agency's targeted industries and are non-government, non-farm jobs.

## Regulatory

In addition to the Article VII, Economic Development goals and benchmarks, the business operations of TxDMV support statewide goals and benchmarks related to Article VIII, Regulatory, and Article I, General Government.

*Priority Goal: To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:*

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and,
- Reducing the regulatory burden on people and businesses.

### **Benchmarks:**

- Percentage of state professional licensee population with no documented violations.
- Percentage of new professional licensees as compared to the existing population.
- Percentage of documented complaints to professional licensing agencies resolved.
- Percentage of new and renewed professional licenses issued via Internet.
- Number of new business permits issued online.

## General Government

*Priority Goal: To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers.*

- Supporting effective, efficient, and accountable state government operations;
- Ensuring the state's bonds attain the highest possible bond rating; and,
- Conservatively managing the state's debt.

### **Benchmarks:**

- Number of state employees per 10,000 population.
- Number of state services accessible by Internet.
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format.



## **TxDMV Mission**

To promote and protect the interests of the motoring public and all citizens in the state of Texas.



## **TxDMV Vision**

The TxDMV shall be the most efficient, effective, transparent, and customer driven agency in Texas providing excellent services to all.



## **TxDMV Philosophy**

TxDMV shall be a performance driven agency in its operations whether it is in customer service, licensing, permitting, enforcement or rule-making. At all times TxDMV shall mirror in its performance the expectations of its customers and stakeholders of effective, efficient, customer-focused, on-time, fair, predictable, and thorough service or decisions.

TxDMV shall be an innovative, forward thinking agency that looks for ways to promote the economic well-being and development of the industries it serves as well as the State of Texas within the legislative boundaries that have been established for the agency.

TxDMV shall be a customer-centric agency that delivers today's 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.



## **TxDMV Values**

To ensure the trust and faith of all citizens of Texas, TxDMV will be:

**T**

**Transparent** –TxDMV shall report clear, concise and accurate information on all aspects of agency operations performance, administrative decisions, and business transactions.

**E**

**Efficient** –TxDMV shall maximize the productivity of its personnel and the capital resources of the agency. The agency shall continuously assess its programs and processes and align its resources accordingly.

**X**

**Excellence** –TxDMV is committed to maintaining high-performing operating policies and systems and exceptional performance by its employees. Requiring the highest level of performance in our operations and our people will be reflected through the agency's increased financial performance.

**A**

**Accountable** –TxDMV recognizes that it is answerable for its actions to its customers and its stakeholders both internally and externally. The agency and its employees will take responsibility for our actions and will explain our decisions in a clear and concise manner.

**S**

**Stakeholder-Driven** – TxDMV ensures that it has open lines of communication with all of its stakeholders including the Texas public and businesses, the Texas Legislature, local officials, and agency employees. The agency recognizes that communication is the foundation of trust, creates a positive atmosphere for teamwork, and guarantees that agency is flexible and quickly adapts to the needs of its customers.



**Part II: Internal & External Assessment**



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## **TxDMV—A HISTORICAL PERSPECTIVE**

*No person shall drive any motor vehicle and no owner of a motor vehicle shall cause or permit the vehicle to be driven in any public place or in any other place for the purpose of carrying passengers or goods unless the vehicle is registered in accordance with this Chapter and the certificate of registration of the vehicle has not been suspended or cancelled and the vehicle carries a registration mark displayed in the prescribed manner.*

- **The Motor Vehicles Act, 1939**

### **The Early Years**

Texas began registering motor vehicles in the state as early as 1917, two decades before the enactment of the Texas Certificate of Title Act in 1939. For nearly 70 years the responsibility of titling and registering vehicles, licensing and regulating the motor vehicle sales and distribution industry, registering commercial vehicles, permitting oversize/overweight loads, and providing auto theft prevention grants was within the purview of the Texas Department of Transportation (TxDOT).

### **Origins of an Agency**

On **June 20, 2008**, Governor Rick Perry directed TxDOT to undertake an evaluation of alternative organizational models for the delivery of vehicle-related services and to provide its findings to the Texas Sunset Commission, then in the process of reviewing TxDOT.

In **July 2008**, Texas Transportation Commission Chair, Deidre Delisi, replied to the governor acknowledging the importance of finding an optimal model for the organization and management of motor vehicle regulatory services. Chair Delisi created a working group of staff and industry representatives to develop alternatives for consideration, including:

- Consolidating all vehicle divisions within TxDOT under the leadership of a single Assistant Executive Director;
- Creating an independent Motor Vehicle Board to advise the Texas Department of Transportation on motor vehicle matters; and,
- Creating an independent, stand-alone motor vehicle regulatory agency reporting to a new and separate board.

On **August 14, 2008**, TxDOT's Vehicle Division Work Group convened its first meeting. The group was comprised of representatives of the affected vehicle divisions, a new automobile dealer, a used automobile dealer, an automobile manufacturer, a motor carrier industry representative, a County Tax Assessor Collector, and a member of the Auto Burglary & Theft Prevention Authority (ABTPA) Board.

By **November 2008**, the Vehicle Division Work Group issued its “Vehicle Divisions Optimization Analysis” report that identified three organizational options for the vehicle divisions:

- 1) Remain in TxDOT;
- 2) Create an independent and separately governed unit under the TxDOT umbrella; or,
- 3) Establish an independent state agency.

## **H.B. 3097, 81<sup>st</sup> Legislature, Regular Session**

On **March 10, 2009**, House Bill (H.B.) 3097, 81<sup>st</sup> Legislature, Regular Session “Relating to the creation, organization, duties, and functions of the Texas Department of Motor Vehicles” was filed by Representative Ruth McClendon.

Two months later, on **May 26, 2009**, H.B. 3097, 81<sup>st</sup> Legislature, Regular Session was passed by both the House and the Senate of the Texas Legislature and was subsequently signed by the Governor on **June 6, 2009**. The bill transferred the duties and responsibilities, personnel, furniture and fixtures, equipment, and computers of four TxDOT divisions – Vehicle Titles and Registrations, Motor Carrier (other than oversize/overweight permitting), Motor Vehicles, and the Automobile Burglary and Theft Prevention Authority (ABTPA) – to the new **Texas Department of Motor Vehicles (TxDMV)**.

Throughout the summer of 2009, as required by Section 9.01(a) of H.B. 3097, a Transition Team worked to negotiate a plan for the transition to the new operating structure and to draft a Memorandum of Understanding (MOU) documenting the understandings, responsibilities, and obligations of both TxDOT and TxDMV during the period of transition to a fully independent agency.

On **September 1, 2009**, H.B. 3097 became effective. Per the requirements set forth by H.B. 3097, a nine-member board was appointed by the Governor, who also designated one board member to serve as Chairman. In **October 2009**, Governor Perry appointed board members and named Victor Vandergriff as Chairman of the Board. The board selected one of its members to serve as Vice-Chair.

By **November 1, 2009**, all four vehicle divisions were transferred to the newly-created TxDMV. The next day, TxDMV began operations. In the next few days, the TxDMV Board, under Chairman Vandergriff, held its first meeting and executed the Memorandum of Understanding (MOU) with TxDOT. At this meeting, Chairman Vandergriff assumed effective executive leadership of the Department as the search for a permanent Executive Director commenced.

## **An Agency Grows**

On **February 1, 2010**, following his competitive selection by the Board, Edward Serna assumed the administrative leadership of the agency as its first executive director. On **June 1, 2010**, Executive Director Serna implemented a new organizational structure for TxDMV focusing on the alignment of services by customer constituency served, creating “one-stop shopping” opportunities, consolidating enforcement activities, and creating a support services organizational infrastructure.

On **September 2, 2010**, in testimony before the House Transportation Committee, Chairman Vandergriff articulated his vision for the transformation of TxDMV into a responsive, “retail-oriented” service provider, focused on the needs of customers, generating revenue for the State’s transportation program, and supporting economic development.

Over the next year, several areas/positions of the agency became functional and fully staffed:

- ❖ **February 2011**, TxDMV Human Resources became fully staffed and functional.
- ❖ **May 31, 2011**, S.B. 1420, by Hinojosa, et. al, 82<sup>nd</sup> Legislature, Regular Session, transferring the Motor Carrier Oversize/Overweight Permitting Program from TxDOT to TxDMV, is passed by both the House and the Senate.
- ❖ **June 1, 2011**: The TxDMV Chief Information Officer (CIO) is hired.
- ❖ **June 17, 2011**: S.B. 1420, by Hinojosa, et. al, 82<sup>nd</sup> Legislature, Regular Session, is signed by the Governor, officially transferring 116 FTEs and the oversize/overweight permitting functions to TxDMV.
- ❖ **June 30, 2011**: The TxDMV Financial Services Division is fully staffed and functional.
- ❖ **October 1, 2011**: The Office of Governmental and Stakeholder Relations is created and the Director is named; the Director of Internal Audit is hired.
- ❖ **January 2012**: Motor Carrier Oversize/Overweight Permitting Program is officially transferred to TxDMV.
- ❖ **March 2012**: The Director of Civil Rights is hired.

## **New Executive Leadership**

On **August 31, 2011**, Executive Director Edward Serna retired. On **September 1, 2011**, Ms. Linda Flores, Chief Financial Officer (CFO) for TxDMV, was named Interim Executive Director of the agency.

On **December 30, 2011**, a contract was executed with Grant Cooper & Associates, an executive search company, for conducting a search for an executive director. Since January 2012, Grant Cooper has been accepting applications from interested individuals and also actively reached out to the motor vehicle community to assess interest and find suitable candidates. As of April 2012, the search for a new executive director for the department continues.



## TxDMV—MAIN FUNCTIONS

The motoring public and the citizens of Texas can be proud to know that TxDMV registers more than 21 million vehicles every year – the second highest in the nation, and issues more than 5 million titles.

Additionally, the agency licenses more than 27,000 motor vehicle and salvage dealers per year and issues more than 580,000 commercial motor carrier permits while distributing more than 17 million license plates—all while responding to more than 2 million customers who call, write or walk into its offices.

TxDMV also provides information when the vehicle you bought turns out to be a lemon or when a moving company improperly handles your household goods. TxDMV also helps people remove liability when they sell a vehicle. Additionally, TxDMV supports the Automobile Burglary & Theft Prevention Authority (ABTPA).

The **Automobile Burglary and Theft Prevention Authority** provides grants to law enforcement and other non-profit organizations to reduce auto burglary and theft and provides auto burglary and theft prevention awareness outreach and education.

The **Consumer Relations Division** is the agency contact center—serving customers by telephone, email and written correspondence.

The **Enforcement Division** regulates the motor vehicle sales and distribution industry, the motor carrier industry, leasing businesses, the salvage industry, and motor transportation brokers in order to protect the welfare of the public and ensure fair treatment of consumers by household goods carriers.

The **Motor Carrier Division** provides credentialing services, permitting services to transport oversize/overweight cargos, the granting of operating authority for motor carriers and household goods carriers, and manages the International Registration Program for the state.

The **Motor Vehicle Division** facilitates the licensing of motor vehicle dealers, manufacturers, and a variety of other entities engaged in the motor vehicle sales and distribution industry, as well as the licensing of salvage vehicle dealers.

The **Vehicle Titles and Registration Division** provides vehicle titles, registration and related services, including supporting the 254 county tax-assessor collectors and their agents who provide title, registration, and license plate services to the public.

## **Agency Support Functions**

The **Administrative Services Division** supports all programs in the agency with information technology, human resources support, imaging and scanning operations, and general support functions.

The **Financial Services Division** provides accounting, budgeting, and purchasing functions for the agency.

The **Government and Strategic Communications Division** provides a centralized analysis of legislative bills and communications with legislative offices, and consistent “one voice” messages to stakeholders and constituents.

**To view the current TxDMV organizational chart, please refer to Appendix B of the document.**

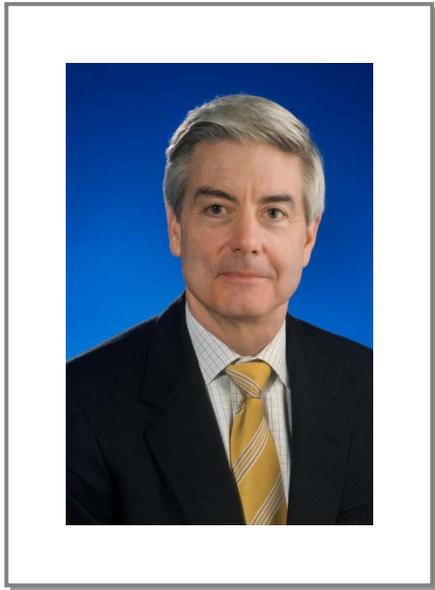


## Texas Department of Motor Vehicles Board

The nine-member board is appointed by the governor, who also designates one board member to serve as chairman. The board selects one of its members to serve as vice-chair. By law, board members must include:

- 1 county tax assessor-collector;
- 2 franchised auto dealers;
- 1 independent auto dealer;
- 1 representative from the vehicle manufacturing/distribution industry;
- 1 representative from the motor carrier industry;
- 1 county or city law enforcement representative; and,
- 2 customer (public) representatives.

### VICTOR T. VANDERGRIF, CHAIRMAN



**Victor T. Vandergriff, Public Representative**, is Chairman of the Texas Department of Motor Vehicles Board. Vandergriff was appointed by Governor Rick Perry to lead the nine-member board on September 1, 2009.

Vandergriff is an attorney and private businessman specializing in business development and legislative issues. He is a current board member and past Chairman of the North Texas Tollway Authority.

Vandergriff formerly served as Vice President of V.T., Inc. and Automotive Investment Group, the largest private retail automotive group in the United States. Vandergriff was involved as an owner, dealer and executive manager in the automobile industry for more than 25 years. He and his family have owned and operated automobile dealerships for more than 80 years in the Dallas-Fort Worth region.

Vandergriff attended the University of Southern California where he received a degree from the School of Public Administration in Public Affairs. He received his law degree from Southern Methodist University in Dallas. His term expires February 1, 2015.

## LAURA RYAN, VICE-CHAIR



**Laura Ryan-Heizer, Vehicle Manufacturing/Distribution Industry**, of Cypress is currently vice president of GSFSGroup Inc. She has previously held management positions in the automotive industry with Gulf States Toyota and Nissan North America. She is a member of the American Finance and Insurance Professionals and a grade level chairperson of the National Charity League. She is also a volunteer with Northwest Assisted Ministries, Operation Interdependence, the Boys and Girls Country of Houston Inc., and Habitat for Humanity of Cypress. She attended Penn State University and is a graduate of the University of Texas Executive Education Future Leaders Program. Her term expires February 1, 2015.



**Raymond Palacios Jr., Franchised Auto Dealers**, is president of Bravo Chevrolet Cadillac and Hummer. He is past district director of the Texas Automotive Dealers Association, past president of the El Paso New Car Dealers Association, past vice chair of General Motors' Minority Dealer Advisory Council, and a past member of the National Chevrolet Dealer Advisory Council and the Hummer Dealer Advisory Council.

Palacios is a member of the Doña Ana Community College Advisory Council and Paul L. Foster School of Medicine, Dean's Advisory Council. He is also founder and past president of the Mexican American University of Houston Alumni Association, past president of the Association for the Advancement of Mexican Americans, and a past board member of Leadership Houston, the University of Houston Alumni Association, Yucca Council Boy Scouts of America, and El Paso Better Business Bureau. He served in the U.S. Marine Corps.

Palacios received a bachelor's degree from the University of Houston and is a graduate of Leadership El Paso. His term expires February 1, 2013.



**Blake Ingram, Independent Auto Dealer**, of Sunnyvale is owner of Concord Auto Acceptance and president of Martin Ingram Enterprises Inc., which does business as Auto City. He is director of the Southeast Dallas Chamber of Commerce, a member of the National Independent Automobile Dealer Association, and a member and past president of the Texas Independent Automobile Dealer Association. He is a founder and president of Pleasant Grove Food Pantry and a past member of the Sunnyvale Education Foundation. He is also a former officer of the Dallas County Independent Automobile Association and past member of the Sunnyvale Town Council. Ingram received a bachelor's degree from Southern Methodist University. His term expires February 1, 2017.



**Cheryl Johnson, County Tax Assessor-Collector**, of Friendswood is the county tax assessor/collector for Galveston County. She is a state certified Texas Assessor Collector, and a member of the Texas Association of Assessing Officers, Tax Collectors Association of Texas, Galveston Association of Realtors, and American Business Women's Association.

Johnson is also a member of the Lighthouse Charity Team, various chambers of commerce in the Galveston area, and Galveston Kiwanis Club. She is a past Clear Creek Independent School District trustee and a certified mediator. Johnson received an associate degree from San Jacinto College. Her term expires February 1, 2013.



**Victor Rodriguez, County/City Law Enforcement**, of McAllen is Chief of Police, City of McAllen Police Department. He is a member of the Lower Rio Grande Valley Development Council Criminal Justice Advisory Committee and McAllen Crime Stoppers. He is past director of the South Texas Inter-Governmental Drug Task Force and a past member of the Cameron County Drug Enforcement Task Force Board of Governors, Texas Interstate Compact Committee, Brownsville Crime Stoppers and Association of Paroling Authorities International.

Chief Rodriguez is past chair of the Texas Board of Pardons and Paroles and the Automobile Burglary and Theft Prevention Authority. He received a bachelor's degree from the University of Texas-Pan American and a master's degree in public administration from the University of Texas at San Antonio and

is also a graduate of the FBI National Academy and the Harvard University John F. Kennedy School of Government Senior Executives in State and Local Government Program. His term expires February 1, 2015.



**Marvin Rush, Franchised Auto Dealer**, of Seguin is founder and chair of Rush Enterprises Inc. He is a member of the American Truck Dealers Board of Directors, National Automobile Dealers Association, and Texas Automobile Dealers Association Truck Division. Rush is also a past member of the Associates Gold Wheel Dealer Council, GMC Truck Dealer Council, Paclease Truck Sales Executive Committee, Peterbilt Motors Company, and Rockwell Advisory Board. His term expires February 1, 2017.



**John Walker III, Motor Carrier Industry**, of Houston is owner and president of J.H. Walker Trucking. He is a member of the American Trucking Association and a member and past chair of the Texas Motor Transportation Association. He is a committee member of the Houston Livestock Show & Rodeo and assistant scoutmaster for Boy Scout Troop 641. Walker received a bachelor's degree from Texas A&M University. His term expires February 1, 2017.



**Robert "Barney" Barnwell III, Public Representative**, of Magnolia is president of Universal Natural Gas Inc., and president and board chair of Texas Gas Utility Services. He is member of the Texas Gas Association and the Aircraft Owners and Pilots Association Air Safety Foundation. He is also president and past board chair of the Magnolia Parkway Chamber of Commerce, board chair and past president of R.S. Barnwell Memorial Garden and Art Center, and co-founder and past president of the Samaritan Counseling Center. Barnwell received a law degree from Louisiana State University. He is appointed for a term to expire February 1, 2013.



## Size and Composition

TxDMV was authorized a workforce of 647 budgeted, full-time equivalent (FTE) positions when it was created in 2009. With the transfer of 116 Oversize/Overweight (OS/OW) Permitting Program FTEs in January 2012, the number of authorized FTEs increased to 763 for the 2012-13 biennium.

The State Auditor’s Office, E-Class System, reports an average headcount at FY 2012, 2<sup>nd</sup> Quarter end, of 706 employees. Approximately 77% of the agency’s employees were over age 40. Thirty-three percent are male and 67% are female. According to the Institute for Organizational Excellence at the University of Texas at Austin, the TxDMV workforce is slightly more female, and generally older than employees in other state agencies.

For FY 2012, using Equal Employment Opportunity (EEO) categories, 524 TxDMV employees (74%) are employed as officials, administrators, professionals, and administrative support. One hundred eighty-two (31%) are employed as technicians. Thirty-eight percent of TxDMV employees (272) have more than 15 years of state service. The turnover rate for Fiscal Year 2011 was 8.6%, compared to the 16.8% statewide turnover rate for the same period as reported by the State Auditor’s Office (figures exclude OS/OW Permitting Program employees).

## Location of Employees

TxDMV employs staff in three Austin locations and in sixteen regional offices. As of February 29, 2012, 511 employees (74% of the workforce) work in Austin and 179 (26%) work in regional locations, for a total of 690 employees.

Location	Total
Headquarters (Austin)	511
Abilene	6
Amarillo	6
Austin (Region)	11
Beaumont	7
Corpus Christi	6
Dallas	23
El Paso	9
Fort Worth	22

Location	Total
Houston	29
Longview	9
Lubbock	5
Midland/Odessa	7
Pharr	11
San Antonio	15
Waco	8
Wichita Falls	5

## Human Resource Services

TxDMV utilized the services of TxDOT Human Resources (HR) staff and adopted TxDOT HR policies and procedures when it began operation. The TxDMV HR Manager, hired in September 2010, completed hiring the TxDMV HR staff by February 2011.

