Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

STRATEGIC PLAN

Fiscal Years 2015 -2019

Strategic Plan

For the Fiscal Years 2015 – 2019

BY

THE TEXAS DEPARTMENT OF

MOTOR VEHICLES

BOARD MEMBER	TERM EXPIRES	HOMETOWN
John Walker III, Chairman	February 1, 2017	Houston, TX
Laura Ryan, Vice Chair	February 1, 2015	Cypress, TX
Robert Barnwell III	February 1, 2019	Magnolia, TX
Luanne Caraway	February 1, 2019	Kyle, TX
Blake Ingram	February 1, 2017	Sunnyvale, TX
Raymond Palacios, Jr.	February 1, 2019	El Paso, TX
Victor Rodriguez	February 1, 2015	McAllen, TX
Marvin Rush	February 1, 2017	Seguin, TX
Joseph Slovacek	February 1, 2015	Houston, TX

July 2014

Whitney Brewster
Executive Director

John Walker III
Chairman of the Board

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Table of Contents

Part I: Vision, Mission and Goals

"Since the last round of strategic planning began in March 2012, our nation's economic challenges have persisted, but Texas' commitment to an efficient and limited government has kept us on the pathway to prosperity. Our flourishing economic climate and thriving jobs market continue to receive national attention and are not by accident. Texas has demonstrated the importance of fiscal discipline, setting priorities and demanding accountability and efficiency in state government. We have built and prudently managed important reserves in our state's "Rainy Day Fund," cut taxes on small business, balanced the state budget without raising taxes, protected essential services and prioritized a stable and predictable regulatory climate to help make the Lone Star State the best place to build a business and raise a family."
─ *Governor Rick Perry*

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<u>Statewide Vision – Planning for Progress</u>

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the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions.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 ensure 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. I know you share my commitment to ensuring that this state continues to shine as a bright star for opportunity and prosperity for all Texans. I appreciate your dedication to excellence in public service and look forward to working with all of you as we continue charting a strong course for our great state.

– Governor Rick Perry

The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should 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 must 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.

Aim high…we're not here to achieve inconsequential things!

__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 government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. 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, 81st Legislature, Regular Session.

TxDMV is responsible for titling and registering vehicles, licensing and regulating of the motor vehicle sales and distribution, salvage dealers, registering commercial oversize/overweight (OS/OW) vehicles, and providing auto theft prevention grants. TxDMV 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
    - o TxDMV's targeted industries include businesses related to motor vehicle sales and distribution, salvage dealers 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
    - o 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, salvage dealers, the commercial carrier industry,

and household goods carriers.

- Number of new non-government, non-farm jobs created.
  - o 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.

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.

Regulatory

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 within six months
- Percentage of new and renewed professional licenses issued online; and
- 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 by:*

- 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 Vision

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

TxDMV Mission

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

TxDMV Philosophy

The Texas Department of Motor Vehicles is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.

TxDMV Values

We at the Texas Department of Motor Vehicles are committed to:

T — Transparency
- Being open and inclusive in all we do

E — Efficiency
- Being good stewards of state resources by providing products and services in the most cost-effective manner possible

X — Excellence
- Working diligently to achieve the highest standards

A — Accountability
- Accepting responsibility for all we do, collectively and as individuals

S — Stakeholders
- Putting customers and stakeholders first, always

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Part II: Internal & External Assessment

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TxDMV – A Historical Perspective

History of the TxDMV

- 1917 – Texas began registering motor vehicles, 20 years before the enactment of the Texas Certificate of Title Act.

- 1939 – Texas passes the Motor Vehicle Act requiring the registration of vehicles.

- 1939 – 2009
  Texas Department of Transportation (TxDOT) had the responsibility of titling and registering vehicles, licensing and regulating the motor vehicle sales and distribution industry, salvage dealers, registering commercial vehicles, permitting oversize/overweight loads and providing auto theft prevention grants.