TxDMV now manages the agency workforce utilizing the policies and procedures written for the agency by the TxDMV HR staff. The new HR Manual was drafted by HR, vetted by directors and managers, edited as per feedback, and was published for use in June 2012.

### Equal Employment

It is the policy and practice of TxDMV to provide equal employment opportunities to all employees and qualified applicants, regardless of race, color, national origin, gender, sexual orientation, age, disability, or veteran status. In addition, all employees are provided equal employment opportunity training to increase their awareness of state and federal employment laws and regulations and agency expectations.

### Bullying

TxDMV communicates to all employees, supervisors, managers, and executives that the department will not tolerate bullying behavior. Employees found in violation of this policy are subject to disciplinary action up to and including termination.

### Person First Language

The 82<sup>nd</sup> Texas Legislature passed H.B. 1481, the Person First Respectful Language Initiative, in 2011. Written specifically for health and human service agencies, the initiative's intent is to establish respectful and sensitive language to be used in reference to individuals with disabilities.

TxDMV recognizes the importance of the initiative and is committed to both the intent of the law and the words and phrases it recommends in an effort to provide fair, equal, and respectful treatment for all employees and customers. The language used in reference to persons with disabilities both shapes and reflects society's attitudes toward them. When words and phrases are demeaning and offensive, they create an invisible barrier that prohibits the true inclusion of people with disabilities as equal members of the community.

## Geographic Aspects

TxDMV is headquartered in Austin, Texas and maintains 16 regional offices across the state to facilitate delivery of services to the motoring public.

TxDMV occupies several campuses around the Austin area with its central headquarters located on the Camp Hubbard campus at 4000 Jackson Avenue, Austin, Texas 78731. The Camp Hubbard campus is owned by TxDOT and provides facilities for approximately 49.5% of TxDMV staff. Additionally, TxDMV occupies space at the TxDOT Riverside campus which provides facilities for approximately 13.05% of TxDMV staff. Bull Creek campus provides facilities for 11.45% of TxDMV staff. The remaining staff, 26%,

is housed in facilities located in 16 regions across the state. Twelve of these regional offices are owned and maintained by TxDOT. Four regional offices are facilities leased by TxDMV.

### **Facilities at Camp Hubbard (4000 Jackson Avenue, Austin, Texas)**

TxDMV occupies approximately 72,000 square feet in Building 1, approximately 5,000 square feet in Building 5, and approximately 3,200 square feet in Building 6.

### **Facilities at Riverside (200 Riverside Dr., Bldg. 150, Austin, Texas)**

TxDMV occupies approximately 18,700 square feet of office space in a TxDOT building located on the Riverside campus in Building 150, Austin, Texas 78701. TxDOT holds the leases on these facilities and is responsible for their maintenance.

### **Facilities at Bull Creek (4203 Bull Creek Road, Austin, Texas)**

TxDMV occupies several buildings, approximately 22,000 square feet total office space, at the Bull Creek Campus located at 4203 Bull Creek, Austin, Texas 78731.

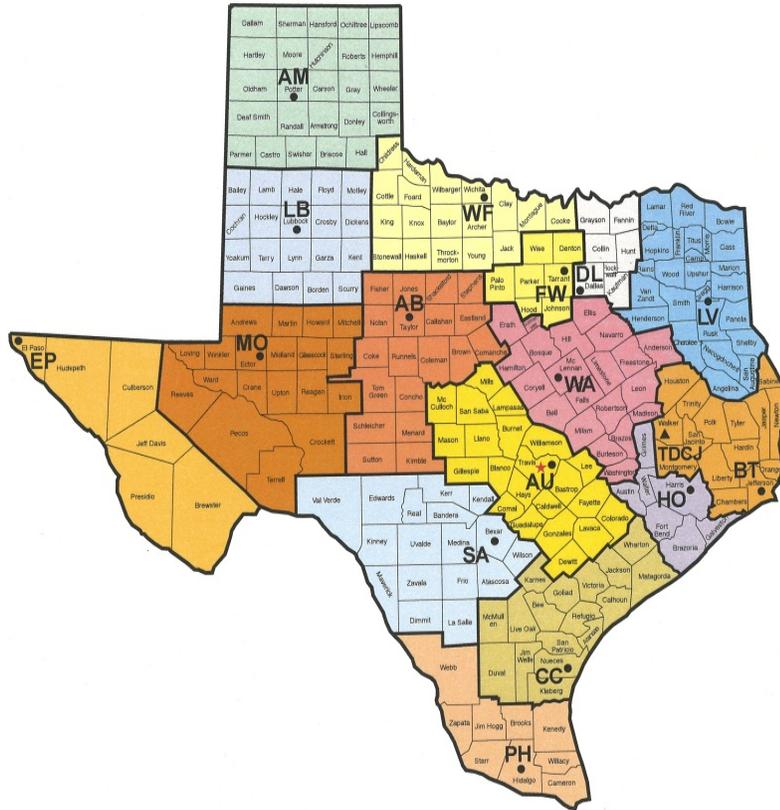
### **Regional Facilities**

TxDMV maintains 16 regional offices and warehouse space across the state to facilitate delivery of services to the motoring public.

- Abilene
- Amarillo
- Austin
- Beaumont
- Corpus Christi
- Dallas
- El Paso
- Fort Worth
- Houston
- Longview
- Lubbock
- Midland/Odessa
- Pharr
- San Antonio
- Waco
- Wichita Falls

To support regional operations, TxDMV occupies approximately 43,600 square feet in TxDOT owned and maintained facilities as well as approximately 13,800 square feet in commercial space leased by TxDMV.

## TxDMV Regional Map



### Future Space Plans

Currently, TxDMV divisions reside in multiple locations. TxDMV's goal is to obtain sufficient space that will allow all headquarters operations to be located at a single campus.

TxDMV is actively involved with the Texas Facilities Commission (TFC) in determining its future office space needs. TFC is currently preparing a space analysis for TxDMV and will develop feasible options for the TxDMV Board and agency executive management to consider.

### Border Regions

TxDMV provides services to the following Texas-Mexico border counties (designated by statute) through its regional offices in: Corpus Christi (Nueces County), El Paso (El Paso County), Pharr (Hidalgo County), and San Antonio (Bexar County). In addition, TxDMV provides services to the Texas-Louisiana border counties (designated by statute) through its regional office in Longview (Gregg & Harrison Counties).



# **HISTORICALLY UNDERUTILIZED BUSINESSES (HUB)**

## **History**

In accordance with Historically Underutilized Businesses (HUB) legislation, the TxDMV adopted its own HUB rules in 2010. The TxDMV HUB program supports the state-mandated HUB program, which promotes full and equal utilization of minority and women-owned businesses in the procurement of goods and services.

## **Program Overview**

In accordance with Texas Government Code (Chapter 2161), Texas Administrative Code (TAC), Title 34, §20.11, and the State of Texas Disparity Study, TxDMV has established annual HUB procurement utilization goals. These goal calculations were documented and verified by the State Comptroller's Office. Within these guidelines, the HUB Coordinator adopted the Comptroller of Public Accounts (CPA) rules and modified them to achieve maximum HUB participation by TxDMV.

In accordance with the 34 TAC, Chapter 20, Subchapter B, §§20.11-20.28, TxDMV encourages the use of HUBs with implemented policies focused on vendor outreach, education, and recruitment. TxDMV also works aggressively in staff education, training, and methods of communication and distribution of HUB related information. This entails encouraging directors, purchasers, project managers, and other key personnel responsible for procurement of goods and services to maximize the use of HUBs. In our efforts to build a strong HUB program, TxDMV continues to strive to ensure a good faith effort to utilize HUBs in all procurement opportunities.

TxDMV's Financial Services Division, Purchasing Section is responsible for coordinating business opportunities for HUBs and Disadvantaged Business Enterprises (DBEs) under the federal DBE Program with contractors, TxDMV purchasers, and TxDMV division contract staff. TxDMV employs a HUB coordinator and Assistant HUB Coordinator who are responsible for coordinating 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, CPA, and the Legislative Budget Board.

## **HUB Program Initiatives**

TxDMV continues to develop internal policies and procedures, and coordinates activities to:

1. Increase the utilization of HUB-certified vendors;
2. Build HUB vendor relationships;
3. Require inclusion of HUB subcontract requirements in all contracts in excess of \$50,000 when subcontract opportunities exist;
4. Further develop and promote a mentor-protégé program to foster long-term relationships between prime contractors and HUBs and to increase the number of HUBs to contract and subcontract with;

5. Educate workgroups and TxDMV staff; and,
6. Participate in external HUB Economic Opportunity Forums.

For example, to date in 2012, the HUB staff will have attended 15 HUB vendor forums, including 26 HUB vendors, to make in-house marketing presentations to TxDMV purchasers and staff while establishing a mentor – protégé relationship. The purpose of these in-house visits is to increase the understanding of contracting with state entities, give the vendor an opportunity to discuss their services, and, in many cases, strengthening the vendors’ response to future bidding opportunities with a better understanding of TxDMV. These on-going goals, objectives, and strategies are representative of the TxDMV’s good faith effort to realize its procurement goals.

### **HUB Goals by Procurement Categories**

In procuring goods and services through contracts, TxDMV will continue to make a good faith effort to make or exceed the statewide goals for HUB participation for the contracts the department expects to award in an appropriation year. TxDMV’s strategy is to encourage HUB participation through more aggressive internal and external outreach. The HUB staff also 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 in alignment with the State’s Disparity Study. TxDMV has established FY 2012 goals which meet or exceed current State Disparity Study goals. The table below illustrates these goals as they relate to TxDMV procurement opportunities.

<b>PROCUREMENT CATEGORIES</b>	<b>UTILIZATION GOALS</b>
Commodity Contracts	44.0%
Other Services Contracts	12.0%
Special Trade	9%

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 HUB subcontracting;
4. Total amount of HUB procurement expenditures; and,
5. Total number of Mentor-Protégé agreements.



## **TxDMV FISCAL ASPECTS**

### **FY 2012 – 2013 Revenues & Appropriations**

TxDMV is one of five state agencies that is designated as performing economic and business development functions for the state.

TxDMV collects revenues from registrations, licenses, permits, and credentials for deposit into the State Highway Fund (Fund 006), the primary source of funding for the state's transportation and infrastructure system, and for deposit into the General Revenue (GR) Fund (Fund 001).

TxDMV is a net revenue generating agency for the state—in other words, the agency collects significantly more in revenue than its budget. For FY 2012 – 2013, TxDMV will contribute revenues to the state in excess of \$2.6 billion more than the agency's budget. During the 2012 - 2013 biennium, TxDMV estimates it will collect approximately \$2.9 billion in total revenues—\$2.7 billion for Fund 006 and \$160 million for Fund 001. The agency's deposit to Fund 006 has historically accounted for more than a quarter of the state's total Fund 006 Revenue.

The agency's total biennial budget, all funds, is \$293.6 million (\$169.2 million in FY 12 and \$124.4 million in FY 13).

TxDMV receives all of its appropriations from Fund 006 to fund its core operations—vehicle registration and titling, motor vehicle dealer licensing and regulation, and motor carrier registration and regulation, which make up \$236.6 million of TxDMV total budget.

TxDMV receives \$29.8 million for the biennium (\$14.9 million each year) in GR funds for the operation and support of the Auto Burglary & Theft Prevention Authority. These revenues are generated through the assessment of a \$2 fee on each motor vehicle insurance policy issued or renewed each year.

TxDMV has a biennial budget of \$27.1 million for indirect administration, or approximately nine percent of its total biennial budget.

### **Significant Fiscal Impacts, FY 2012 - 2013**

- The TxDMV Automation System Project FY 2011 budget balance of \$45.9 million was re-appropriated in FY 2012 for the agency's use, according to the General Appropriations Act (GAA), Rider 3. The rider allows the agency to carry forward any unexpended balance from FY 2012 to FY 2013 to continue the project.
- The enactment of S.B. 1420, 82<sup>nd</sup> Legislature, Regular Session, transferred all powers, duties, functions, programs, and activities of the oversize/overweight permitting function from TxDOT to TxDMV. The passage of this legislation resulted in the transfer of approximately \$7 million

each year of the biennium to TxDMV, along with 116 FTEs. This transfer took place January 1, 2012.

- *My Plates*, contract. In 2009, the TxDMV entered into a five-year contract with a private vendor, *My Plates*, to design and market new specialty license plates. The intent is to create a long-term, mutually beneficial relationship designed to maximize revenues for the state through the sale of specialty plates. *My Plates* is a joint venture of Etech, Inc. of Nacogdoches and Pinnacle Technical Resources of Dallas.
- The enactment of H.B. 1541, 82<sup>nd</sup> Legislature, Regular Session, provided the mechanism for the funding of the ABTPA program. The bill raised the fee from \$1 to \$2 on insurance policies written in the state.

## Capital Budget

The 82<sup>nd</sup> Legislature appropriated approximately \$69 million in capital budget expenditures for FY 2012-13, as follows:

- \$45.9 million for the TxDMV Automation System Project;
- \$13.7 million for technology replacement and upgrades for counties;
- \$7.5 million for the Data Center Consolidation; and,
- \$1.9 million for agency growth and enhancements.

### TxDMV Automation System Project (\$45.9 million)

TxDMV is developing information technology assets to improve customer services and improve access to agency programs for customers and the public through the TxDMV Automation System Project (formerly known as the Vision 21 Enterprise Technology Project). The FY 2012 appropriation allows for this money to be carried forward to FY 2013. The agency amended the scope of this project to encompass the entire agency's operation in order to take advantage of operational efficiencies. This project will allow data sharing between agency functions and better serve customers. The collection of a \$1 automation fee at the time of renewing a registration supports the improvement and upgrade of the department's automated Registration and Title System (RTS).

The Business Process Analysis (BPA) is a key component of the TxDMV Automation System Project. The BPA was chartered to review and document current TxDMV business processes and identify opportunities for improvements that will:

- Enable TxDMV to provide exceptional service to customers and stakeholders (e.g., tax assessor-collectors, motor carriers, auto dealers and the motoring public);
- Comply with legislative mandates; and,
- Support motoring public and law enforcement needs by protecting the safety of citizens through accurate and real-time data.

### **Technology Replacement & Upgrades (\$13.7 million)**

This appropriation provides funding to deploy and maintain printers, computers, monitors, laptops, cash drawers, etc. deployed at county Tax Assessor / Collector offices throughout the state. Additionally, this capital appropriation line item provides funding to support point-to-point connectivity to the agency's registration and training system to all 254 counties and their 497 primary and substation locations.

### **Data Center Consolidation (\$7.5 million)**

This appropriation supports information technology infrastructure assets and functions through statutorily required participation in the state Data Center maintained by the Department of Information Resources (DIR).

### **Agency Growth & Enhancement (\$1.9 million)**

This appropriation provides funds to acquire information technology resources (hardware and software) to support agency operations.

## **Outlook**

The Texas economy and population growth play significant roles in TxDMV's workload and revenues. A U.S. Census Bureau report indicates that Texas added more people--421,000--than any other state from 2010 to 2011. More people mean more vehicles and businesses requiring titling, licensing, permitting, and credentialing services.

TxDmv is committed to the efforts to limit the size of state government and adheres to all riders that impose limitations on state spending.

The agency continuously monitors its programs in order to identify and eliminate redundant and inefficient processes and identify cost saving ideas that could foster to a more productive work environment.

The future poses many challenges and opportunities for the agency. As the agency evolves, it strives to improve its services at the least cost to Texas taxpayers while maintaining optimum service levels.



# ORGANIZATIONAL ASSESSMENT

## Azimuth Report

### Background

After TxDMV began operating as a new state agency in November 2009, Board Chairman Victor Vandergriff articulated the following strategies for the agency's success:

- Become retail-oriented in approach and mindset; be more innovative, more progressive, more communicative, and more responsive;
- Focus on the generation of increased revenues to support the funding of Texas' transportation needs;
- Provide better, faster and more efficient service to the public and regulated industries; and,
- Support the growth and success of the state's transportation-related industries as an engine of economic development.

In April 2011 the Azimuth Group, Inc. (AGI) was selected to complete a comprehensive organizational assessment to assist TxDMV in its efforts to achieve the vision set forth by Chairman Vandergriff. The objective of the organizational assessment project was to identify opportunities for improvement and to make recommendations to help accelerate the development of an organizational culture characterized by improved levels of customer satisfaction, reliable mechanisms and processes, and effective communication, collaboration, and problem solving.

### Assessment Goals

The scope of the organizational assessment project encompassed all divisions and services of the agency and aimed to accomplish the following:

1. **Industry Landscape:** An understanding of current and emerging best practices in state motor vehicle regulation, with a particular focus on the creation of a responsive, customer-centric model of operation;
2. **Organizational Culture:** An assessment of the current or "as is" organizational culture, the design of a desired or "to be" culture, and the development of recommendations to achieve the desired culture;
3. **Stakeholder Engagement:** The engagement of external stakeholders to develop an understanding of the expectations, issues, and concerns of the various constituency groups served by the agency; and,

4. **Organizational Structure and Processes:** An analysis and evaluation of the organization, high-level business processes, staffing, and performance, in the context of the desired culture, industry best practices, and stakeholder needs.

## Organizational Assessment Findings

### Industry Landscape

The industry landscape research conducted by AGI focused on the identification of best practices and emerging trends in the motor vehicle industry, specifically those related to improving responsiveness to customer needs. Data were gathered from selected examples of DMV agencies, motor vehicle industry representatives, and an industry expert panel and can be grouped in the following four broad categories.

- **Expansion of public and private sector channel partnerships:** A channel partner is a company that partners to market and sell products, services, or technologies, usually through a co-branding relationship. DMVs are increasingly using public and private sector partners to deliver customer-focused services.
- **Online self-service and social media solutions:** Most of the recent best practices consist of technology solutions and have been initiated primarily for improved customer service or cost savings. They also often have the added benefits of increased organizational agility and flexibility. There is a continuing trend to shift agency activities away from “brick and mortar” DMV offices and personnel toward lower-cost technology-based methods of conducting business.
- **Improved transparency:** Organizational transparency in a state agency allows citizens to be more informed and encourages disclosure on the part of the agency. It is based on ethics and governance, where organizational interests and needs are focused on the citizen. Cost savings and customer-centric innovations are often synergistic, each benefitting the other.
- **Organizational restructuring and operational efficiency:** Organizational structures and business strategies must be aligned to ensure successful implementation of improved processes and technologies. Changing operational strategies (channel partners, more technology, greater transparency etc.) ultimately requires changing the organizational structure.

### Organizational Culture

Based on the results of the culture assessment survey, leadership interviews, and employee focus groups in both headquarters and field locations, there is a wide variety of different views on what the agency’s culture is and what it should be and there is no one dominant culture type throughout TxDMV. In addition, there is no functional strategic direction to which the organizational culture can be linked. Little thought had been given to systematically defining, communicating, reinforcing and rewarding cultural norms that support the agency’s vision, mission, and philosophy. Assessment findings include:

- The Board’s vision of a retail-oriented transformation of the agency is not fully defined and has been ineffectively communicated within the agency;
- The agency is housed in multiple, TxDOT-owned facilities and is reliant on TxDOT’s technology infrastructure; and,
- The agency lacks a documented, executive, competency model, has no formalized leadership development, lacks a succession plan, and currently does not have any talent-management programs.

## Stakeholder Engagement

From the perspective of key stakeholders, the primary agency strengths are the use of technology, the willingness to listen to stakeholders, and the operation as a new agency, independent of TxDOT. The agency has three types of stakeholders: statutory, regulatory, and collaborative. TxDMV needs to provide service delivery processes designed to meet each stakeholder’s needs. Assessment findings include:

- Stakeholders believe the creation of an independent TxDMV is a very positive step, but report that customer service still needs improvement; and,
- The agency is currently engaged in a comprehensive effort to modernize and improve its customer processes and technologies.

## Organizational Structure and Processes

The results from the Organizational Assessment indicate the Executive Director currently has 16 direct reports. With the agency in the midst of significant transformation, this broad span of control constrains the Executive Director’s ability to effectively lead the changes the board desires while addressing the day-to-day, operational challenges. Additionally, no formally institutionalized practice or structure for cross-divisional coordination and collaboration has been defined or implemented. This lack of a formalized process or discipline for cross-divisional planning and problem solving reinforces a silo-mind-set potentially leading to uncoordinated operating practices. Assessment findings include the following:

- The agency has yet to develop and deploy an effective process for ongoing strategic management. Its current strategic planning efforts are limited in scope and defined primarily by the mandated statewide strategic planning process;
- The processes and practices for the translation of policy direction into administrative action have not fully matured;
- While the technologies supporting the agency’s internal business processes are limited and outdated, multiple internal initiatives are underway to improve and modernize them. Process and technology changes currently under review will likely influence the future organizational design for the agency;
- The Executive Director’s span of control is ineffective;
- Cross-divisional coordination and collaboration can be improved;
- Recruitment and selection processes are perceived by line managers as inordinately slow; and,
- Some key leadership positions remain unfilled and vacancy rates in some key divisions are very high.



## Organizational Assessment Recommendations and Agency Implementation Status

Construct	#	Recommendation	Implementation Status/Comment
<b>Strategy</b>	1	Develop a comprehensive TxDMV strategic plan.	Completed
	2	Create a Board-level Office of Strategic Planning and Policy Analysis.	Not Started*
	3	Design, develop and deploy a Strategic Management System for the department.	Not Started*
	4	Ensure executive ownership and accountability for strategic results.	In Progress
	5	Develop and implement a Strategic Communications Plan.	In Progress
	6	Improve Board understanding of, and visibility into, departmental operations issues, opportunities, and constraints.	In Progress
	7	Ensure that the Board has established and communicated specific performance goals for the Executive Director and the department.	Completed
	8	Develop a written Board governance Policy.	Completed
<b>Systems</b>	9	Create and resource a TxDMV Transformation Program Management Office reporting to the executive Director.	In Progress
	10	Identify and deploy a standard set of methods and tools for project management, process improvement, and change management.	Completed
	11	Provide accelerators to drive the process and systems transformation effort forward on an aggressive timeline.	In Progress
	12	Explore all available options to secure modern, enterprise technology to support internal administrative support services.	In Progress
	13	Initiate planning and budgeting for consolidation and colocation of TxDMV headquarters divisions and personnel.	In Progress
	14	Assess and incorporate appropriate innovations and proven practices from leading departments of motor vehicles, state	In Progress

<b>Construct</b>	<b>#</b>	<b>Recommendation</b>	<b>Implementation Status/Comment</b>
		agencies and private organizations.	
	15	Develop and promote an identifiable TxDMV brand based on the Strategic Plan and expected process and technology improvement successes.	In Progress
<b>Structure</b>	16	Reorganize the department to reduce the Executive Director's span of control and to create a C-level structure to provide overall direction and leadership to the department.	In Progress**
	17	Adopt an Account Management business model based on careful analysis and segmentation of the market.	Planned
<b>Staffing</b>	18	Fill existing leadership vacancies.	In Progress
	19	Make improvements to the recruitment and selection process a high priority and fill existing vacancies.	Completed
<b>Skills</b>	20	Develop competency models for executive, professional and support staff and align Human Resources processes (selection, compensation, evaluation, development, etc.) to the required competencies.	In Progress*
	21	Develop succession planning and talent management programs to ensure continuity and availability of needed skills and competencies.	Planned*
	22	Develop a TxDMV Leadership Academy.	Planned*
<b>Shared Values/ Style</b>	23	Implement programs to strengthen the department's ability to anticipate and respond to customer requirements.	In Progress
	24	Commit to a long-term program of managed cultural change.	In Progress

*\* These recommendations will be planned and implemented upon the hiring of the agency's new executive director.*

*\*\* This recommendation is in progress; to date, the creation of the Strategic Communications Division, the transfer of the former Vision 21 staff, and the transfer of the Oversize/Overweight Program from TxDOT has been completed. The remaining aspects of this recommendation will be at the discretion of the new executive director.*



## TEXAS AUTOMATION SYSTEM PROJECT (TASP)

Included among the list of activities occurring over the course of the next several years is the Texas Automation System Project (TASP). Since its emergence as a stand-alone agency in 2009, TxDMV has worked to enhance the way it does business internally and externally. TxDMV envisions an agency transformation supported by streamlined processes and enhanced automation.

As a result, TASP is a major program for the agency that seeks to enhance existing technology, define business process improvements, and implement both technology and process improvements. Essentially, TASP is an agency redesign that is supported by technology.

This project can be broken down into three parts:

- **Part 1: Known Enhancements to Existing Systems (KEES);**
- **Part 2: Business Process Analysis (BPA); and,**
- **Part 3: New Technology and/or Solution Implementation.**

### **Part 1 - Known Enhancements to Existing Systems (KEES)**

Part 1 of TASP (formerly known as Vision 21) was designed to provide needed enhancements to existing functionality for systems such as the Registration and Titling System (RTS). KEES provided enhancements such as improved navigation and usability, transaction preview options, and a customized Information Hub accessed via the TxDMV website. The KEES modifications to the RTS officially ended in the beginning of 2012, after successfully achieving its original intent, which was to provide needed enhancements to aging agency systems to enable our stakeholders to perform motor vehicle work more efficiently. The approach taken by the project team was so effective that the agency will now permanently incorporate many of those practices into the system development process.

One of the KEES projects, WebAgent, has been implemented and replaced the current Remote Sticker Printing System (RSPS). WebSub has shifted from a project to a program supported by the Vehicle Titles and Registration Division. Statewide deployment continues as part of the program support and maintenance efforts.

### **Part 2 – Business Process Analysis (BPA) Project**

Part 2 of TASP, the Business Process Analysis (BPA) project, was the first strategic initiative set to help TxDMV leadership determine how to best improve services to customers and become more “customer centric”.

This project focused on understanding how TxDMV works today—documenting areas for improvement and outlining how TxDMV can work better in the future. The scope of the BPA Project included all TxDMV divisions, except Administrative Services (Human Resources, Procurement and Information Technology) and Financial Services divisions (Accounting and Payroll).

To help execute the project, the agency hired Gartner, Inc. (an independent consulting firm) to accomplish the following three goals:

1. Review “As Is” (a.k.a. current) business processes;
2. Identify areas where processes could be streamlined and improved, reduced or eliminated; and,
3. Design the “To Be” business processes offering greater operational effectiveness and efficiency.

In order to complete the massive effort of understanding, documenting, and mapping existing work processes, the BPA Project Team traveled across the state to conduct interviews and onsite visits with TxDMV business process owner(s), Regional Service Centers and business partners (Tax Assessor-Collectors, Auto Dealers, Law Enforcement, Motor Carriers, Trade Associations, etc.) to understand our current operations. The valuable information obtained from these meetings has been documented in a series of “As Is” Business Process Documents.

With solid understanding of current operations, the BPA Project Team began to prepare for “To Be” Design Workshops. As a first step, the team met with the Oversight Committee, a group consisting of all TxDMV Division Directors and the Executive Director, whose purpose is to provide guidance, leadership, and sponsorship for the BPA Project. During this discussion, 10 “Guiding Principles” were identified to guide the design of the new business process. Following this, the project team facilitated multiple cross-functional workshops that brought together agency leadership, staff, business partners, and other external stakeholders to identify business process improvement opportunities. These workshops contributed to the development of 19 improvement initiatives outlined in the Future State Definition Document and Business Requirements Document (BRD).

During the course of the project, the scope of BPA was expanded to reflect the transfer of the TxDOT Motor Carrier Oversize/Overweight function to TxDMV.

To further optimize TxDMV work processes, the output of the BPA effort will inform business requirements for a Technology Solutions Request for Proposal (RFP) soliciting new technologies that automate and help facilitate work processes.

The BPA project completed the “As Is” and “To Be” business process modeling and proposed the following 19 future improvement initiatives. These initiatives involve the implementation of new policies, procedures, workflows, and technology.

### **19 BPA Initiatives**

- 1) Customer Contact Center - One stop shopping and first point of contact resolution of all issues, needs, and opportunities.
- 2) Online web self-service for knowledge-based customers supported by knowledge-based virtual assistant, and support from TxDMV personnel through web chat, collaborative browsing, and live communication.
- 3) Deploy email response management capability.

- 4) Online titling, registration, and sales reporting of all vehicles in near real-time thereby eliminating the need to visit TAC and using data from the buyer's order to pre-populate the TxDMV system with a pending transaction.
- 5) Simplify the rules and requirements for dealers to obtain or renew a license. Increase use of on-line applications and self-service.
- 6) Single view of all vehicle and owner information within one software system with self-service capabilities for law enforcement.
- 7) Use of e-titling program as the "official title record" to improve security, reduce fraud, and improve efficiencies in the titling process. Dealers will be able to electronically assign/reassign titles by updating TxDMV registration and titling systems in real time. The current electronic lien program will be expanded and improved so that all liens can be placed and released electronically.
- 8) Integrated case management in enforcement to increase information sharing, help streamline business processes, facilitate better decision-making, and increase efficiency.
- 9) One-stop shopping for motor carriers to reduce wait-time from purchase to operation of a vehicle.
- 10) Enable electronic cab cards.
- 11) Enforce scofflaw fee collection statewide by preventing vehicle registration until all outstanding fees for all counties have been paid.
- 12) Replace paper with electronic transactions to reduce cost and improve efficiency.
- 13) Create a centralized, integrated, online ordering system for all TxDMV staff, TACs, stakeholders, and subcontractors for all supplies.
- 14) Implement shipping of all plates, stickers, and registration receipts directly to the customer from a central location and eliminate the need for a customer to visit a TAC Office or dealership.
- 15) Establish central and automated processing center(s) to process all mail-in and online renewals using mail opening and remittance processing equipment where justified.
- 16) Create a centralized support function within TxDMV to provide one-stop shopping for assistance with policies, for interpretation of State regulations, and for hardware and software assistance to TACs, subcontractors, and dealers/DTA vendors.
- 17) Implement consistent service delivery standards, tools, and processes.
- 18) Deploy web customer self-service at TACs and additional locations that would normally only be done at TxDMV regional offices.

- 19) Offer fleet registration to all fleets and improve plate logo design to address customer service needs.

### **Part 3 - New Technology and/or Solution Implementation**

Part 3 of TASP represents new technology and/or solution implementation—primarily refactoring of the core system (the database and operating platform that supports registration and titling data), as well as the implementation of the 19 Improvement Initiatives from the BPA project (listed above) which include new policies, procedures, workflows, and technology. Because of the scope of this initiative, the project was reviewed by the Quality Assurance Team (QAT), which is a committee made up of representatives from the Texas State Auditor’s Office (SAO), Texas Department of Information Resources (DIR), and the Legislative Budget Board (LBB). The QAT reviewed the project and approved it to move forward. Consequently, the agency has secured services from the Gartner, Inc.

Part 3 of TASP will include:

- 1) Ramping-up an Enterprise Program Management Office (EPMO) and Governance framework. The EPMO will plan for, execute, manage, and deploy new project solutions. The Governance framework will establish a set of committees that will meet regularly to ensure decisions are made in a timely manner and issues are handled with a defined set of escalation guidelines. The EMPO will report directly to the agency Executive Director.
- 2) Defining TxDMV Future Technology Architecture. This is a key first step to building our technology solutions – it will define the foundation on which our technology solutions will be built.
- 3) Alternatives Analysis. TxDMV engaged the Gartner, Inc. to perform an alternatives analysis to determine those identified initiatives which can be implemented with process changes only, those which will require a solution supported by technology, and those which will require legislative or rule changes to implement. The alternatives analysis will also allow the agency to determine realistic timelines for implementing the identified improvement initiatives.
- 4) Providing Procurement Assistance. The Gartner, Inc. will help TxDMV bundle improvement opportunities into solution sets in order to issue solicitation(s) (e.g., Request for Proposal (RFP)) for new technology. Some of the initiatives may be sourced internally. We will focus on area(s) of greatest need, visibility, impact and greatest benefit to customers, stakeholders and the agency.

It is not certain at this time whether all 19 improvement initiatives will be implemented in phases over the course of the next few years. At this time, the Automation Project Team is engaging impacted stakeholders (both internal and external) early on in solution design and will thus determine what is feasible for implementation.

## Continuous Improvement

Once Part 3 of TASP is complete, the final step is for the agency to engage in a process of “Continuous Improvement”. Continuous Improvement refers to the rigor and discipline of measuring and improving processes and technologies to ensure they continuously provide benefits to customers. After improving its processes and technologies through Part 3 of the project, processes will be put in place to manage continuous improvement activity and thus evaluate how well the agency is performing in meeting the needs of its customers.



# TxDMV STATUTORY AUTHORITY

Statutory Citations for Texas Department of Motor Vehicles Authority		
Statutory Citations	Chapter Title	Description
<b>Transportation Code Chapter 501</b>	Certificate of Title Act	Establishes the Certificates of Title as an instrument issued by the department for the sale or transfer of a motor vehicle, and defines a lien as a security interest in a motor vehicle.
<b>Transportation Code Chapter 502</b>	Registration of Vehicles	The owner of a motor vehicle, trailer, or semitrailer will apply for annual registration for vehicles used on a public highway. Registration issued by the department through the county in which the owner resides.
<b>Transportation Code Chapter 503</b>	Dealer's and Manufacturer's Vehicle License Plates	Establishes licensing and business operation requirements for used vehicle dealers.
<b>Transportation Code Chapter 504</b>	Specialty License Plates	Provisions of general applicability for specialty license plates, including military plates, souvenir license plates, and license plates used by persons with disabilities.
<b>Transportation Code Chapter 520</b>	Miscellaneous Provisions	Titling and registration is accomplished through partnership with county tax assessor-collectors and this chapter sets requirements for title services operating in certain counties.
<b>Transportation Code Chapter 551</b>	Operation of Bicycles, Mopeds and Play Vehicles	Provides for general operation and regulation of electric bicycles, neighborhood electric vehicles, and motor-assisted scooters.
<b>Transportation Code Chapter 621</b>	General Provisions Relating to Vehicle Size and Weight	Establishes legal size and weight limitations for motor carriers traveling in Texas, outlines enforcement, and provides authority to establish fees.
<b>Transportation Code Chapter 622</b>	Special Provisions and Exceptions for Oversize or Overweight Vehicles	Establishes specialty permits and weight tolerances for certain vehicles, and provides exceptions to weight limits for certain vehicles such as fire trucks
<b>Transportation Code Chapter 623</b>	Permits for Oversize or Overweight Vehicles	Charges the DMV with issuing various oversize/overweight permits for motor carriers travelling through Texas and provides the administrative enforcement of permits and regulations.
<b>Transportation Code Chapter 643</b>	Motor Carrier Registration	Registration requirements for commercial motor carriers.
<b>Transportation Code Chapter 645</b>	Single State Registration	Describes how Texas may participate in a federal motor carrier registration program under the unified carrier registration system or a single state registration system established under federal law.

**Statutory Citations for Texas Department of Motor Vehicles Authority**

<b>Statutory Citations</b>	<b>Chapter Title</b>	<b>Description</b>
<b>Transportation Code Chapter 646</b>	Motor Transportation Brokers	Provides that a motor transportation broker who sells, offers for sale, provides, or negotiates for the transportation of cargo by a motor carrier operated by another person must be bonded.
<b>Transportation Code Chapter 648</b>	Foreign Commercial Motor Transportation	Requirements for regulation of foreign commercial vehicles operating in border commercial zones.
<b>Transportation Code Chapter 663</b>	Certain Off-Highway Vehicles	Defines all-terrain vehicles and recreational off-highway vehicles and establishes required safety equipment.
<b>Transportation Code Chapter 681</b>	Privileged Parking	Issuance of disabled parking placards, including duties of county tax assessor-collectors.
<b>Transportation Code Subtitle M (Chapters 1001 – 1005)</b>	Department of Motor Vehicles (TxDMV)	Enabling statute for TxDMV describing the agency's rulemaking authority, procedures, public access, and standards of conduct.
<b>Occupations Code Chapter 2301</b>	Sale/Lease of Motor Vehicles	New motor vehicle dealers, manufacturers, distributors, converters, lessors, lease facilitators, and their representatives must be licensed to operate in Texas and meet minimum business requirements. Chapter also includes protections for new motor vehicle dealers and closures.
<b>Occupations Code Chapter 2302</b>	Salvage Vehicles Dealers	Required licensure of salvage vehicles dealers and their agents.
<b>Texas Civil Statutes Article 4413 (37)</b>	Automobile Burglary and Theft Prevention Authority (ABTPA)	The ABTPA is established as an independent body with an independent board within TxDMV to analyze methods of combating motor vehicle burglary and theft, and to provide financial support to law enforcement agencies and others for programs designed to reduce economic automobile theft and burglary.



## The 82<sup>nd</sup> Legislature

TxDMV pursued four priorities during the 82<sup>nd</sup> Legislative Session. Those priorities were:

- Clean-up the statutes of TxDMV that were transferred from the TxDOT (***H.B. 2017, by McClendon, 82<sup>nd</sup> Legislature, Regular Session - Enacted***);
- Recodify and update the vehicle titles and registration statutes (***H.B. 2357, by Pickett, 82<sup>nd</sup> Legislature, Regular Session - Enacted***);
- Authority to set fees by rule (***H.B. 3295, by Harper-Brown, 82<sup>nd</sup> Legislature, Regular Session – Failed to Pass***); and,
- Create a dedicated account for the TxDMV (***H.B. 3413, by Darby, 82<sup>nd</sup> Legislature, Regular Session – Failed to Pass***).

***H.B. 2017, by McClendon, 82<sup>nd</sup> Legislature, Regular Session (TxDMV Cleanup Bill)*** passed the legislature and became effective September 1, 2011. The bill clarifies the roles and responsibilities of the Board and department. In addition, H.B. 2017 removed the statutory requirement for the agency to be organized into specific divisions and granted TxDMV flexibility to align the divisions to accomplish its strategic goals.

***H.B. 2357, by Pickett, 82<sup>nd</sup> Legislature, Regular Session (the vehicle titles and registration cleanup bill)***, passed the legislature and took effect on January 1, 2012, or on a different effective date for certain sections, if otherwise noted in the bill. The bill provides TxDMV with the statutory authorization needed to more fully utilize technology, to accept modern forms of payment, and to move forward with modern processes by removing statutory language tied to outdated technology, payment methods/physical payment, and paper documents. The reorganization of the statutes standardizes definitions into one location for simplicity and uniformity.

The bill also provides authorization for electronic titles, fleet registration for trailers, and the requirement to present identification for title or registration application, cancellation or rescission of a title for a new vehicle (when all parties agree by affidavit to rescind the sale of the vehicle). H.B. 2357 modifies the statute covering the specialty license plate marketing vendor contract, allows the department to establish standards for service quality and other related standards, allows the department to enter into an agreement with county tax assessor-collectors to facilitate the processing of some aspects of registration and title transactions, and allows the department to impose a civil penalty if a salvage vehicle licensee violates a provision under the Occupations Code or rule filed in accordance with the Occupations Code.

In addition, ***H.B. 2357*** instructs the department to conduct a study in conjunction with the Department of Public Safety (DPS), to be completed by September 1, 2012, regarding recommendations for the consolidation of shared records and information.

## Transfer of Programs

**S.B. 1420, by Hinojosa, et al, 82<sup>nd</sup> Legislature, Regular Session**, the TxDOT sunset bill, included a provision transferring the Motor Carrier Oversized/Overweight Permitting Program from TxDOT to TxDMV no later than January 1, 2012. The bill allowed TxDMV to enter into a memorandum of understanding (MOU) with TxDOT to implement these changes. Three other bills, all of which failed to pass, were introduced during the 82<sup>nd</sup> Legislative Session and would have transferred functions to the TxDMV. Those bills were:

- H.B. 3293, by Harper-Brown, would have transferred the driver license program from Department of Public Safety (DPS);
- H.B. 3296, by Harper-Brown, would have transferred the vehicle inspection program from the DPS; and,
- H.B. 3297, by Harper-Brown, would have transferred boat registration and titling from the Texas Parks and Wildlife Department.

## Other Bills

**H.B. 1541, by McClendon, 82<sup>nd</sup> Legislature, Regular Session** increased the legislatively mandated annual assessment to \$2 for each vehicle per insurance policy to fund the Automobile Burglary & Theft Prevention Authority. The fee is paid by individual policyholders and collected by the insurance companies.

**S.B. 652, by Hegar, 82<sup>nd</sup> Legislature, Regular Session** was not a TxDMV legislative priority; however, the bill made a significant change in the timing of the agency's Sunset review. With the enactment of S.B. 652, the TxDMV Sunset review date was moved from the 2015 Sunset review cycle to the 2019 review cycle.

In total, 41 bills were enacted that required action by TxDMV to implement changes. A detailed analysis of these bills is available in the report, "82<sup>nd</sup> Legislative Session, Final Report, July 13, 2011" at [http://www.txdmv.gov/About\\_Us/legislative\\_report.pdf](http://www.txdmv.gov/About_Us/legislative_report.pdf).

## 82<sup>nd</sup> Legislature First Called Special Session

S.B. 1 and S.B. 2, the "fiscal matters" bills, passed both the House and Senate and were signed by the Governor on July 19, 2011. S.B. 1 makes adjustments to facilitate the administration of the state's financial resources. While there are no provisions in S.B. 1 that require TxDMV to implement any changes, there were a few key provisions that were of interest to the agency. The bill does the following:

- Allows the Office of the Attorney General (OAG) to collect an electronic filing fee for a judgment in a case in which the state is a party and involves liability to the state;
- Allows the Department of Information Resources (DIR) to set and collect fees for managing the state's information technology policy and planning, as well as managing the state's consolidated telecommunications system; and,
- Updates the population requirement for counties that may issue specialty license plates for golf carts to be on property owned or under the control of the United States Army Corps of Engineers.