- Spring 2009 – Enactment of H.B. 3097, 81st Legislature, Regular Session, created the Texas Department of Motor Vehicles (TxDMV) as an independent agency. The bill transferred four divisions from TxDOT – Vehicle Titles and Registrations, Motor Carrier (excluding Oversize/Overweight permitting), Motor Vehicles and the Automobile Burglary and Theft Prevention Authority – to the newly created TxDMV.

- September 2009 – H.B. 3097 became effective. The first nine-member board was appointed by the Governor, naming Victor Vandergriff as Chairman of the Board.

- February 2010 – the first Executive Director was selected.

- April 2011 – Board selects the Azimuth Group, Inc. to conduct a comprehensive organizational assessment of the agency.

- July 2011 – Azimuth Group, Inc. releases findings on industry landscape, organizational culture and stakeholder engagement.

- Spring 2011 – Enactment of S.B. 1420, 82nd Legislature, Regular Session, transfers the Motor Carrier Oversize/Overweight Permitting Program to TxDMV.

- September 2011 – Interim Executive Director is named.

- January 2012 – Motor Carrier Oversize/Overweight Permitting Program is officially transferred to TxDMV.

- August 2012 – Ms. Whitney Brewster is selected as new TxDMV Executive Director.

- May 2013 – Mr. Johnny Walker is named new Chairman of the TxDMV Board.

TxDMV Statutory Authority

Statutory Citations for Texas Department of Motor Vehicles Authority		
Statutory Citations	**Chapter Title**	**Description**
Transportation Code Chapter 501	Certificate of Title Act	Governs the creation and transfer of motor vehicle certificates of title, the perfection of security interests through the certificate of title system, and related enforcement provisions.
Transportation Code Chapter 502	Registration of Vehicles	Mandates the annual registration of vehicles used on a public highway, issued by the Department through the county in which the owner resides and addresses registration fees and requirements.
Transportation Code Chapter 503	Dealer's and Manufacturer's Vehicle License Plates	Establishes licensing and business operation requirements for motor vehicle dealers.
Transportation Code Chapter 504	License Plates	Defines the design, specification and use of license plates, including personalized and specialty plates and plates used by persons with disabilities. Also addresses the marketing of specialty plates through a private vendor.
Transportation Code Chapter 520	Miscellaneous Provisions	Describes the Department's responsibilities and relationship with the county tax assessor-collectors who perform titling and registration services and the authorization of deputies or title service companies to provide these services.
Transportation Code Chapter 551	Operation of Bicycles, Mopeds and Play Vehicles	Provides for general operation and regulation of electric bicycles, neighborhood electric vehicles and motor-assisted scooters.
Transportation Code Chapter 621	General Provisions Relating to Vehicle Size and Weight	Establishes vehicle size and weight limitations and addresses the fees, penalties and enforcement provisions related to oversize and overweight specialty permits.
Transportation Code Chapter 623	Permits for Oversize / Overweight Vehicles	Charges the department with issuing various oversize/overweight permits for motor carriers traveling through Texas and provides the administrative enforcement of permits and regulations.
Transportation Code Chapter 642	Identifying Markings On Commercial Motor Vehicles	The Texas Department of Motor Vehicles may prescribe additional requirements regarding the form of the markings required by Section 642.002(a)(2), Transportation Code, that are not inconsistent with said subsection.
Transportation Code Chapter 643	Motor Carrier Registration	Governs the registration and insurance requirements for commercial motor carriers, including administrative penalties for violations.

Statutory Citations for Texas Department of Motor Vehicles Authority		
Statutory Citations	**Chapter Title**	**Description**
Transportation Code Chapter 645	Single State Registration	Enables the Department to participate in a federal motor carrier registration program under the unified carrier registration system, or a single state registration system established under federal law.
Transportation Code Chapter 646	Motor Transportation Brokers	Imposes bonding requirements on motor transportation brokers.
Transportation Code Chapter 648	Foreign Commercial Motor Transportation	Regulates foreign commercial vehicles operating in border commercial zones.
Transportation Code Chapter 681	Privileged Parking	Governs the issuance of disabled parking placards, including the duties of county tax assessor-collectors.
Transportation Code Chapter 683	Abandoned Motor Vehicles	Addresses motor vehicle titling issues related to the seizure and sale of abandoned motor vehicles.
Transportation Code Chapter 702	Contracts for Enforcement of Certain Arrest Warrants	Allows the Department to refuse to register a motor vehicle if the Department receives, under a contract, information from a municipality that the owner of the vehicle has an outstanding warrant from that municipality for failure to appear or failure to pay a fine on a complaint that involves the violation of a traffic law.
Transportation Code Chapter 707	Photographic Traffic Signal Enforcement System	Allows the Department to refuse to register a motor vehicle alleged to have been involved in the violation of this section, if the owner of the motor vehicle is delinquent in the payment of a civil penalty imposed under said chapter. [§ 707.017, Transportation Code]
Transportation Code Chapter 730	Motor Vehicles Records Disclosure Act	Designed to protect the interest of an individual in the individual's personal privacy by prohibiting the disclosure and use of personal information contained in motor vehicle records, except as authorized by the individual or by law.
Transportation Code Subtitle M (Chapters 1001 – 1005)	Department of Motor Vehicles	Enabling statute for the department, describing the agency's structure, duties, rulemaking authority, public access requirements and standards of conduct.