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## **PART III: CURRENT ACTIVITIES**



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## CURRENT TxDMV ACTIVITIES

In keeping with the agency's goals, TxDMV is currently involved with the following activities for fiscal year 2012 and will continue to focus its efforts on these activities over the course of the next five years.

### Optimizing Services & Systems

TxDMV is committed to being an innovative, forward-thinking agency that continuously looks for ways to optimize services and systems for improving the way it does business. Such activities include:

#### Services

- Streamlining the licensing application and review process through an assessment of current statutory and rule provisions, retooling of internal business processes, and increasing customer contacts to create a customer-centric licensing program;
- Working with industry representatives and TxDMV Board members to identify potential rule revisions to streamline and support more efficient, effective, and transparent licensing requirements; and,
- Developing standard processes for registration and title functions for county use to provide consistent processing statewide.

#### Systems

- Upgrading the core registration and title (and related) systems, including:
  - Providing additional web-based services, including full implementation of
    - Electronic titling;
    - National Motor Vehicle Information system (NMVTIS); and,
    - Transition to a customer centric vehicle database.
- Increasing utilization of online registration renewal program (IVTRS).
  - The decision to utilize IVTRS is a county tax assessor-collector decision.
  - As of February 2012 online registration renewal is allowed in 180 counties.
  - The division's goal is 100% county participation which provides registrants statewide the ability to renew online.
- Working with internal technology partners to review and prioritize enhancements to the current system that includes the following:
  - Offer a potential replacement of the system;
  - Provide online web-based services; and,
  - Develop meaningful performance and employee productivity reports.

## Providing Quality Customer Service

TxDMV is focused on being a performance-driven, customer-centric agency that delivers services and decisions in a positive, solution-seeking manner while ensuring continuous, consistent, and meaningful customer involvement. Such activities include:

### Stakeholder Initiatives

- Changing the Contact Center business model to meet the needs of the agency. This includes:
  - Changing and documenting business processes;
  - Reorganizing;
  - Creating new positions;
  - Rewriting performance plans;
  - Cross-training staff; and,
  - Expanding our operating hours.
- Redesigning the Contact Center business model to focus on the customer by:
  - Moving away from the data silo into a true Contact Center environment; and,
  - Consolidating the front end of the multiple databases used daily;
- Training Contact Center staff in multiple subject areas that span across divisions and expanding the use of various communication tools.
- Providing general training to stakeholder licensees and specialized training to law enforcement and related agencies involved in the application of statutes and rules enforced by the division.
- Conducting monthly Dealer Training Seminars (DTS) around the state where stakeholder licenses and other external customers come to receive training in basic motor vehicle law and how the division and agency operates.
  - The primary goal of the DTS is to provide licensees with information that will allow them to successfully operate their businesses within the confines of applicable statutes and rules which, as a byproduct, results in enhanced external customer satisfaction.
- Providing specialized training to law enforcement and county tax office personnel who are on the front lines of enforcing the state's titling and license plate and temporary tag laws.
  - Providing quality training as described above is not only a great customer service tool, but it significantly accomplishes one of the primary agency missions to protect the public.

- Providing expert legal advice to stakeholders and agency by division attorneys
  - Division attorneys supplement the agency office of general counsel and other agency divisions by providing expert legal advice and products in a host of areas.
  - Division attorneys, supported by other division employees, are actively involved in agency rule writing and legislative initiatives designed to improve the level of service provided to the industries, customers, and stakeholders they serve.
  - Division attorneys are sought out to provide legal counsel, share best practice methods and cross-divisional coordination and collaboration with other agency divisions on projects of mutual concern. These “general law” duties are critical to the agency’s overall mission of continuous business process improvement and integration.
- Completing Online Grant tracking system to better serve Auto Burglary and Theft Prevention Authority (ABTPA) grantees and make program more efficient.
  - This includes implementing standard goals for all ABTPA grantees.
- Assessing TxDMV employee training and development needs by building a positive working environment that will stabilize workforce and retain valued employees through:
  - Promotion of individual and team success;
  - Enhancement of employee customer service skills and tools;
  - Improvement of relationships between internal and external partners;
  - Promotion of performance and customer driven initiatives; and,
  - Succession planning.

## Protecting the Public

TxDMV is proud to protect the safety of the public. This includes regulating manufacturers, distributors, converters, and dealers of motor vehicles and other persons, and investigating complaints against motor carriers and salvage dealers. It involves pursuing administrative actions, making referrals for criminal actions, and providing financial support designed to reduce the incidence of economic motor vehicle theft and burglary across the state.

### Enforcement

- Investigating complaints filed by external customers against stakeholder licensees in motor vehicle, salvage, and motor carrier industries, and administrative prosecution of those licensees believed to have violated the statutes and rules enforced by the agency.
  - The investigation and prosecution of violators is the primary focus of the Enforcement Division. The division consists largely of investigators and attorneys.

- Complaints received from external customers are first investigated by Enforcement Division investigators to determine whether or not evidence exists that a stakeholder violated a provision of law within the jurisdiction of the division.
  - If a violation is shown to have occurred, the investigation is passed along to division attorneys who determine what action, if any, to take against the stakeholder licensee.
  - When attorneys decide whether an administrative action is appropriate, the licensee is invited to discuss a settlement of the matter.
  - If no settlement is reached, the case proceeds through the hearings process resulting in a final order imposing the decision of the Board or Motor Vehicle Division Director.

### **Auto Burglary & Theft Prevention**

- Providing financial support to law enforcement agencies, local prosecutors, judicial agencies, and neighborhood, community, business, and non-profit organizations for programs designed to reduce the incidence of economic motor vehicle theft and burglary;
- Conducting educational programs designed to inform automobile owners of methods of preventing vehicle burglary and theft;
- Providing equipment for experimental purposes to assist vehicle owners in preventing motor vehicle burglary or theft;
- Funding a statewide vehicle theft recovery registration program; and,
- Establishing a uniform program to prevent stolen motor vehicles from entering Mexico.

# **PART IV: TXDMV STRATEGIC PLANNING**



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# TxDMV GOALS, OBJECTIVES, AND STRATEGIES

## Goal A: Optimize Services & Systems

The goal of TxDMV is to be an innovative, forward-thinking agency that continuously looks for ways to optimize services and systems in order to administer revenue generating statutes.

### Objective 1: Administer revenue generating statutes

Administering revenue generating statutes is a critical objective for TxDMV. The agency deposits approximately \$2.7 billion per biennium into the state highway fund (Fund 006) to build and maintain highways, roads, and bridges, and nearly \$160 million into the state general revenue fund.

The optimization of services and systems is critical not only to the success of TxDMV programs, but also to the success of the state as a whole. From titles and registrations to licensing and credentialing, TxDMV is “Helping Texans Go, Helping Texas Grow”.

#### ***Strategy A.1.1.: Provide title, registration, and Specialty License Plate services***

Providing vehicle registration services allows the state to collect fees to help build and maintain our transportation system while titling establishes proper vehicle ownership and allows a lienholder to identify their interest in a vehicle. License plates provide a ready means of differentiating similar vehicles via a unique number and identifying the registered owner.

#### ***Strategy A.1.2.: Provide licensing services***

Providing effective and efficient licensing ensures a sound system of distributing and selling vehicles across the state through licensing and regulating manufacturers, distributors, converters, and dealers.

#### ***Strategy A.1.3.: Provide permitting and credentialing services***

Providing permitting and credentialing services is an important component for credentialing buses and other commercial motor vehicles that carry cargo, hazardous materials, and household goods. Additionally, the agency processes applications and motor carrier insurance filings and issues motor carrier operating authority for intrastate, national, and international carriers.

## Goal B: Provide Quality Customer Service

The goal of TxDMV is to be a performance-driven, customer-centric agency that delivers services and decisions in a positive, solution-seeking manner while ensuring continuous, consistent and meaningful customer involvement.

This includes taking a retail-oriented approach with customers—recognizing the needs of the customers first and simplifying processes and enhancing the ease of doing business. This also includes building the TxDMV identity by making customers aware of the services offered and how to take advantage of those services while reaching out to the customers and industries we serve—being proactive in addressing and anticipating their needs.

The following objectives and strategies will enable TxDMV to provide quality customer services for the state.

### Objective 1: Offer multiple service delivery options

TxDMV is committed to providing multiple service delivery options, including the following:

#### ***Strategy B.1.1.: Regional services***

Sixteen regions help bring vehicle title, registration, and motor carrier services to customers across the state.

#### ***Strategy B.1.2.: Contact Center***

Customer feedback enables TxDMV to develop and support continuous improvement activities for improving the way it does business

#### ***Strategy B.1.3.: Technology Resources***

Developing and expanding user-friendly, convenient, and efficient website applications allows for a fast and efficient way of doing business online: “Get online, get out of line”.

## Goal C: Protect the Public

The goal of TxDMV is to protect the safety of the public. This includes regulating manufacturers, distributors, converters, and dealers of motor vehicles, as well as investigating complaints against motor carriers and salvage dealers. It involves pursuing administrative actions, making referrals for criminal actions, and providing financial support designed to reduce economic motor vehicle theft and burglary across the state.

Such programs, administered by TxDMV, protect the public from unfair business practices and help reduce the incidence of auto burglary and theft.

TxDMV will meet all legislative requests and mandates to protect the public while ensuring that all regulations, enforcement actions, and decisions are made in a timely, fair, and predictable manner.

### **Objective 1: Administer enforcement statutes**

TxDMV receives complaints each year from consumers, law enforcement and other agencies regarding business practices of dealers, manufacturers, converters, motor carriers and salvage dealers. These include both non-contested and contested complaints (those complaints processed through the State Office of Administrative Hearings).

#### ***Strategy C.1.1.: Provide enforcement services***

Completing complaints in a timely and effective manner not only helps protect the public, but also ensures customer satisfaction.

### **Objective 2: Administer Automobile Burglary and Theft Prevention Authority (ABTPA) program**

Since ABTPA's inception, vehicle theft rates in Texas have been reduced by 70%. This translates into lower automobile insurance rates for all Texas drivers. Monitoring the effectiveness of ABTPA enables TxDMV to target resources and administer grants in an appropriate manner.

#### ***Strategy C.2.1.: Improve the effectiveness of automobile burglary and theft prevention efforts***

ABTPA provides guidance and oversight for grants and administers those grants in compliance with Uniform Grant Management Standards.

## **Goal D: Indirect Administration**

### **Objective 1: Execute and support all functions of the Texas Department of Motor Vehicles through executive management, technology resources, accounting, communications, legal services, purchasing support, budgeting, and human resources.**

#### ***Strategy D.1.1.: Administration***

#### ***Strategy D.1.2.: Support Services***

#### ***Strategy D.1.3.: Information resources***



# **TXDMV STRATEGIES & PERFORMANCE MEASURES**

***Disclaimer:*** The following performance measures are pending final approval by the Legislative Budget Board and Governor's Office.

## ***STRATEGY A.1.1.: PROVIDE TITLE, REGISTRATION, AND SPECIALTY LICENSE PLATE SERVICES***

### **Performance Measures:**

- 1. Number of vehicle titles issued**
- 2. Number of registered vehicles**

## ***STRATEGY A.1.2.: PROVIDE LICENSING SERVICES***

### **Performance Measures:**

- 3. Number of motor vehicle and salvage industry licenses issued**

## ***STRATEGY A.1.3.: PROVIDE PERMITTING AND CREDENTIALING SERVICES***

### **Performance Measures:**

- 4. Number of permits issued**
- 5. Number of credentials issued**
- 6. Percent of eligible permits self-issued by customers**

## ***STRATEGY B.1.1.: REGIONAL SERVICES***

### **Performance Measures:**

- 7. Number of customer contacts**

## ***STRATEGY B.1.2.: CONTACT CENTER***

### **Performance Measures:**

- 8. Average customer call hold time**
- 9. Number of customers served in Contact Center**

*STRATEGY B.1.3.: TECHNOLOGY RESOURCES*

**Performance Measures:**

10. Percent of total eligible transactions completed online

*STRATEGY C.1.1.: PROVIDE ENFORCEMENT SERVICES*

**Performance Measures:**

11. Percent of motor vehicle consumer complaints completed (Lemon Law)
12. Number of motor vehicle consumer complaints completed Lemon Law
13. Average number of weeks to complete a motor vehicle complaint (Lemon Law)
14. Number of non-Lemon Law complaints completed

*STRATEGY C.2.1.: IMPROVE THE EFFECTIVENESS OF AUTOMOBILE BURGLARY AND THEFT PREVENTION EFFORTS*

**Performance Measures:**

15. Number of stolen motor vehicles per 100,000 registered vehicles
16. Number of thefts from motor vehicles
17. Administrative and support costs as percentage of total expenditures

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**PART V: TXDMV TECHNOLOGY RESOURCES**  
**PLANNING**



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## **TXDMV TECHNOLOGY RESOURCES PLANNING**

When TxDMV was created in September 2009, its enabling legislation, H.B. 3097, 81<sup>st</sup> Legislature, Regular Session, ensured continued technology support from TxDOT until the new agency could support itself. TxDMV envisions a future of streamlined processes and enhanced automation. Planning for and achieving independent technology resources is a critical component of this strategic plan.

TxDMV is establishing technology strategies to respond to key factors that will affect the agency over the next five years. Currently, the TxDMV technology infrastructure is intricately intertwined with that of TxDOT. This is a major factor affecting the agency's ability to become fully independent and agile enough to meet future needs.

As a part of the Texas Automation Systems Project (TASP), an extensive review and analysis of TxDMV business processes was conducted in FY 2011. This analysis recommended the following 19 technology improvement initiatives:

### **19 Business Process Analysis (BPA) Initiatives**

1. Contact Center Infrastructure and Process Improvement
2. Online Self-Service Capabilities for Motoring Public
3. Email Response Management Capability
4. On-Line Dealer Web Service Initiative
5. Revamp the Dealer Licensing Program
6. Online Self-Service for Law Enforcement
7. E-Titles and E-Liens
8. Integrated Case Management System
9. One-Stop Shopping for Motor Carriers
10. Electronic Cab Cards
11. Enforce Scofflaw Statewide
12. Paperless workflow
13. Online Self-Service Supply Ordering
14. Direct Shipping of Plates, Stickers
15. Centralized Processing of Renewals
16. Enhanced Technical Infrastructure Help Desk and Support
17. Implement Consistent Service Delivery
18. Expand Service Availability
19. Expand Fleet Registration

Under the direction of the agency's chief Operating officer, Gartner, Inc., an independent consulting firm, is currently analyzing the dependencies, priorities, and bundling options of the 19 proposed initiatives and developing appropriate implementation strategies. Some initiatives can be implemented with simple adjustments to agency business processes, others may require new technology, and some may require legislative or agency rule changes.

In order for TxDMV to complete projects and continue to take advantage of changing technological advances, the following critical success factors must be an integral part of all organizational activities:

- Maintaining an Information Technology (IT) organization that manages and readily adapts to continuous technological innovations and prevailing business trends;
- Retaining qualified IT professionals;
- Improving the procurement and project planning processes; and,
- Creating an enterprise computing environment that promotes cross platform migration, uniform development, and a comprehensive technology infrastructure based upon published industry standards.

Additionally, as part of the Business Process Analysis recently completed, TxDMV is developing a strategy to implement modern information technology architecture and a plan to separate TxDMV infrastructure components from TxDOT.

These critical IT success factors for the future have led to agency initiatives that include:

- Ongoing support for conducting business on the Web while focusing on transparency and accessibility;
- Implementation of new technologies and procedures; ongoing implementation and support of electronic document management, imaging, and electronic forms technologies; and,
- Continued development of enterprise systems management.

Following are specific technology initiatives that are strategically in focus for the upcoming biennium, continuing through this strategic plan period.

## Technology Initiative Assessment and Alignment

### Initiative #1

#### 1. Initiative Name: Registration & Titling System Refactoring

#### 2. Initiative Description:

The refactoring of the Registration and Titling System (RTS) from its current legacy mainframe platform to modernized architecture running on technical infrastructure that meets the department’s future state requirements.

The purpose of this initiative is to:

- Transition TxDOT maintenance support and operations of the legacy RTS to the successful RFP respondent;
- Modernize the core RTS systems, including the database (Adabas) and application code by porting the system onto a modern data and application architecture and replacing Adabas with a relational database;
- Implement a refactored RTS that will meet the known, expected, and future management, monitoring, and reporting requirements of TxDMV;
- Maintain and operate the modernized RTS applications technical infrastructure;
- Maintain ongoing support relative to maintenance and enhancement of the refactored RTS; and,
- Provide modern business reporting capabilities.

This modernization project will enable broader and more aggressive adoption of customer self-service as well as security improvements, and is a requisite step in separating TxDMV technology infrastructure from TxDOT.

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in the agency’s Information Technology Detail.

Project Name	Project Status
Separation from TxDOT Infrastructure	Planning

**4. Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

- Goal A – Optimize Services and Systems
  - Objective 1: Administer Revenue Generating Statutes
- Goal B – Provide Quality Customer Service
  - Objective 1: Offer multiple service delivery options

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- P1 – Cloud
- P2 – Data Management
- P3 – Data Sharing
- P4 – Infrastructure
- P5 – Legacy Applications

- P6 – Mobility
- P7 – Network
- P8 – Open Data
- P9 – Security and Privacy
- P10 – Social Media

This initiative aligns with the statewide technology priorities of Data Management, Data Sharing, Infrastructure, and Legacy Applications.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

- Connect: This initiative will enable the expansion of services to the motoring public.
- Innovate: By refactoring RTS, TxDMV will be able to move away from aging legacy technology that is limiting the ability to deliver services more fully.
- Deliver: Streamlined organizational operations will result in improved efficiency and the possibility of more connected online and automated processes.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies / Foundation: By moving from an aging legacy mainframe environment, TxDMV will be in a position to gain operational efficiencies.
- Citizen/Customer Satisfaction and Security: This modernization project will enable broader and more aggressive adoption of customer self-service as well as security improvements.
- Compliance: Ease of introducing changes will enable more timely compliance with legislative changes and shifts in technology.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement technology initiatives.

- **Capabilities:** TxDMV intends to transfer the implementation of enterprise business reporting capabilities and responsibility for the maintenance and operations of RTS infrastructure from TxDOT to a contractor. TxDMV will solicit proposals that demonstrate a creative approach to meeting the requirements of a Request for Proposal (RFP) and will encourage respondents to develop strategic partnerships to combine the necessary capabilities and skills to implement and operate the next generation RTS for Texas.
- **Barriers:** A potential barrier is our ongoing reliance on our legacy agency (TxDOT) for technical support. Currently, and moving into the next biennium, TxDMV will continue with achieving a complete separation from and any reliance on TxDOT. Upon the creation of the agency, the technology transferred was already aging. Consequently, the process of evaluation and alignment with contemporary technology will be an ongoing endeavor.

**Initiative #2**

**1. Initiative Name: Strengthen and Expand the Use of Enterprise Services and Infrastructure**

**2. Initiative Description:**

The development of a refreshed and modernized network that will make TxDMV services accessible via the Internet as the venue of first choice. The objective of this effort is to reduce costs, improve efficiency, increase user satisfaction, reduce development and implementation timelines, and improve the quality, value, delivery, and accountability of IT services at TxDMV.

TxDMV enterprise technology architecture, standards, and infrastructure will provide customers with secure and efficient application and data access across all technical platforms and allow the integration of IT planning and budgeting.

As TxDMV continues a strategy to separate the technology between TxDOT and TxDMV, flexibility and responsiveness to customers will continue to improve.

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in the agency’s Information Technology Detail.

Project Name	Project Status
Microsoft Active Directory Implementation	Planning
Implement Microsoft Office 365	Planning

Network Separation from TxDOT	Planning		
<p><b>4. Agency Objective(s):</b> Identify the agency objective(s) that the technology initiative supports.</p>			
<ul style="list-style-type: none"> <li>■ Goal A – Optimize Services and Systems <ul style="list-style-type: none"> <li>○ Objective A.1: Administer Revenue Generating Statutes</li> </ul> </li> <li>■ Goal B – Provide Quality Customer Service <ul style="list-style-type: none"> <li>○ Objective B.1: Offer multiple service delivery options</li> </ul> </li> <li>■ Goal C – Protect the Public <ul style="list-style-type: none"> <li>○ Objective C.1: Administer Enforcement Statutes</li> <li>○ Objective C.2: Administer Automobile Burglary and Theft Prevention Authority Program</li> </ul> </li> </ul>			
<p><b>5. Statewide Technology Priority(ies):</b> Identify the statewide technology priority or priorities the technology initiative aligns with, if any.</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li>• P1 – Cloud</li> <li>• P2 – Data Management</li> <li>• P3 – Data Sharing</li> <li>• P4 – Infrastructure</li> <li>• P5 – Legacy Applications</li> </ul> </td> <td style="vertical-align: top; width: 50%; border-left: 1px solid black;"> <ul style="list-style-type: none"> <li>• P6 – Mobility</li> <li>• P7 – Network</li> <li>• P8 – Open Data</li> <li>• P9 – Security and Privacy</li> <li>• P10 – Social Media</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li>• P1 – Cloud</li> <li>• P2 – Data Management</li> <li>• P3 – Data Sharing</li> <li>• P4 – Infrastructure</li> <li>• P5 – Legacy Applications</li> </ul>	<ul style="list-style-type: none"> <li>• P6 – Mobility</li> <li>• P7 – Network</li> <li>• P8 – Open Data</li> <li>• P9 – Security and Privacy</li> <li>• P10 – Social Media</li> </ul>
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<ul style="list-style-type: none"> <li>• Cloud: This initiative will utilize Cloud computing for email.</li> <li>• Data Sharing and Partnering. The agency continues to develop partnerships and processes between IT providers, stakeholders, and TxDMV business areas with collaborative and innovative projects. TxDMV also collaborates with city, county, other state agencies, and the federal government.</li> <li>• Data Management: Migrating from TxDOT’s GroupWise email system to the agency’s own infrastructure will enable independent policies, record retention, and operating procedures.</li> <li>• Security and Privacy: Our specific focus to engage our stakeholders in defining and articulating our processes has proven effective in successfully introducing change and operational improvements. This partnering ensures that information provided is secure, accurate, relevant, trustworthy, and easily accessible for integrated business solutions.</li> </ul>			
<p><b>6. Guiding Principles:</b> As applicable, describe how the technology initiative will address the following statewide technology guiding principles:</p> <ul style="list-style-type: none"> <li>• Connect – expanding citizen access to services</li> <li>• Innovate – leveraging technology services and solutions across agencies</li> <li>• Trust – providing a clear and transparent accounting of government services and data</li> </ul>			

- Deliver – promoting a connected and agile workforce

- Connect: This initiative will result in expanded citizen access to services.
- Innovate / Deliver: A refreshed and modernized network will help leverage standardized technology services and solutions, help the agency deliver streamlined services more consistently, and will enable the workforce to respond as needs change.
- Trust: As the world becomes more connected, it is imperative that services be transparent and responsive. Making TxDMV services accessible via the Internet as the venue of first choice should also have the effect of driving costs down.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies and Citizen/Customer Satisfaction: The benefits include reduced cost, shortened timelines, and increased productivity.
- Security / Foundation: Establishing standardized methods will improve the agency's ability to manage ongoing technology improvements and keep the infrastructure updated with future improvements.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

- Barriers: Presently, all email, network, and authentication/authorization services are provided using TxDOT resources. The network design is aged and does not meet the needs of a current web-centric network.

### Initiative #3

#### 1. Initiative Name: Contact Center Infrastructure and Process Improvement

#### 2. Initiative Description:

The replacement of the current call center technology, which is approximately 20-years old, with modern, upgraded Voice-over-Internet Protocol (VoIP) technology.

The current infrastructure, which utilizes traditional circuit switching & frame-switch telephony technology, is operated by the legacy agency, TxDOT, and has not been upgraded for several years.

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in the agency's Information Technology Detail.

Project Name	Project Status
VoIP deployment to Regional Centers	Being implemented
VoIP deployment at Austin HQ	Planning

**4. Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

- Goal B: Provide Quality Customer Service

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• P1 – Cloud</li> <li>• P2 – Data Management</li> <li>• P3 – Data Sharing</li> <li>• P4 – Infrastructure</li> <li>• P5 – Legacy Applications</li> </ul> | <ul style="list-style-type: none"> <li>• P6 – Mobility</li> <li>• P7 – Network</li> <li>• P8 – Open Data</li> <li>• P9 – Security and Privacy</li> <li>• P10 – Social Media</li> </ul> |
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This initiative is aligned with the statewide priorities of Infrastructure and Network.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

- Connect: Customers who call the agency will receive improved and expanded services, with less wait time.
- Innovate: It will enable an organizational commitment to providing service anytime, anywhere based upon public demand.
- Trust: This initiative will allow the delivery of better information that is consistent and accurate.
- Deliver: Modern call-center technology will enable more effective management of staff and measurement of performance. It will also enable the possibility of a mobile workforce by using technology that allows staff to work anytime from anywhere.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies and Citizen/Customer Satisfaction: The objective of this initiative is to modernize the agency's ability to provide citizens effective customer service and to provide timely, accurate, and consistent information needed by the motoring public. This initiative will deliver operational efficiencies of time, cost and productivity. Citizens and the motoring public will receive better delivery quality, and wait less time for service.
- Foundation: This initiative will be foundational to future operational improvements that include a customer relations management system (CRM).

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

- Barriers: The current infrastructure is owned and controlled by TxDOT, limiting agency ability to apply changes as needed.

## Initiative #4

### 1. Initiative Name: Strengthen and expand capabilities to leverage agency and multi-agency services.

#### 2. Initiative Description:

The expansion and strengthening of TxDMV capabilities to leverage agency and multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, development of data exchange standards, and procurement efforts and strategies.

Examples of TxDMV multi-agency services include:

TxDmv collaborates with the Texas Department of Insurance (TDI) and Texas Department of Public Safety (TxDPS) using TexasSure - a vehicle insurance verification system that allows law enforcement and county tax officials to confirm whether a vehicle registered in Texas has the required personal auto liability insurance coverage.

H.B. 2357, 82<sup>nd</sup> Legislature, Regular Session, amended the Transportation Code relating to titling and registration of motor vehicles. The bill includes a requirement for TxDMV, in consultation with the Texas Department of Public Safety (TxDPS), to conduct a study on the consolidation of similar information collected separately by each agency.

TxDmv provides vehicle registration information to TxDPS for the Texas Law Enforcement Telecommunication System (TLETS), and is currently engaged in an exploration of additional and enhanced data sharing possibilities. TxDMV also collaborates with city, county, state, and federal entities on many projects dealing with information contained within the Registration and Titling System (RTS).

#### 3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in the agency's Information Technology Detail.

Project Name	Project Status
Joint study of information sharing with TxDPS	In process

#### 4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

- Goal A – Optimize Services and Systems
  - Objective A.1: Administer Revenue Generating Statutes
- Goal B – Provide Quality Customer Service
  - Objective B.1: Offer multiple service delivery options
- Goal C – Protect the Public
  - Objective C.1: Administer Enforcement Statutes

- Objective C.2: Administer Automobile Burglary and Theft Prevention Authority Program

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- P1 – Cloud
- P2 – Data Management
- P3 – Data Sharing
- P4 – Infrastructure
- P5 – Legacy Applications

- P6 – Mobility
- P7 – Network
- P8 – Open Data
- P9 – Security and Privacy
- P10 – Social Media

This initiative is consistent with priorities for Data Management, Data Sharing, and Security and Privacy.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

- Connect: Expanding citizen access to cross-agency services.
- Innovate: Leveraging technology services and solutions across agencies including, managed services, shared applications, internal consolidation efforts, development of data exchange standards, and procurement efforts and strategies.
- Trust: Providing transparent government services and data are at the core of this initiative.
- Deliver: Expanded multi-agency technology allows a connected and agile workforce.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies: Currently, numerous states are looking to improve the efficiencies and productivity of their data centers, as well as decrease the costs to maintain these centers. This project will include efficiencies of time, cost, and productivity.

- Security: Information commonly shared across inter-related agencies could be more accessible by defining data exchange standards. These standards would originate from exchanges that support daily agency operational functions and result in improved security of personal information.
- Foundation: The future need for government agencies in Texas to share data becomes more imperative as the population of our state grows and technology increases. This project provides a foundation for the future technology to address this need.
- Compliance: This initiative allows compliance with legislative mandates on the consolidation of similar information at multiple agencies.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement the technology initiative.

- Barriers: Existing legacy systems.
- Capabilities: Once the Registration and Titling System is refactored, clearer possibilities for information sharing and dynamic data exchange will be a possibility.

## Initiative #5

### 1. Initiative Name: Secure and Safeguard Technology Assets and Information

#### 2. Initiative Description:

To implement a system whereby TxDMV can manage all TxDMV IT assets, including software, software updates, patching, etc.

Presently, TxDMV continues to utilize the TxDOT Technology Services Division (TSD) for information technology services and support as ongoing efforts to separate components that support TxDMV as an independent agency continue.

This initiative and associated project continues to support agency efforts to separate from TxDOT while providing improved software updates, security, and more effective asset tracking.

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency’s Information Technology Detail.

Project Name	Project Status
Asset Management System	Planning

**4. Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

- Goal A – Optimize Services and Systems
  - Objective A.1: Administer Revenue Generating Statutes
- Goal B – Provide Quality Customer Service
  - Objective B.1: Offer multiple service delivery options
- Goal C – Protect the Public
  - Objective C.1: Administer Enforcement Statutes
  - Objective C.2: Administer Automobile Burglary and Theft Prevention Authority Program

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

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| <ul style="list-style-type: none"><li>• P1 – Cloud</li><li>• P2 – Data Management</li><li>• P3 – Data Sharing</li><li>• P4 – Infrastructure</li><li>• P5 – Legacy Applications</li></ul> | <ul style="list-style-type: none"><li>• P6 – Mobility</li><li>• P7 – Network</li><li>• P8 – Open Data</li><li>• P9 – Security and Privacy</li><li>• P10 – Social Media</li></ul> |
|--|--|

This initiative is consistent with Statewide priorities for Infrastructure and Security and Privacy.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
  - Innovate – leveraging technology services and solutions across agencies
  - Trust – providing a clear and transparent accounting of government services and data
  - Deliver – promoting a connected and agile workforce
- 
- Innovate and Trust: Providing strong control of IT assets, enables timely updates to software to ensure appropriate security and updated applications.
  - Deliver: Streamlining service delivery to users of workstations deployed in remote locations.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
  - Citizen/customer satisfaction (service delivery quality, cycle time)
  - Security improvements
  - Foundation for future operational improvements
  - Compliance (required by State/Federal laws or regulations)
- 
- Operational Efficiencies: Implementation of industry best practices will increase operational efficiencies. Full implementation of this initiative will allow efficient updates to workstations deployed remotely.

- Security: Keeping all systems updated in a timely manner.
- Foundation: Allows for future system updates.
- Compliance: Complies with state and federal laws and regulations regarding asset tracking and management.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

- Barriers: Currently, the systems TxDOT provides to manage their software updates, patches, etc. is not used to support nearly 2700 TxDMV systems deployed with the agency's County Tax Assessor/Collector partners, and offers limited asset management for TxDMV.
- Failure to timely separate from TxDOT will impede the success of this initiative and associated projects.

## Initiative #6

### 1. Initiative Name: Business Process Initiatives

#### 2. Initiative Description:

To begin a phased implementation of the following 19 service and support improvement initiatives identified in the Business Process Analysis (BPA):

1. Contact Center Infrastructure and Process Improvement
2. Online Self-Service Capabilities for Motoring Public
3. Email Response Management Capability
4. On-Line Dealer Web Service Initiative
5. Revamp the Dealer Licensing Program
6. Online Self-Service for Law Enforcement
7. E-Titles and E-Liens
8. Integrated Case Management System
9. One-Stop Shopping for Motor Carriers
10. Electronic Cab Cards
11. Enforce Scofflaw Statewide
12. Paperless workflow
13. Online Self-Service Supply Ordering
14. Direct Shipping of Plates, Stickers
15. Centralized Processing of Renewals

- 16. Enhanced Technical Infrastructure Help Desk and Support
- 17. Implement Consistent Service Delivery
- 18. Expand Service Availability
- 19. Expand Fleet Registration

Under the direction of the Chief Information Officer, TxDMV has engaged Gartner Inc., an independent consulting firm, to perform an alternatives analysis, to determine which of the identified initiatives can be implemented with process changes only, which will require a solution supported by technology and which will require legislative or rule changes to implement.

The alternatives analysis will also allow the agency to determine realistic timelines for implementing the identified improvement initiatives. Additionally, dependencies and an order of operations will be identified along with a sourcing strategy.

Future state architecture direction, guiding principles, and capabilities required for these initiatives have been defined and are included in RFP#1 (see Initiative #1 in this document).

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency’s Information Technology Detail.

Project Name	Project Status
Registration and Titling System Refactoring (RFP #1)	In Progress

**4. Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

- Goal A – Optimize Services and Systems
  - Objective A.1: Administer Revenue Generating Statutes
- Goal B – Provide Quality Customer Service
  - Objective B.1: Offer multiple service delivery options
- Goal C – Protect the Public
  - Objective C.1: Administer Enforcement Statutes
  - Objective C.2: Administer Automobile Burglary and Theft Prevention Authority Program

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- |  |  |
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| <ul style="list-style-type: none"> <li>• P1 – Cloud</li> <li>• P2 – Data Management</li> <li>• P3 – Data Sharing</li> <li>• P4 – Infrastructure</li> <li>• P5 – Legacy Applications</li> </ul> | <ul style="list-style-type: none"> <li>• P6 – Mobility</li> <li>• P7 – Network</li> <li>• P8 – Open Data</li> <li>• P9 – Security and Privacy</li> <li>• P10 – Social Media</li> </ul> |
|--|--|

The projects included in this initiative align with all of the Statewide Technology Priorities.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

- Connect: By modernizing systems and processes, TxDMV will expand citizen access to services.
- Innovate: Improvements will include online self-service for law enforcement and the motoring public.
- Trust: Process improvements will allow leveraged technology services and solutions across agencies in a more streamlined and open manner, providing clearer and more transparent accountability of services.
- Deliver: Modern technology will allow the agency to promote a connected and agile workforce

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies: The 19 BPA initiatives will provide a wide range of improved customer services, with an emphasis on web-based services and online availability.
- Citizen/Customer Satisfaction: Improved technology will result in improved service delivery and access to services. Web-based services will allow customers remote access to products and services 24/7.
- Foundation: Future operational improvements will be facilitated by updated technology and TxDMV control of its own IT systems.
- Security and Compliance: Separating from the legacy system will give TxDMV control over its data and systems, thus improving security and enabling more timely compliance with updated state and federal laws and regulations.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

- Capabilities: By engaging citizens, customers, business partners, and technical leaders, key elements for improvements have been identified.
- Barriers: Some desired changes are dependent upon technology changes from an architecture that is decades old. Making this shift while maintaining existing operations becomes a challenge. Updating the skills of existing staff, recruiting, and retaining staff will be critical to success. Nearly one-third of TxDMV staff will be eligible for retirement within 4 years.

## Initiative #7

### 1. Initiative Name: Implementing the Centralized Accounting and Payroll/Personnel Systems (CAPPS)

#### 2. Initiative Description:

CAPPS is the enterprise resource planning (ERP) initiative that began in 2008 through the Project One – Our New Enterprise – project led by the Comptroller’s Office. CAPPS provides a web-based system for state agencies to manage and report financial, payroll, and human resources information.

**3. Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in the agency’s Information Technology Detail.

Project Name	Project Status
Separation from TxDOT Infrastructure	Planning

**4. Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

- Goal A – Optimize Services and Systems
- Goal B – Provide Quality Customer Service
- Goal C – Indirect Administration

**5. Statewide Technology Priority(ies):** Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• P1 – Cloud</li> <li>• P2 – Data Management</li> <li>• P3 – Data Sharing</li> <li>• P4 – Infrastructure</li> <li>• P5 – Legacy Applications</li> </ul> | <ul style="list-style-type: none"> <li>• P6 – Mobility</li> <li>• P7 – Network</li> <li>• P8 – Open Data</li> <li>• P9 – Security and Privacy</li> <li>• P10 – Social Media</li> </ul> |
|--|--|

CAPP aligns with Data Management, Data Sharing, Infrastructure, Legacy Applications, Security, and Privacy priorities.

**6. Guiding Principles:** As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

- Connect: This initiative will provide access to agency job opportunities and online application for employment.
- Innovate: Operational efficiency through the elimination of manual processes and accessibility of data to multiple agencies for reporting the state’s financial and human resources.
- Trust: This initiative provides accountability for data accuracy and transaction approvals.
- Deliver: The elimination of manual process will improve the agility and productivity of the workforce.

**7. Anticipated Benefit(s):** Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational Efficiencies: CAPPs will provide greater operational efficiency by eliminating manual processes. Data are entered once, then pulled into other modules as needed, reducing possible multiple entry errors.
- Citizen/Customer Satisfaction: Information and reports will be processed in real time. CAPPs enables better tracking of agency assets and provides real-time reporting capabilities of budget, accounting, payroll, time and leave, and human resources data. Employee and manager self-service will provide greater and faster access to information.
- Security: CAPPs does not use Social Security numbers as a primary identifier in state data and personnel information, decreasing the possibility of identity theft. Role-based access ensures employees only access necessary job-related information. Employee and manager self-service will provide accountability for data accuracy and approval of transactions.
- Foundation: Creating a web-based platform for state agencies to manage and report financial, payroll, and human resources information lays the foundation for future technological improvements.

- Compliance: CAPP reduces maintenance costs and eliminates the efforts currently needed when multiple system changes must be made to reflect changes in federal or state requirements.

**8. Capabilities or Barriers:** Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement technology initiatives.

- Capabilities: Agency subject matter experts are available in human resources with project implementation experience.
- Barriers: Funding will be requested in the Legislative Appropriations Request for 2014 – 2015 biennium. Data conversion from TxDOT PeopleSoft environment to CAPPS will require technical resources from TxDOT.

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# APPENDICES



Appendix A	TxDMV Strategic Planning Process
Appendix B	Current Organizational Chart
Appendix C	5-Year Outcome Projections
Appendix D	Performance Measure Definitions
Appendix E	TxDMV Workforce Plan
Appendix F	TxDMV Survey of Employee Engagement

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# **APPENDIX A: TXDMV STRATEGIC PLANNING** **PROCESS**



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# TxDMV Strategic Planning Process

## October 2011 – June 2012

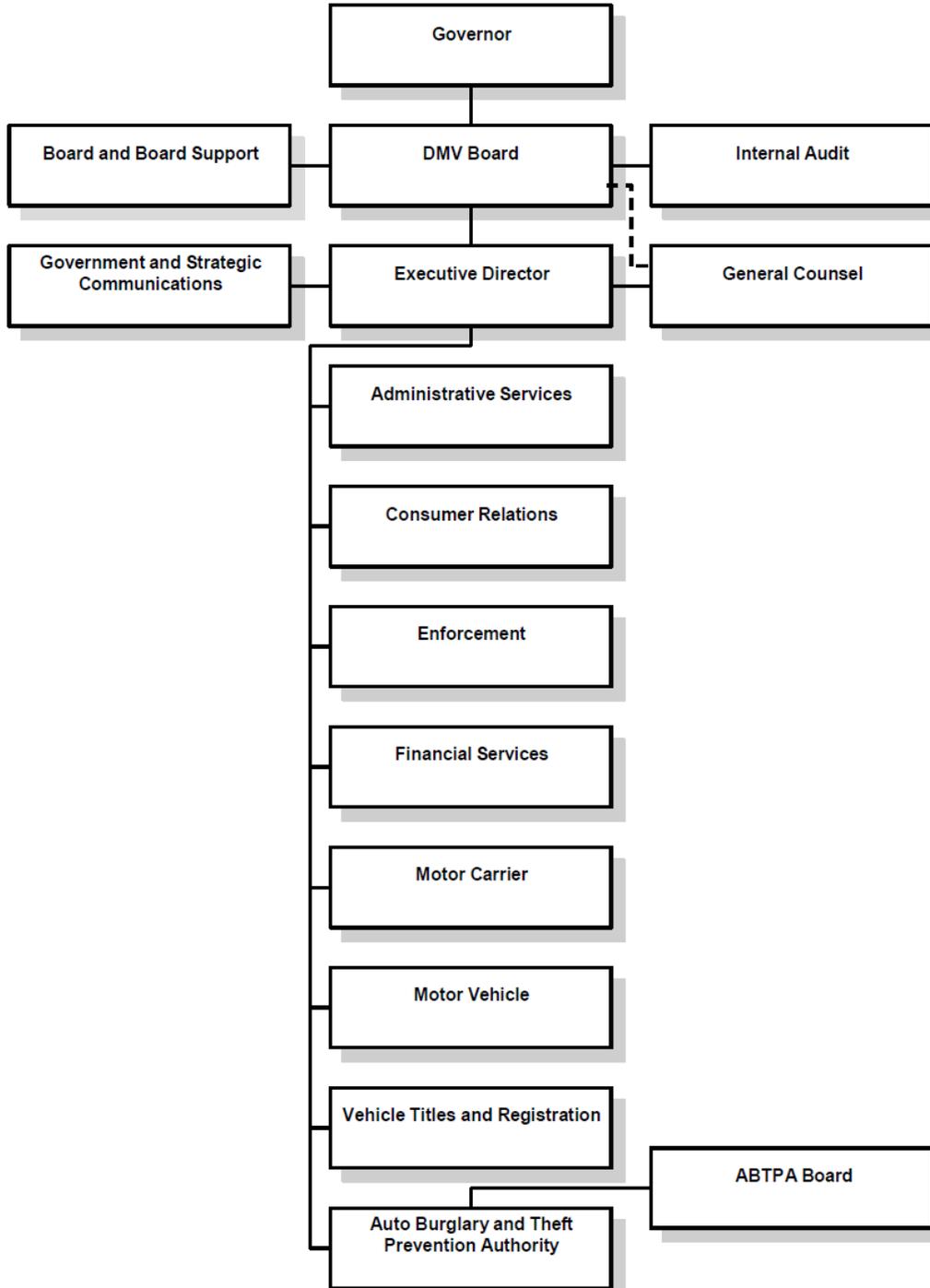
- TxDMV Board set the strategic direction for the agency by developing the mission, vision, and values in October 2011.
- A strategic planning project team was established and charged with the task of compiling the agency's five-year strategic plan.
- Board and agency leadership collaborated to develop the 2013-2017 strategic planning structure—consisting of goals, objectives, and strategies.
- Board and agency leadership selected performance measures for the 2013-2017 strategic plan.
- The strategic planning project team worked with Division Directors to finalize performance measure definitions and projections.
- The strategic planning goals, objectives, strategies, and performance measures were approved by TxDMV Board in February 2012.
- The agency's strategic plan was reviewed by the Board in May 2012 and approved in June 2012 for submission to the Legislative Budget Board and the Governor's Office.