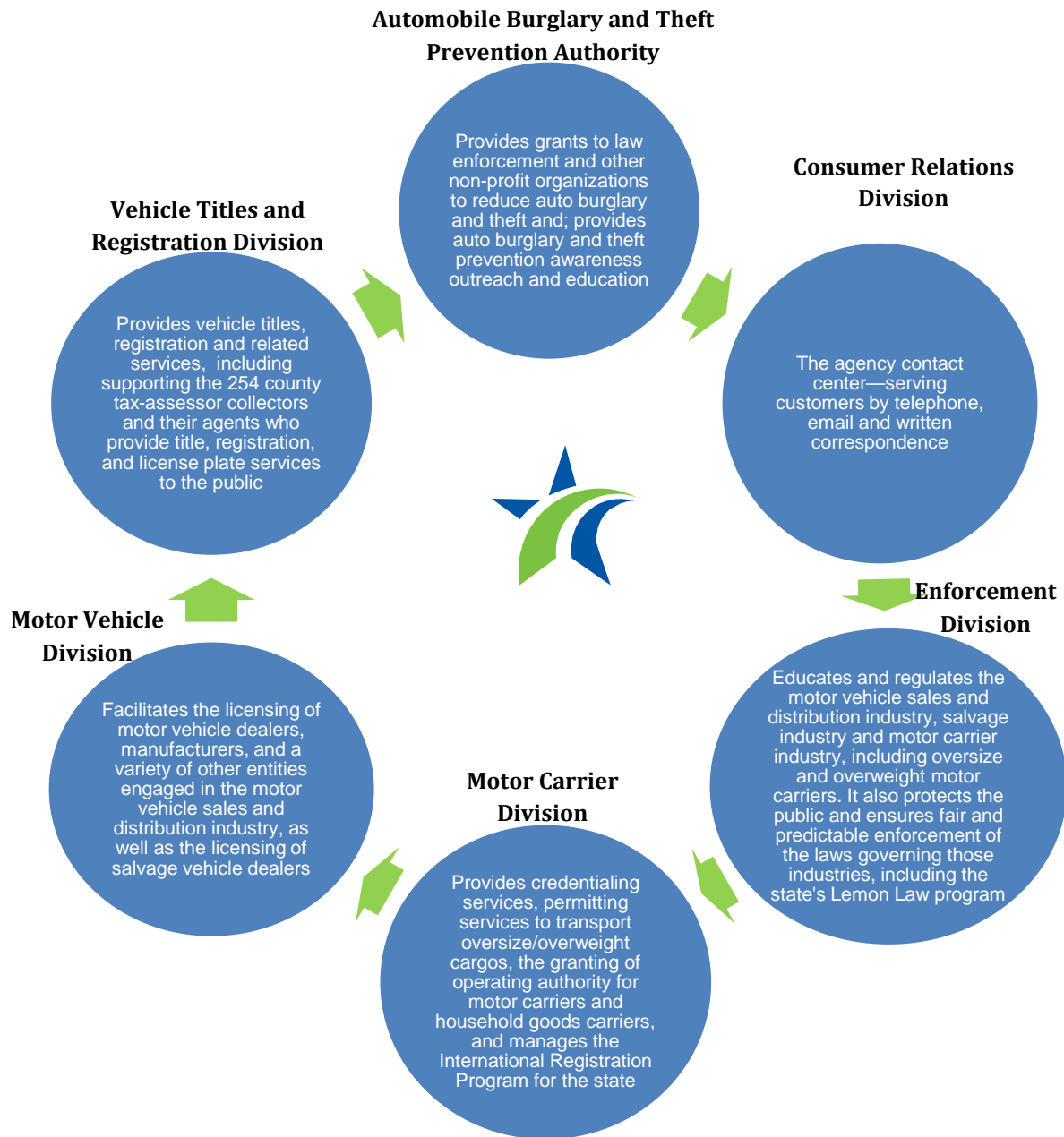| Statutory Citations for Texas Department of Motor Vehicles Authority		
Statutory Citations	**Chapter Title**	**Description**
Occupations Code Chapter 2301	Sale or Lease of Motor Vehicles	Requires new motor vehicle dealers, manufacturers, distributors, converters and lessors to be licensed to operate in Texas and meet minimum business requirements. Also includes protections for new motor vehicle dealers and closures.
Occupations Code Chapter 2302	Salvage Vehicles Dealers	License requirements for salvage vehicles dealers and their agents, including business operation duties and penalties and enforcement.
Occupations Code Chapter 2309	Used Automotive Parts Recyclers	Requirement for a used automotive parts recycler to surrender to the department the title or other ownership documents for a motor vehicle, non-repairable motor vehicle or salvage motor vehicle. Also includes the Department's obligation to issue a receipt for the surrendered title or other document of ownership.
Texas Civil Statues Article 4413 (37)	Automobile Burglary and Theft Prevention Authority (ABTPA)	Establishes the ABTPA as an independent body within the Department to analyze methods of combating motor vehicle burglary and theft and to provide financial support automobile theft and burglary reduction programs.

TxDMV – Main Functions

Overview

TxDMV registers more than 23 million vehicles every year and issues nearly seven million titles. Additionally, the agency annually licenses more than 21,000 motor vehicle and salvage dealers, issues more than 750,000 commercial motor carrier permits and 50,000 motor carrier credentials while manufacturing nearly 11 million license plates.

Agency programs provide information and help when a purchased vehicle turns out to be a lemon, when a moving company improperly handles household goods, and when a clear title is needed for a vehicle. Additionally, TxDMV supports communities and law enforcement in their efforts to curb local automobile thefts and burglaries.

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

Consumer Relations Division

The agency contact center—serving customers by telephone, email and written correspondence

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

Enforcement Division

Educates and regulates the motor vehicle sales and distribution industry, salvage industry and motor carrier industry, including oversize and overweight motor carriers. It also protects the public and ensures fair and predictable enforcement of the laws governing those industries, including the state's Lemon Law program

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

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

Agency Support Functions

The agency also maintains several divisions and offices that are integral to the day-to-day operations of the agency. These functions are:

Board Support;
Civil Rights Office;
Enterprise Project Management Office;
Finance and Administrative Services;
Government and Strategic Communications;
Human Resources;
Information Technology Services;
Internal Audit; and
Office of General Counsel.