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# APPENDIX B: CURRENT ORGANIZATIONAL CHART



# Texas Department of Motor Vehicles



# **APPENDIX C: FIVE YEAR OUTCOME PROJECTIONS**



***Disclaimer: The following performance measures are pending final approval by the Legislative Budget Board and Governor's Office.***

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## Five-Year Outcome Projections

Goal/Obj Strategy	PM #	Performance Measure	2011	2012	2013	2014	2015
1.A.1	1	Number of vehicle titles issued	5,267,007	5,330,211	5,394,174	5,458,904	5,542,411
1.A.1	2	Number of registered vehicles	21,939,786	22,268,882	22,602,916	22,941,960	23,286,089
1.A.2	3	Number of motor vehicle and salvage industry licenses issued <sup>1</sup>	22,784	21,100	21,200	21,300	21,400
1.A.3	4	Number of permits issued	732,121	633,262	651,616	661,699	671,943
1.A.3	5	Number of credentials issued	50,485	50,749	50,749	51,600	51,600
1.A.3	6	Percent of eligible permits self-issued by customers	52	53	55	60	65
2.A.1	7	Number of customer contacts	581,782	602,144	623,032	645,032	667,608
2.A.2	8	Average customer hold time <sup>2</sup>	4.48 min	9.0 min	9.0 min.	9.0 min.	9.0 min.
2.A.2	9	Number of customers served through the Contact Center <sup>3</sup>	408,773	376,504	380,269	384,072	387,913
3.A.1	11	Percent of motor vehicle consumer complaints completed (Lemon Law)	58.16	70	70	70	70
3.A.1	12	Number of motor vehicle consumer complaints completed (Lemon Law)	306	350	350	350	350
3.A.1	13	Average number of weeks to complete a motor vehicle complaint (Lemon Law)	27.85	24	24	24	24
3.A.1	14	Number of non-Lemon Law	5,913	6,031	6,152	6,275	6,400

Goal/Obj Strategy	PM #	Performance Measure	2011	2012	2013	2014	2015
		complaints completed					
3.B.1	15	Number of stolen motor vehicles per 100,000 population	271.3	265.9	260.6	255.3	250.2
3.B.1	16	Number of burglaries & thefts from motor vehicles	263,479	250,305	237,790	225,900	214,605
3.B.1	17	Administrative and support costs as percentage of total expenditures	6.00	8.00	8.00	8.00	8.00

**Footnotes:**

1. The decrease in this projection from 2011 through the remaining years is based on the current trend of fewer salvage industry dealers renewing their licenses (from 10,148 in 2011 to 7,900 per year for the remaining years). Despite this decrease, the number of motor vehicle licenses (i.e., manufacturers, distributors, auctions, converters) is projected to increase by 3% in 2012 with a 1% increase for the remaining years (2013-2015) as the number of salvage licenses issued remains constant.
2. Average Customer Hold Time: This performance target and the projections for FY 2012 – 2015 are based on a realistic industry standard of keeping the average hold time to single digits, especially when operating within the confines of outdated technology. In 2011, when performance was lower, the Consumer Relations Division was a new division, operating in an emergency state where staff resources, dedicated for emails and correspondence were regularly leveraged to the telephones in order to handle escalating call volumes and attempting to minimize customer assigned hold times.

The former Call Center/Correspondence silo model did not meet the needs of the new agency demands. CRD recently changed its business model to move away from an emergency status operations to a Contact Center environment. The Contact Center approach enables all staff to service any method of customer contact – whether it is by telephone, correspondence or email, and to handle any type of call, i.e., VTR, MVD, Salvage, etc. The division can now focus on a One-Touch quality customer service experience for all TxDMV customers and not negatively impact one method of customer contact over another.

A key part of the approach is to turn around 90% of correspondence [emails, constituent referrals and letters] within three days, as opposed to the former five business day model. The net effect is expected to be a decrease in response time for emails and correspondence and an increase in average call wait time. It will likely increase over the existing emergency operations model, but will stay within the industry target of single digits.

3. Number of Customer Contacts: This key measure was projected using 372,776 customers served in FY10 as the base. The call volume for FY11 may be inflated due to the unusual circumstances involving the MVD backlog and the impact it had on our customer contacts. With the corrective measures MVD instituted to prevent recurrence, FY10 was used as a more stable, realistic base for future projections of customer contacts. CRD's business practice is to train customers to use the Internet and self-serve as much as possible; therefore, a conservative growth rate of 1% per year was used for the number of customers served in the future.

# **APPENDIX D: PERFORMANCE MEASURE** **DEFINITIONS**



***Disclaimer: The following performance measures are pending final approval by the Legislative Budget Board and Governor's Office.***

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**Division: Vehicle Titles & Registration**

**Strategy: 1.A.1 – Provide title, registration and Specialty License Plate services**

**PM 1: Number of vehicle titles issued**

Short Definition	The total number of title applications processed and issued through TxDMV's automated Registration and Title System (RTS), exclusive of Certified Copy Original Titles (CCO)  (Note: In the FY 2012-2013 biennium and prior biennia, this performance measure included the number of Certified Copy Original Titles (CCO).
Purpose / Importance	Fulfills the requirements of Transportation Code, Chapter 501, and is an indicator of annual revenue source from title fees to the State of Texas.
Source / Collection of Data	The source of the data is all title applications processed through RTS and approved for issuance by the Vehicle Titles and Registration Division (VTR), indicating the number of titles issued each month.
Method of Calculation	Monthly reports from RTS are added together.
Data Limitation	None
Calculation Type	Cumulative
New Measure	No. However, Certified Copy Original Titles (CCO) will no longer be included in the total.
Desired Performance	Target or Higher

**Division: Vehicle Titles & Registration**

**Strategy: 1.A.1 – Provide title, registration and Specialty License Plate services**

**PM 2: Total number of registered vehicles**

Short Definition	The total number of vehicles registered in Texas during a given fiscal year. Vehicles registered in Texas are inclusive of vehicles processed through the County Tax Assessor-Collector's office, exempt vehicles, and special category vehicle license plate registrations that are issued directly by the department.
Purpose / Importance	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.
Source / Collection of Data	The number of registered vehicles for each quarter will be extracted from the RTS 9526, Currently Registered Vehicles By Reg Plate Code Report. The data reported will be derived from the total of the column entitled Reg Vehicles 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.
Method of Calculation	The number of currently registered vehicles reported in the 1st through 3rd quarters contains only the number of currently registered vehicles as shown on the RTS.SUM.9526 source document. The 4th quarter report includes both the number of currently registered vehicles from the RTS.SUM.9526 and the 5 Year Rental Trailers.
Data Limitation	5 Year Rental Trailer Report is only available in the 4 <sup>th</sup> quarter.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or Higher

**Division: Motor Vehicle**

**Strategy: 1.A.2 – Provide licensing services**

**PM 3: Number of motor vehicle and salvage industry licenses issued**

Short Definition	Reports the number of motor vehicle and salvage industry licenses issued to individuals and business entities for a motor vehicle industry activity, which includes manufacturers, distributors, auctions, converters, and a variety of salvage types.
Purpose / Importance	Provides data relating to the number of individuals and business entities desiring to be licensed under Occupations Code Chapter 2301, Transportation Code Chapter 503 and Transportation Code Chapter 1001-1005.
Source / Collection of Data	The division's Licensing, Administration, Consumer Affairs, and Enforcement (LACE) computerized application system provides the licensing information, through the report "Performance Measure Reporting." Salvage licensing information is taken from the Salvage Dealer Licensing Database through the report "Salvage Dealer Licensing."
Method of Calculation	Total of all motor vehicle licenses issued to Manufacturers, Distributors, Converters, General Distinguishing Number Dealers, Franchise Dealers, Salvage Dealers, In-transit Operators, Lessors, Lease Facilitators and Representatives, by quarter.
Data Limitation	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.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Target or Higher

**Division: Motor Carrier**

**Strategy 1.A.3: – Provide permitting and credentialing services**

**PM 4: Number of permits issued**

Short Definition	The issuance of permits for the transport of oversize or overweight (OS/OW) loads, and any commercial vehicles engaged in interstate operations for the transport of persons and property. The number will include interstate, intrastate, trailer and temporary permits. The number will also include OS/OW load permits, new international registration permits, renewals and reinstatement of expired registration permits.
Purpose / Importance	Provides economic indicators and trend information of regulatory compliance of transported loads and commercial vehicle engagement in interstate operations.
Source / Collection of Data	Generation of various reports within the Texas Permitting and Routing Optimization System (TxPROS) and the Texas International Registration Plan (TxIRP).
Method of Calculation	Generation of various reports within the Texas Permitting and Routing Optimization System (TxPROS) and Texas International Registration Plan (TxIRP).
Data Limitation	The computation may be limited because of the utilization of two systems.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or Higher

**Division: Motor Carrier**

**Strategy 1.A.3: – Provide permitting and credentialing services**

**PM 5: Number of credentials issued**

Short Definition	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.
Purpose / Importance	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.
Source / Collection of Data	The data for this measure are maintained within the Motor Carrier Credentialing System (MCCS).
Method of Calculation	Generation of various reports within MCCS.
Data Limitation	None
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Target or Higher

**Division: Motor Carrier****Strategy 1.A.3: – Provide permitting and credentialing services****PM 6: Percent of eligible permits self-issued by customers**

Short Definition	The percent of eligible motor carrier permits self-issued by customers.
Purpose / Importance	Determines the ease of customers to do business online.
Source / Collection of Data	TxPROS (Texas Permitting and Routing Optimization System) and TxIRP (Texas International Registration Plan System)
Method of Calculation	To determine the percent of those permits that were self-issued by customers, divide the number of permits self-issued by the number of eligible permits. TxPROS will run a report of this calculation. TxIRP runs a monthly report that calculates the number of self-issued IRP permits. This report reflects the numbers and percentages of self-issued IRP permits per region, per month.
Data Limitation	None
Calculation Type	Non-Cumulative
New Measure	Yes
Desired Performance	Target or Higher

**Division: Vehicle Titles & Registration**

**Strategy: 2.A.1 – Regional services**

**PM 7: Number of customer contacts**

Short Definition	The number of customers that visit a TxDMV Regional Service Center (RSC) that receive a product, service, or information.
Purpose / Importance	Tracks the number of people that visit RSC's.
Source / Collection of Data	Regional Service Center customer service representatives tally each customer served on either an electronic queuing counter or manual paper count.
Method of Calculation	Production reports for Regional Service Center employee staff are added together.
Data Limitation	Errors may occur if a Customer Service Representative fails to tally a customer on the manual process, if customers take a number but leave the office before they receive a service, or a customer does not take a number but are provided a service.
Calculation Type	Cumulative
New Measure	Yes. VTR has recorded the number of customers annually; however, this is a new key performance measure.
Desired Performance	Target or Higher - FY 2014 – 645,032 with a 3.5% annual increase.

**Division: Consumer Relations**

**Strategy: 2.A.2 – Contact Center**

**PM 8: Average customer hold time**

Short Definition	The average hold time between a customer’s call entry into the contact center system queue and its connection to a call representative.
Purpose / Importance	Determines how efficiently the agency responds to customer inquiries arriving via the contact center system queue to ensure the agency provides timely responses to customer inquiries.
Source / Collection of Data	The call application system, currently known as Symposium, collects all relevant call data.
Method of Calculation	Calculation is based on the average hold time between the time a call arrives in queue and the time a representative answers the call.
Data Limitation	None
Calculation Type	Non-Cumulative
New Measure	Yes
Desired Performance	Target or Lower – FY2014 - 9 minutes or Lower

**Division: Consumer Relations**

**Strategy: 2.A.2 – Contact Center**

**PM 9: Number of customers served in Contact Center**

Short Definition	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.
Purpose / Importance	Provides agency with the valuable information regarding the number of customers requesting services through the Contact Center.
Source / Collection of Data	The call application system, currently known as Symposium, collects all relevant call data. The division manually collects and calculates the number of customers served by mail or electronically into the databases, currently known as WebLog and LrOrSal, respectively.
Method of Calculation	Add the number of customers served by telephone, mail, and electronically to calculate the total.
Data Limitation	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.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Target or Higher – FY2014 - 384,072 or higher

**Division: Agency-wide**

**Strategy: 2.A.3 – Technology resources**

**PM 10: Percent of total eligible transactions completed online**

Short Definition	Calculates the percent of total eligible transactions completed online.
Purpose / Importance	Determines the ease of customers to do business online.
Source / Collection of Data	Currently being discussed
Method of Calculation	Currently being discussed
Data Limitation	Currently being discussed
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Target or Higher

**Division: Enforcement**

**Strategy: 3.A.1. – Provide enforcement services**

**PM 11: Percent of motor vehicle complaints completed (Lemon Law)**

Short Definition	The total of all Lemon Law Program complaints completed through informal actions, mediation, and formal hearings. This includes Lemon Law complaints, and warranty repair complaints.
Purpose / Importance	The purpose of this measure is to determine the effectiveness of the agency in processing and completing warranty complaints filed by purchasers or lessees of motor vehicles against manufacturers, distributors, and converters and their dealers.
Source / Collection of Data	Sources of data are the databases for Lemon Law complaint files and warranty repair complaint files showing disposition and completion of complaints. Records are maintained by the TxDMV Lemon Law Section.
Method of Calculation	Calculations are based on the actual number of all Lemon Law Program complaints completed divided by the total number of Lemon Law Program complaints received during the period, including carryovers from prior fiscal years.
Data Limitation	Both internal (staffing, training, and experience levels of personnel) and external (SOAH hearing processing times, number of new motor vehicles sold, quality of the vehicles, and the proactiveness of manufacturers) factors impact the outcome.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or Higher

**Division: Enforcement**

**Strategy: 3.A.1. – Provide enforcement services**

**PM 12: Number of motor vehicle complaints completed (Lemon Law)**

Short Definition	The total number of all Lemon Law Program complaints completed through informal actions, mediation, and formal hearings. This includes Lemon Law complaints, and warranty repair complaints.
Purpose / Importance	The measure indicates the number of consumer complaints the agency completes.
Source / Collection of Data	Sources of data are the databases for Lemon Law complaint files and warranty repair complaint files showing disposition and completion of complaints. Records are maintained by the TxDMV Lemon Law Section.
Method of Calculation	Calculations are based on actual count of complaints completed and closed during the quarter. This count would include both complaints received during the quarter and complaints received in previous quarters.
Data Limitation	Internal factors such as staffing, training, and experience levels of the agency's personnel impact the number of complaints completed. External factors, such as State Office of Administrative Hearings process times and the proactiveness of manufacturers, converters, distributors and dealers, impact the number of complaints completed.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or Higher

**Division: Enforcement**

**Strategy: 3.A.1. – Provide enforcement services**

**PM 13: Average number of weeks to complete motor vehicle complaints (Lemon Law)**

Short Definition	The average time required for a Lemon Law complaint to be completed through the complaint completion process, including the issuance of a final decision.
Purpose / Importance	The purpose of this measure is to determine how efficiently the agency processes Lemon Law complaints.
Source / Collection of Data	Sources of data are the databases for Lemon Law complaint files showing the complaint filing date and the date of final order. Records are maintained by the TxDMV Lemon Law Section.
Method of Calculation	Calculation is based on average time between the complaint filing fee date and the date of the final order for all Lemon Law cases closed during the period.
Data Limitation	Internal factors such as staffing, training, and experience levels of the agency's personnel impact the number of complaints completed. External factors, such as State Office of Administrative Hearings process times and the proactiveness of manufacturers, converters, distributors and dealers, impact the number of complaints completed.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or Lower

**Division: Enforcement**

**Strategy: 3.A.1. – Provide enforcement services**

**PM 14: Number of non-Lemon Law complaints completed.**

Short Definition	The total number of all non-Lemon Law complaints completed through informal actions, mediation, and formal hearings.
Purpose / Importance	The measure indicates the number of consumer complaints the agency completes.
Source / Collection of Data	All non-Lemon Law complaints are entered in the Licensing Administration Consumer Affairs and Enforcement (LACE) data base. The completion of the complaint is also maintained in this data base.
Method of Calculation	Calculations are based on actual count of complaints completed and closed during the quarter. This count would include both complaints received during the quarter and complaints received in previous quarters.
Data Limitation	None
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Target or Higher

**Division: Automobile Burglary and Theft Prevention Authority**

**Strategy: 3.B.1 – Improve the effectiveness of auto burglary and theft prevention**

**PM 15: Number of stolen motor vehicles per 100,000 population**

Short Definition	Number of cars reported stolen per 100,000 population in the state.
Purpose / Importance	Measures performance of initiatives to reduce auto thefts in Texas.
Source / Collection of Data	The source of data is the Uniform Crime Reports (UCR) published by the Department of Public Safety (DPS) calendar year report. The UCR compiles statewide vehicle theft data that DPS has received from law enforcement entities.
Method of Calculation	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 registered Vehicles in Texas for the same calendar year, and multiplied by 100,000 (population). (As Established in Art. 4413 (37) Sect. 11)
Data Limitation	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.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Target or Lower

**Division: Automobile Burglary and Theft Prevention Authority**

**Strategy: 3.B.1 – Improve the effectiveness of auto burglary and theft prevention**

**PM 16: Number of thefts from a motor vehicle**

Short Definition	Number of thefts from a motor vehicle reported in the state.
Purpose / Importance	Measures performance of initiatives to reduce the number of thefts from a motor vehicle in Texas.
Source / Collection of Data	The source of data is the Uniform Crime Reports (UCR) published in the Department of Public Safety (DPS) calendar year report. The UCR compiles statewide thefts from a motor vehicle data that DPS has received from law enforcement entities.
Method of Calculation	The number of auto burglaries is calculated by taking the total number of thefts from a motor vehicle and the stolen motor vehicle parts reported in Texas from the DPS Uniform Crime Reports for the calendar year.
Data Limitation	Currently, the DPS Uniform Crime Report compiles the thefts from a motor vehicle 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.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or Lower

**Division: Automobile Burglary and Theft Prevention Authority**

**Strategy: 3.B.1 – Improve the effectiveness of auto burglary and theft prevention**

**PM 17: Administrative and support costs as percentage of total expenditures**

Short Definition	The percentage of all administrative and support costs associated with the total amount of expenditures in a given fiscal year by the Automobile Burglary and Theft Prevention Authority (ABTPA).
Purpose / Importance	Measures the proportionate cost of input resources required to administer the ABTPA program thereby demonstrating the level of efficiency in implementing the program.
Source / Collection of Data	The source of this data is the monthly expenditure reports of the ABTPA Division and expenditure reports maintained by the Financial Services Division, which identify current monthly expenditures.
Method of Calculation	The percentage can be calculated by taking the total quarterly expenditures, less the dollar amount of grants expended for the quarter, divided by the total quarterly expenses, multiplied by 100.
Data Limitation	This measure is entirely dependent upon the level of funding received from legislative appropriations. Pursuant to Texas statute, unexpended administrative and support dollars and/or grants dollars in a given fiscal year can be rolled forward to the next fiscal year within and between biennium with the unexpended balance authority from the grant by the legislature.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or Lower

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# APPENDIX E: TXDMV WORKFORCE PLAN



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# TxDMV Workforce Plan (2011 – 2015)

## Workforce Overview

The Texas Department of Motor Vehicles (TxDMV) was created with the passage of House Bill 3097 (81st Legislative Session) which transferred responsibilities from the Texas Department of Transportation (TxDOT). The bill was signed into law by Governor Rick Perry in June 2009 and the agency began operations on November 2, 2009. The agency is responsible for the oversight of administrative functions related to motorist services.

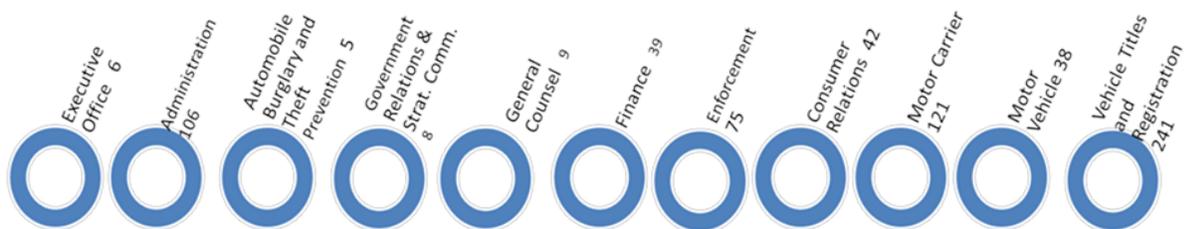
During the 82nd Legislative Session a rider to Senate Bill 1420 transferred the Oversize/Overweight permitting functions (116 positions) from TxDOT to TxDMV. This function transfer was effective January 1, 2012 and increased the TxDMV full time equivalent (FTE) authorization to 763.

The agency is responsible for:

- Vehicle registration and titling;
- Issuing motor carrier operating authority;
- Issuing oversize and overweight permits;
- Motor carrier, motor vehicle dealer, salvage enforcement;
- Licensing vehicle dealers and others in the motor vehicle industry; and,
- Awarding law enforcement agencies grants to reduce auto theft and increase public awareness.

TxDMV is governed by a nine-member board whose members are appointed by the governor to six-year terms. The executive director reports to the board. The agency is organized into 10 divisions excluding the Executive Office. The TxDMV workforce increased approximately 19% (adding 125 employees)<sup>1</sup> since the agency was established in November 2009.

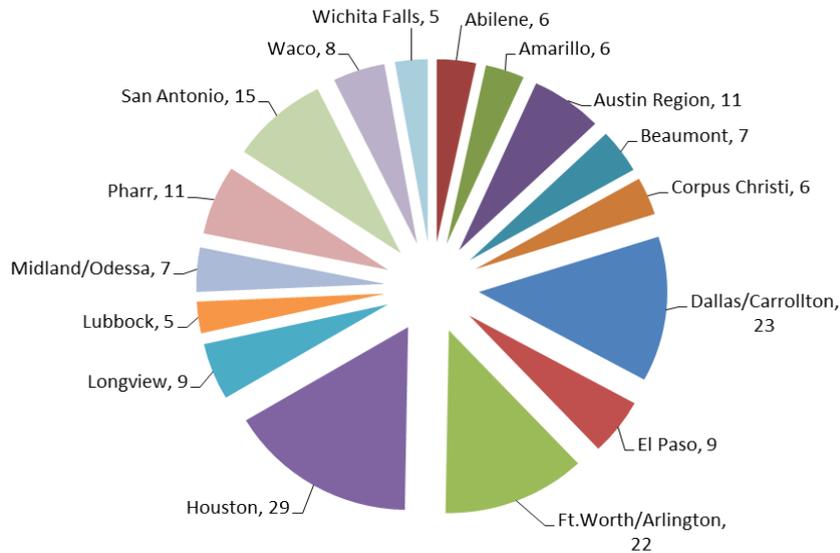
**Figure 1: TxDMV Division Headcount FY12 2nd Quarter (HR Online (PeopleSoft))**



<sup>1</sup> Source: State Auditor's Office (SAO) E-Class System Average Headcount FY10, Fy11 and Fy12 2<sup>nd</sup> Qtr.

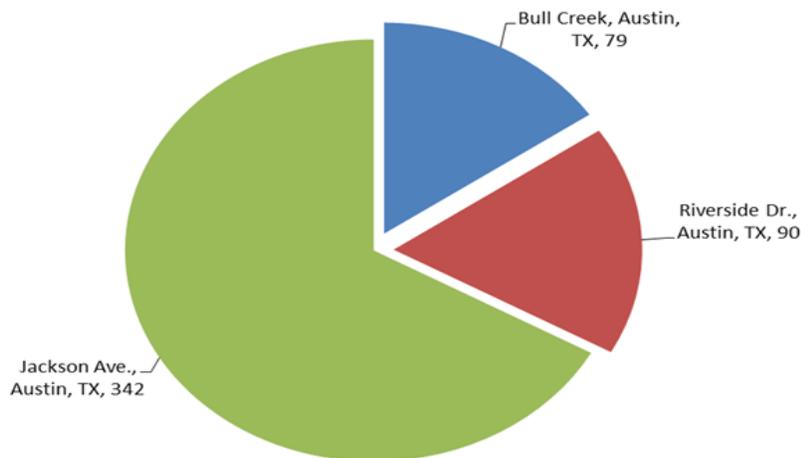
To meet our commitment to our customers, the agency staffs 16 regional offices throughout Texas in addition to central operations in Austin. As of February 29, 2012, 179<sup>2</sup> employees (26% of the workforce) were located in regional offices.

**Figure 2: Workforce by Regional Office (HR Online (PeopleSoft))**



Employees stationed at the Austin Regional Office are included in the Regional Office headcount. At the end of the 2nd quarter, fiscal year 2012 (FY12) 511<sup>2</sup> employees or 74% of the workforce were located in Austin.

**Figure 3: Austin Area Workforce (HR Online (PeopleSoft))**



Information presented in this plan is based on either the State Auditor's Office (SAO) or the HR Online (PeopleSoft) workforce data as footnoted, and reflects either fiscal year 2011 (FY11) year-end or 2<sup>nd</sup> quarter FY12 data.

<sup>2</sup> Source: TxDMV HR Online (PeopleSoft)

## EEO Commitment

TxDMV is an equal opportunity/affirmative action employer. The agency does not allow discrimination on the basis of race, color, religion, national origin, sex, disability, age, genetic information, sexual orientation, or veteran status.

## Workforce Utilization Analysis

Texas Labor Code, Chapter 21 requires each state agency to analyze its current workforce and compare the number of African Americans, Hispanic Americans and females employed by the agency in each job category to the available statewide civilian labor force (CLF) to determine if underutilization has occurred in a job category. The Equal Employment Opportunity Commission<sup>3</sup> (EEOC) data was used for comparison purposes. The EEOC annually collects EEO-1 information from private employers with 100 or more employees or federal contractors with 50 or more employees thus comprising the available civilian labor force in Texas.

The U.S. Census Bureau reports the Texas population increased 20.6%<sup>4</sup> between 2000 and 2010. That increase includes a Hispanic population growth in 228 Texas counties, a non-Hispanic Black population increase in 83 counties (decline in 102 counties) and an Anglo population growth in 91 counties (decline in 161 counties).

TxDMV workforce percentages by Equal Employment Opportunity (EEO) job categories are; 45.8% Professionals; 25.8% Technicians, 24.6% Administrative Support and 3.8% are Officials/Administrators<sup>5</sup>. The agency does not utilize all of the EEO job categories due to current staff classifications. Additional classifications may be utilized in the future.

Table 1 provides utilization analysis of the TxDMV workforce to the CLF. The EEOC's Uniform Guidelines on Employees Selection Procedures (29 C.F.R., Part 1607) defines selection rates for any race, sex, or ethnic group which are less than four-fifths or 80% of the rate for the group with the highest rate as generally regarded by Federal enforcement agencies as evidence of adverse impact. The agency's workforce indicates lower percentages for Asian/Pacific Islander (.99%)<sup>5</sup> compared to the available CLF (4.70%). The difference (3.71%) does not meet the 80% (3.76%) threshold.

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<sup>3</sup> Source: EEOC Publications, Job Patterns for Minorities and Women in Private Industry, 2010 EEO-1 Aggregate Report by State, Texas

<sup>4</sup> Source: U.S. Census, 2010 Texas Resident Population

<sup>5</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

**Table 1: TxDMV Workforce by Ethnicity and Job Category to Statewide Civilian Workforce (SAO Headcount)**

Job Category	Race/Ethnicity															
	Total	White			Black			Hispanic			Asian/Pacific Islander			American Indian/Alaskan Native		
		#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%
Officials/Administrators	27	24	88.89%	85.67%	1	3.70%	2.95%	2	7.41%	7.63%			2.87%			0.37%
First/Mid Level Officials & Managers	0			71.84%			7.84%			15.21%			4.02%			0.43%
Professionals	323	201	62.23%	66.20%	39	12.07%	9.01%	78	24.15%	11.89%	3	0.93%	11.48%	2	0.62%	0.45%
Technicians	182	103	56.59%	54.16%	23	12.64%	15.03%	52	28.57%	23.04%	2	1.10%	6.30%	2	1.10%	0.46%
Sales Workers	0			52.25%			14.13%			28.43%			3.31%			0.47%
Administrative Support	174	100	57.47%	47.02%	21	12.07%	19.94%	50	28.74%	28.76%	2	1.15%	2.67%	1	0.57%	0.40%
Craft Workers	0			48.19%			8.76%			39.66%			2.37%			0.47%
Operatives	0			35.11%			17.94%			42.16%			3.67%			0.38%
Laborers	0			25.32%			16.88%			53.81%			2.48%			0.28%
Service Maintenance	0			32.97%			21.71%			41.46%			2.11%			0.34%
*TxDMV FY12 2nd QTR Workforce	706	428	60.62%	%Difference	84	11.90%	%Difference	182	25.78%	%Difference	7	0.99%	%Difference	5	0.71%	%Difference
** Civilian Labor Force (CLF)	3,678,536	1,833,260	49.84%	10.8%	535,566	14.56%	-2.66%	1,083,054	29.44%	-3.66%	172,801	4.70%	-3.71%	15,054	0.41%	0.30%

\* Source: State Auditor's Office (SAO) 2nd QTR Fiscal Year 2012 Headcount \*\* Source: U.S. EEOC Job Patterns For Minorities And Women In Private Industry (EEO-1 preliminary); 2011 Annual Avg.  
 Note: Percentage totals may not equal 100% due to rounding.

## Workforce Profile by Job Classification / Average Salary

The agency uses 35 classification series as provided in Figure 4. The workforce performs a multitude of duties, many of which provide direct customer service. For example, 31.3% (221)<sup>6</sup> of our employees are classified as Customer Service Representatives, see Figure 4. Our Customer Service Representatives provide direct service to the public over the phone, in writing, and in person.

In the first month of transition from TxDOT in January 2012, the oversize and overweight License and Permit Specialists, 12.8% (90)<sup>6</sup> of the agency's employees, set a record for the number of permits issued of 58,514<sup>7</sup>. That record is evidence of our employees' commitment to customer service, even during transition to a new agency.

The estimated median annual salary of TxDMV employees in FY11 was \$41,493.24<sup>8</sup> slightly above the statewide median annual salary across all state agencies in the same period, of \$36,764.52.

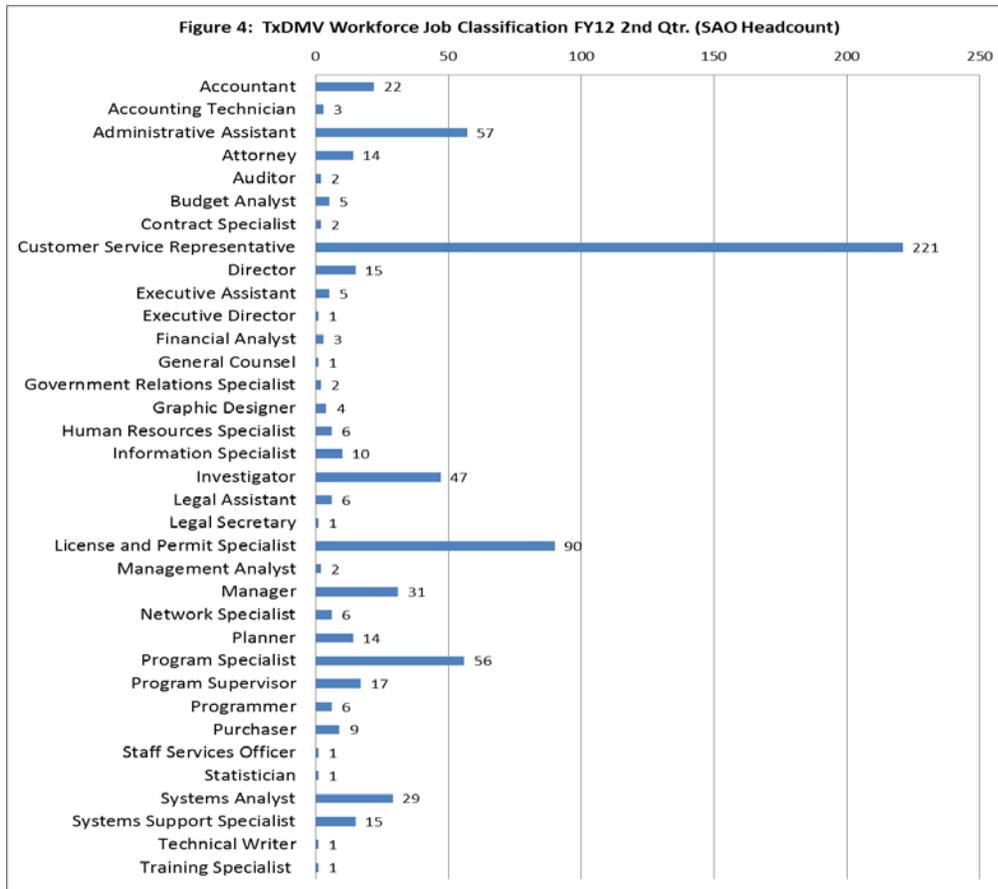
The estimated average annual salary for employees in FY12 is \$41,257.20<sup>9</sup> slightly above the statewide median annual salary across all state agencies, in the same period, of \$37,036.68.

<sup>6</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

<sup>7</sup> Source: TxDMV News Release, TxDMV Issues Record Number of Oversize and Overweight Permits

<sup>8</sup> Source: State Auditor's Office (SAO) E-Class System FY11 Fiscal Year Median

<sup>9</sup> Source: State Auditor's Office (SAO) E-Class System FY12 2<sup>nd</sup> Qtr. Fiscal Year Median



## Workforce Supply

TxDMV expects to maintain its ability to recruit a qualified workforce. The Texas Workforce Commission (TWC)<sup>10</sup> reported that Texas' adjusted unemployment rate dropped to 7.1% in February 2012. The decreased unemployment rate should not affect the available workforce supply as the 2010 U.S. Census reported a 20% growth in the Texas population between 2000 and 2010<sup>11</sup>. The population growth is expected to continue into the next decade, providing additional resources to address shortages created by retirement of the baby boomer generation.

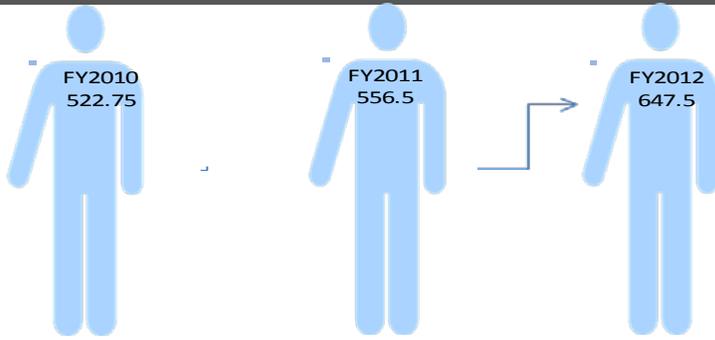
At the end of the 2<sup>nd</sup> quarter FY12 the TxDMV employee headcount was 690<sup>12</sup>. Figure 5 shows the agency average workforce strength for fiscal years 2010 – 2012 (1<sup>st</sup> and 2<sup>nd</sup> quarters) utilizing full time equivalency (FTE) data from SAO. The FTE is a ratio that represents the number of hours an employee works compared to 40 hours a week; one FTE is any combination of employees whose hours total 40 hours.

<sup>10</sup> Source: Texas Workforce Commission: Texas Workforce Press Release, March 30, 2012

<sup>11</sup> Source: U.S. Census, 2010 Texas Resident Population

<sup>12</sup> Source: TxDMV HR Online (PeopleSoft)

**Figure 5: TxDMV Workforce Strength FY10 - FY12 2nd Qtr. (SAO Avg.)**



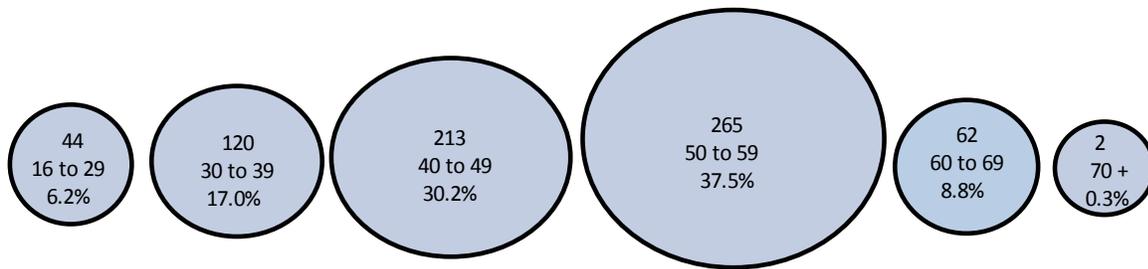
## Workforce Age and Gender

Approximately 77%<sup>13</sup> of agency employees are over 40. Although the median age in Texas (33.1) is lower than the median age of the nation (36.4), older workers are attracted to employment with the public sector<sup>14</sup> and provide a qualified and experienced labor pool.

Today’s workers aged 50 and older report that they anticipate working past the traditional retirement age of 62-65<sup>14</sup>. Older workers who are entering the labor force for the first time or who are unemployed and looking for work may represent a segment of the civilian labor force that is under tapped<sup>12</sup>.

TxDMV policies and hiring procedures allow the agency to attract, hire, and retain well qualified workers regardless of age or gender. Figure 6 indicates the majority of the agency is in ages 40 – 59. Figure 7 compares female and male population utilizing SAO average headcount data for fiscal years 2010 – 2012.

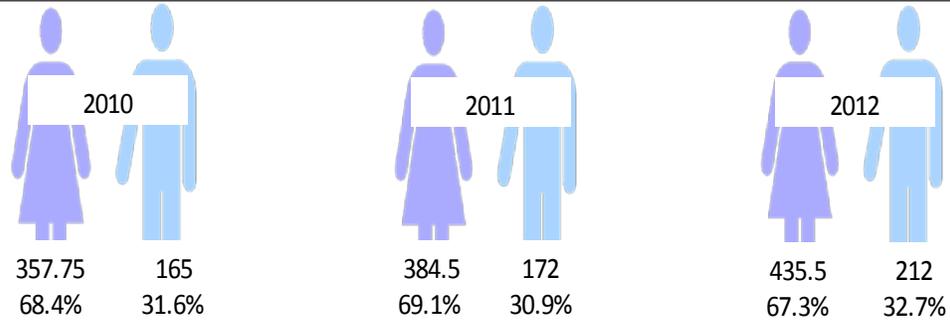
**Figure 6: TxDMV Workforce Age FY12 2nd Qtr. (SAO Headcount)**



<sup>13</sup> Source: State Auditor’s Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

<sup>14</sup> Source: The Center on Aging & Work at Boston College, State Perspectives, Texas Profile, April 2008

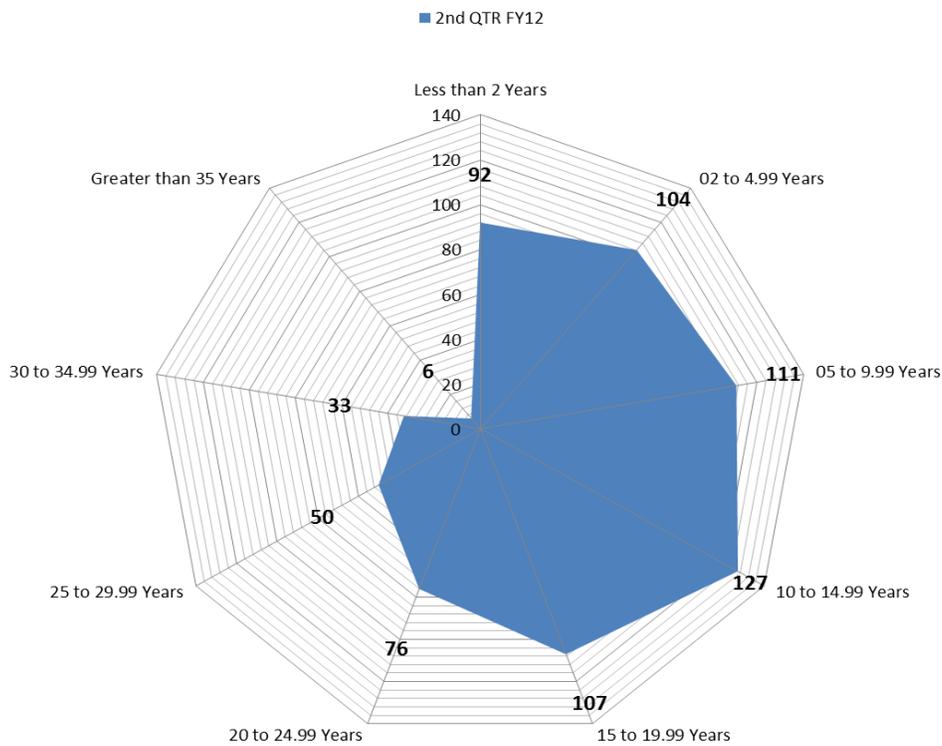
**Figure 7: TxDMV Gender Avg. Headcount FY10 - FY12 (SAO Avg.)**



### State Service Tenure

TxDMV employs an experienced and tenured staff. Over 38.5%<sup>15</sup> of employees have 15 or more years of state service.