TxDMV – Agency Functions

Automobile Burglary and Theft Prevention Authority (ABTPA)

ABTPA is charged with assessing the vehicle burglary, vehicle theft and economic vehicle theft problems in Texas.

Major Initiatives:

- Reduced auto theft since 1991 by 70%.
- Participates in the Department of Public Safety Homeland Security initiative.
- Provides assistance to U.S. Border Patrol, U.S Customs and local agencies with border and port checks.

Statewide Public Awareness/Education

- The ABTPA's award winning "Watch Your Car" campaign has increased public awareness in the state and has provided grantees with a comprehensive theme, operational plan and materials for theft reduction information and education. Our hotline, 1-800-CAR-WATCH provides citizens throughout the state with tips to reduce vehicle theft.

- ABTPA has won multiple awards for its public education efforts, including two 2010 Bronze Telly Awards and the AAMVA PACE Competition Region II Award for "The Shadow" public awareness initiative, which focuses on the idea that where Texans go, car thieves are there to burglarize and/or steal their vehicles and belongings.

Consumer Relations Division (CRD)

The contact center business model is customer-centric and focuses on delivering a quality service experience at the initial point of contact.

Major Initiatives:

- Converted to a Contact Center. The multi-disciplinary business specialties and communication channels were assimilated into a unified Contact Center where staff now assists a customer via any communication channel.

- Improved customer response time. Reduced the response time on written communications from more than seven business days to three or less business days. Although there was an 11% increase in contacts from the previous year, 95% were answered within one day.

- Improved customer satisfaction. Received 1,353 customer compliments; a 218% increase from the previous year.

- Improved the service quality. Implemented a Quality Assurance and Quality Control Program to measure service quality, enhance skill development and improve the customer experience. The results were:

    ✓ a nine percent improvement in the overall quality control score;
    ✓ a 218% increase in customer satisfaction; and
    ✓ a 100% staff participation rate in training and professional development.

- Increased the number of customers served. Served an additional 3.86% telephone customers and 11% email customers.

- Converting Technology. Transitioning the outdated call center technology to an up-to-date contact center solution.

Enforcement Division (ENF)

The primary function of the ENF division is to investigate complaints against licensees in the industries regulated by the agency and, when appropriate, file administrative charges alleging violation of the laws.

Major Initiatives:

- Continued support of federal and local law enforcement in conjunction with:

    ✓ Federal Motor Carrier Safety Administration (FMCSA) – assist federal regulatory arm with interstate movers;
    ✓ Commercial Vehicle Information Systems and Networks (CVISN) – federal program providing increased truck safety on state roadway infrastructure; and
    ✓ Department of Public Safety – coordinate on vehicle salvage.

- Developed Mediation program for consumers and household goods carriers to settle property damage cases outside the court system.

- Expanded educational initiatives to the intranet and developed additional topics, such as Household Goods Carrier training and Advisory Investigation for Oversize/Overweight carriers.

- Initiated the Motor Carrier Insurance Notification Program to contact motor carriers losing insurance coverage.

Motor Carrier Division (MCD)

MCD provides credentialing and permitting services for oversize/overweight cargo, grant operating authority for motor carriers and household good carriers and manages the International Registration Program.

Major Initiatives:

- Continued Commercial Vehicle Information Systems Network (CVISN) grant management, including Advanced Bridge Clearance Warning System.

- Obtained approval from the Federal Motor Carrier Safety Administration (FMCSA) to certify a Texas Unified Carrier Registration (UCR) system.

Motor Vehicles Division (MVD)

The primary function of MVD is to license and regulate the motor vehicle dealer industry.

Major Initiatives:

- Streamlined the licensing process by:
  - ✓ Developing presentations for the agency website to explain newly revised rules, and
  - ✓ Placing clear, complete and easy-to-follow instructions for licensees on the agency website.

- Attended Motor Vehicle Shows to educate and strengthen relationships with licensees and the motoring public and to increase the public's awareness of the services offered by the agency.