**Figure 8: TxDMV State Service (SAO Headcount)**



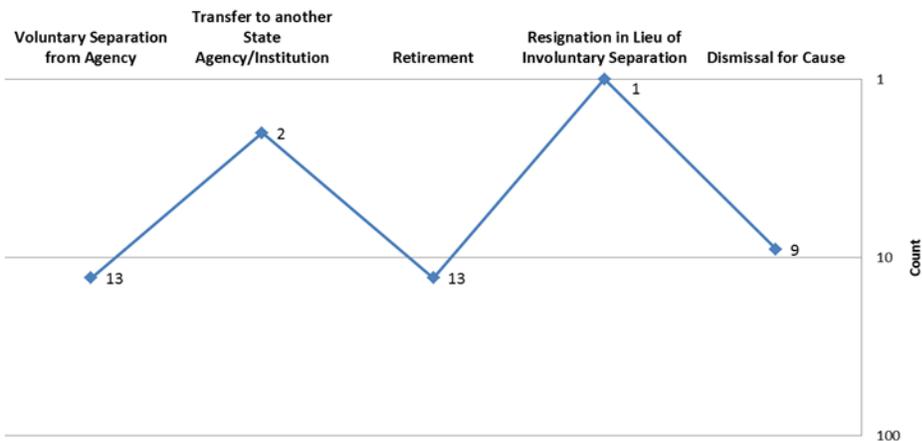
<sup>15</sup> Source: State Auditor’s Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

## Terminations and Turnover

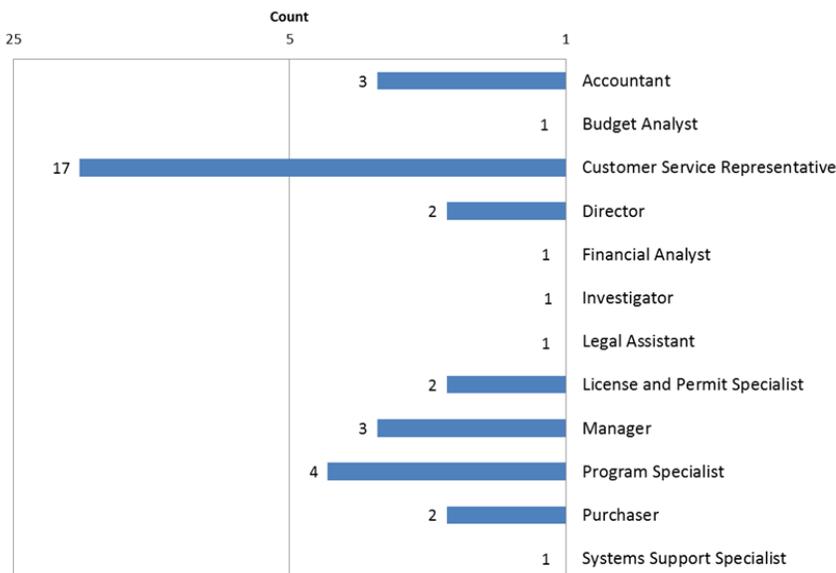
A total of 48<sup>16</sup> employees left employment during FY11. Agency FY11 turnover, calculated with 48 separations, was 8.6%<sup>16</sup> and represents a decrease from fiscal year 2010 turnover rate of 9.0%. Voluntary separations accounted for the majority of terminations during FY11. This turnover rate excludes the retirement of one exempt position, the executive director. The turnover rate for all state agencies was 16.8% in FY11, the highest rate experienced since FY08.

The department processed 38 terminations through the 2nd quarter of FY12 of which 45% (17) were Customer Service Representatives.

**Figure 9: TxDMV Terminations by Reason FY12 - 2nd Qtr. (SAO)**



**Figure 10: TxDMV Terminations by Class Series FY 12 - 2nd Qtr. (SAO)**



<sup>16</sup> Source: State Auditor's Office (SAO) E-Class System 4<sup>th</sup> QTR FY11

The State Auditor’s Office Employee Exit Survey is used to capture feedback from employees who voluntarily separate from the agency. Exit Survey results for FY11 and FY12 indicate employees left the agency for the following reasons:

<b>Reason for Leaving</b>	<b>FY11 18 Respondents</b>	<b>FY12 15 Respondents</b>
Retirement	44.00%	40.00%
Self-employment	11.10%	
Better pay/benefits	11.10%	6.70%
Personal or family health	11.10%	
Enter/return to school	5.60%	
Inadequate work resources	5.60%	
Location /transportation issues	5.60%	
No or little career advancement opportunities	5.60%	6.70%
Personal or family health		20.00%
Relocation (self, spouse, companion)		13.30%
Issues with my supervisor/Issues with employees I supervise		6.70%
Poor working conditions/environment		6.70%

## **Retirement Eligibility**

The projected number of employees eligible to retire from FY12 through FY16 is 240<sup>17</sup>; representing 34% of the workforce.

The Vehicle Titles and Registration division is projected to have 80 employees eligible to retire by 2016. Administrative Services division has the second highest number eligible at 48 employees, representing approximately 45% of the division’s workforce.

	<b>FY11 or Before</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>Total</b>
Executives	1	2	1	1	1	2	8
Managers	6	2	1	2	4	0	15
Supervisors	8	3	2	3	0	1	17
Lead Workers	10	2	1	2	4	1	20
Individuals	60	12	19	25	34	30	180
<b>Total</b>	<b>85</b>	<b>21</b>	<b>24</b>	<b>33</b>	<b>43</b>	<b>34</b>	<b>240</b>

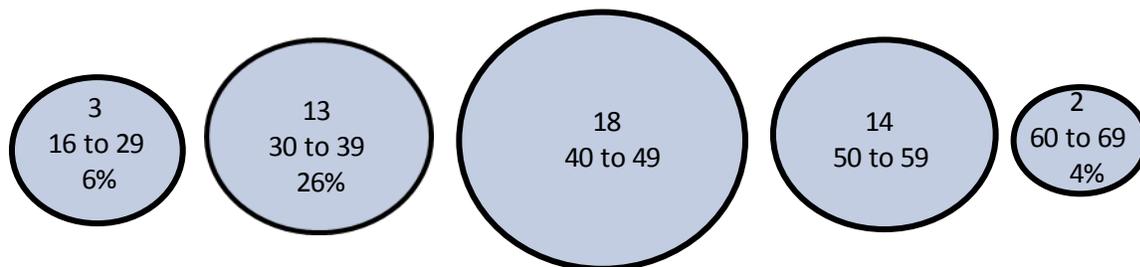
<sup>17</sup> Source: TxDMV HR Online (PeopleSoft)

## New Hires

TxDMV hired 103<sup>18</sup> employees during FY11, at an average age of 43<sup>19</sup>.

As provided in Figure 11, the agency hired 50<sup>18</sup> new employees (not including 106 Motor Carrier staff legislatively transferred in January 2012) at an average age of 44 years (64% of hires were between 40 to 59) from September 1, 2011 through February 29, 2012.

**Figure 11: TxDMV Workforce Age at Hire (CPA)**



The FY11 hires were 65% female and 54% white as compared to FY12 hires through February 2012, which were 66% female and 58% white.

## Projection

Due to low turnover, the agency has capacity to deliver services and does not anticipate any future hiring freezes or layoffs. However, retirement projections through 2016 indicate 34% (240) of the current workforce may exit over the next five years.

Recruitment for positions in information technology (IT) will be needed as the agency stands up its own IT services and implements the Texas Automation Systems Project.

Customer Service Representatives (CSR) will continue to comprise a significant portion of the agency's workforce (approximately 33%); consequently, turnover will continue to be the highest in the agency for this group. CSR positions require excellent verbal and written communication skills and some positions require bilingual skills.

<sup>18</sup> Source: State Comptroller of Public Accounts (CPA) FM Query Hire Report

<sup>19</sup> Source: State Comptroller of Public Accounts (CPA) Adhoc Report Hires FY11

## Demand Analysis

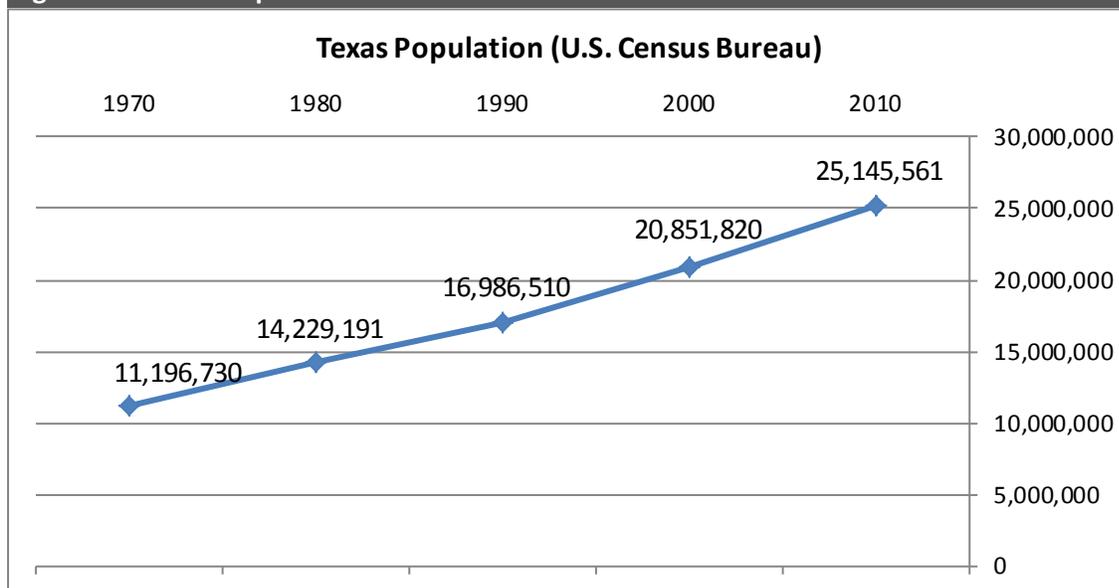
TxDMV was initially authorized a workforce not to exceed 647 full-time equivalent (FTE) positions when it was created in 2009. With the transfer of 116 Oversize/Overweight (OS/OW) program FTEs from TxDOT in January 2012, the number of authorized FTEs increased to 763.

Workforce availability is affected by the 20.6%<sup>20</sup> increase in the Texas population, as reported by the U.S. Census Bureau. The increase in population creates a larger recruitment pool. However, occupational choices vary from generation to generation. Older age workers are more likely to work for the public sector<sup>21</sup>.

The increase in the Texas population translates into an increased demand for TxDMV services. The Vehicle Titles and Registration Division projects a 2.31% increase in population will lead to a 2.59% increase in vehicle registrations to 6,658,358 in 2012<sup>22</sup>. Vehicles may be registered three ways; online (for residents in participating counties only), by mail, and in person.

Currently 73 (29%) of the 254 counties in Texas do not have online registration. Advances in availability to technologies may increase the number of counties providing online registrations and reduce the number of staff required in Regional Offices.

**Figure 12: Texas Population Growth 1970 - 2010**



<sup>20</sup> Source: U.S. Census, 2010 Texas Resident Population Data

<sup>21</sup> Source: The Center on Aging & Work at Boston College, State Perspectives, Texas Profile, April 2008

<sup>22</sup> Source: TxDMV Vehicle Titles and Registration, Registration & Title Projection Based on Population

## Future Workforce Skills Needed

Customer Service - the volume and complexity of inquiries (telephone, email, and walk-ins) requires staff with contact center experience and strong interpersonal, technological, and bilingual skills.

Technology - As TxDMV increases its reliance on information technology, the development of software and systems maintenance necessary to respond to customer needs, provide quality services, and conduct day-to-day business operations will be critical. Our increasing reliance on technology requires employees who are proficient in such technologies. Additionally, as the department expands its outreach efforts through the use of the internet and social media, requisite skills will be needed.

Employees will need to have skills in the following areas:

- Technology
- Bilingual English/Spanish
- Customer service
- Verbal and written communications
- Project management
- Continuous quality improvement and change management

The workforce will need attributes that align with the following agency values:

- Transparency
- Efficiency
- Teamwork
- Internal and external communications
- Accountability
- Cost effectiveness
- Customer centric
- Trustworthy
- Performance driven
- Progressive

## Anticipated Increase/Decrease in Number of Employees and Skills Needed

No overall increase or decrease is expected in the number of authorized full time equivalent (FTE) positions.

## Strategy Development

To retain a diverse and qualified workforce, the following recruitment and retention strategies will be used.

### Recruitment Strategies

- The agency will continue to recruit a diverse and qualified applicant pool by announcing job opportunities on the agency's website, Texas Workforce Commission's Work in Texas, Internet job boards and industry specific publications.
- A College Student Internship Program will be implemented. The paid internship program targets college students and recent college graduates to market the agency as a viable employer.
- Perpetual postings provide a candidate pool for high turnover positions, such as Customer Service Representatives, reducing the time to hire.
- The HR Manual, Hiring Policy, has been revised to provide an efficient, streamlined process for managers to hire qualified candidates.

### Retention Strategies

- Position Classification Actions – TxDMV continues to assess agency positions to ensure compliance with the State's Classification Plan. For example, several job descriptions have been revised and audited, including Customer Service Representatives in Vehicle Titles and Registration and Consumer Relations divisions; Licensing and Permit Specialists in the Motor Vehicle Division; Administrative Assistants and information technology positions in the Administrative Services Division; and Attorneys and Investigators in the Enforcement Division.
- Salary Actions – The agency is revising compensation policies; aligning performance management with the Board's vision and values; and allocating merit dollars if available for rewarding performance.
- Staff Development - The TxDMV offers tuition assistance. The agency understands that education and training are an important part of an employee's career growth and enhance the agency's ability to provide excellent customer service delivery.

- Continuous improvement, change management and project management training was implemented. This training will continue to be provided to the workforce.
- Alternative Work Schedules – The TxDMV provides flexible work schedules when possible to meet the needs of our employees and our customers.
- Telecommuting – the agency allows telecommuting when it benefits our customers.
- Sick Leave Pool – Employees and their immediate families who suffer a catastrophic illness or injury and exhaust their paid leave balances are eligible for an award of sick leave pool time to remain in a paid leave status.
- Employee Wellness – Programs geared to healthy life style choices including an Employee Assistance Program.
- State Service Award Program – Recognizing total service to the state.
- The HR Manual has been rewritten to streamline policies and processes, eliminate redundant language, incorporate consistent terminology and remove non-value added sections and policies not applicable to the department.

# **APPENDIX F: TXDMV SURVEY OF EMPLOYEE ENGAGEMENT**



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# Survey of Employee Engagement: 2012

## Survey Findings and Focus Group Input

### Background

In April-May of 2012, TxDMV participated in the Survey of Employee Engagement (SEE). Surveys were emailed to 689 employees statewide and 503 surveys were completed and returned, giving an excellent response rate of 73%. Survey findings were made available to the department by The University of Texas in late June 2012. TxDMV Human Resources (HR) was tasked to develop a survey response plan including dissemination of survey results, documentation of employee input, and an organizational process to implement employee suggestions for improvements.

### Survey Results

The agency's synthesis score (the average of all items) is 3.37 (or 337 for comparison purposes with the Construct Scores below). On a scale of 1 to 5, 3.37 is a "low-middle" score. Scores close to 4.00 and higher are considered areas of excellence and scores of 3.25 and lower are considered areas of weakness and organizational risk. There are 19 constructs or organizational topics in the survey. The following tables show the highest scoring constructs and the lowest scoring constructs in the TxDMV 2012 SEE.

### Organizational Strengths

Employees identified the agency's ability to make internal changes in order to meet customers' needs as our highest organizational attribute.

Construct	2012 SEE Score
Strategic	364
Ethics	361
Physical Environment	361
Quality	358
Benefits	358
Climate/Atmosphere	354

## Organizational Weaknesses

Construct	2012 SEE Score
Pay	222
Internal Communication	300
Climate/Feedback	310
Climate/Management	312
Climate/Fairness	319
Diversity	320

## Survey Response Plan

The agency's response to the 2012 SEE includes 5 steps: Communicate, Listen, Identify Targets, Train and Respond.

### Communicate

Survey results, in the form of the reports provided by The University of Texas, are posted on the agency's Intranet website, Crossroads. Agency-wide summary and data reports are available as well as summary reports for each division. A link is available for employees to submit questions, suggestions and comments. All TxDMV employees have access to Crossroads and postings are available in a printable format.

Meetings will be held with each Division Director to review survey findings and to make division-specific response plans.

Handouts of survey findings will be distributed in meetings where the SEE is discussed and will be available on Crossroads.

### Listen

To further clarify the SEE findings, focus groups will be conducted in June, July and August 2012 in which employees will be asked to 1) discuss and validate the overall survey findings; 2) provide specific examples of areas of organizational weakness; and 3) make suggestions for improvements.

Human Resources prepared a list of all Austin-based employees as of June 15, 2012 in which employees were divided into position subgroups, including Non-supervisors, Lead Workers/Coordinators, Supervisors, and Managers/Directors. Employees will be invited to attend a focus group comprised of others within their position subgroup to create an environment in which people feel comfortable and safe discussing potential issues and problems.

Twenty-six instructor-led focus groups are scheduled from June 28 – August 24, 2012. An average of 20 employees will be invited to each group. Five groups will be conducted at the Riverside location and 21 at Camp Hubbard. Also during the summer, 5 teleconference focus groups will be held with regional staff.

Results of employee input from these focus groups, including examples of areas of weakness and suggestions for improvement, will be made available to agency leadership in September 2012.

### **Identify Targets**

In September 2012, agency leadership will review survey findings and employee input and will determine what specific areas of organizational weakness to target with SEE response projects. Human Resources will develop an SEE response project roll out plan for FY 2013.

### **Train**

Employees who volunteer and are approved to participate in SEE response projects will be trained throughout their participation. Training will include basic elements of Process Improvement, Group Decision Making, Project Management and Change Management.

### **Respond**

The TxDMV response to the 2012 Survey of Employee Engagement will culminate with a number of response projects that specifically target an area of weakness identified in the SEE and recommended by employees as an opportunity for improvement. Employees will utilize a Process Improvement Model to identify root causes of problems and will develop appropriate solutions. Agency leaders will serve as executive sponsors for each project and will be responsible for the implementation of project recommendations

### **SEE Response Project Guidelines**

- Response projects can have multiple streams – ongoing and overlapping projects with similar guidelines and goals.
- Response projects will involve employees (including supervisors and managers) and are intended to address employee suggestions to the greatest extent possible.
- Response projects will have project charters that identify goals, timelines, sponsors and project leaders.
- The agency will provide ongoing feedback on all SEE response activities and projects.
- While TxDMV may have multiple simultaneous projects, we need to keep the SEE response project goals limited to a small number of organizational categories in order to ensure as many successes as possible. Too much unorganized change can result in overall organizational chaos, questionable long term benefit, and increased employee frustration.
- Response projects that are properly sponsored, chartered and well-intentioned may, in the end, fail to achieve their intended improvements. Management needs to understand and employees need to be assured that the failure of a project due to unintended consequences does not mean personal failure for the employee. The only failure is the failure to participate.

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