- Implemented a new mediation process for complaint and protest contested cases that are filed with the division.

- Updating Software to include:
  - ✓ Replacing the agency's Licensing, Administration, Consumer Affairs and Enforcement (LACE) System, and
  - ✓ Purification of LACE data for the LACE Replacement Project.

Vehicle Titles and Registration Division (VTR)

VTR Division provides vehicle title, registration and related services, including supporting county tax assessor-collectors and their agents that provided title, registration and license plate services.

Major Initiatives:

- Consolidation of State Vehicle Inspection Certificate and State Vehicle Registration Stickers ("Single Sticker").

  ✓ The agency is now working with the Texas Department of Public Safety and the Texas Commission on Environmental Quality to consolidate the current vehicle safety inspection certificate and the vehicle registration window sticker and develop a process for each agency's individual information technology platforms to share program data.

- webDEALER Initiative.
  ✓ The agency is working on developing a web-based solution for the titling and registration of vehicles.

- Continuation of refactoring the Registration and Title System.

- Participation in the National Motor Vehicle Title Information System (NMVTIS)
  ✓ The agency is currently in the process of purging all Texas data and reloading the data in compliance with the American Association of Motor Vehicle Administrators system specifications. This project will enhance the efforts of all stakeholders to reduce fraud, unsafe vehicles and the number of stolen vehicles.

- Conducting the Trailer Title Feasibility Study
  ✓ The agency is in the process of conducting a feasibility study on titling of all trailers, semitrailers and travel trailers that are not manufactured housing in compliance with the enactment of H.B. 2394, 83rd Legislature, Regular Session.

Support Functions

Enterprise Project Management Office (EPMO)

The EPMO office is responsible for overseeing cross-divisional information/infrastructure technology projects for the agency.

Major Initiatives:

- Support Infrastructure projects for continuing independence from TxDOT. These include:
  ✓ Active Directory - build and migrate all agency access credentials to a TxDMV domain.
  ✓ Headquarters Communications - build and migrate all agency users to a TxDMV telephone and call center system.
  ✓ Regional Office communications - build and migrate the 16 regional field offices to a TxDMV-wide area network.
  ✓ Application Migration and Server Infrastructure Transition - separate the TxDMV applications and servers from the TxDOT data center to TxDMV's data center at the Department of Information Services (DIR).
  ✓ Website - build and deploy the TxDMV.gov internet site.

- Support applications projects of external customers. These include:
  - ✓ Registration and Title System (RTS) Refactoring - convert the RTS from a mainframe/database to a Java/DB2 platform to enable the TxDMV to more readily respond to business process changes and provide increased reporting functions.
  - ✓ NMVITS - bring the agency into compliance with federal regulations, verify the accuracy of titles presented and improve the quality of data.
  - ✓ webDEALER - develop a web-based solution for vehicle dealers that will eliminate the need for TxDMV-provided dedicated hardware and eliminate the need to physically transport data to tax offices.
  - ✓ LACE Replacement - replace the existing application with a modern, web-based and self-service application for use by motor vehicle dealers and the public.
  - ✓ Chameleon Carriers - automate the registration process allowing motor carriers to submit a new application online, with data subject to verification before application approval to identify unsatisfactory safety ratings or multiple safety violations as determined by DPS.
  - ✓ Temporary Permits - provided a secure web-based application for issuance of temporary permits 24/7.

- Centralized Accounting and Payroll/Personnel System (CAPPS) Financials - integrate TxDMV financial system with the Comptroller of Public Accounts (CPA) new accounting system.

- CAPPS Human Resources (HR) - integrate TxDMV HR processes with the CPA's new human resources system.

Finance and Administrative Services (FAS)

The FAS division supports agency personnel and oversight agencies (Governor's Office, Legislative Budget Board, State Auditor's Office and CPA) supplying the essential financial and administrative infrastructure required to maintain agency business operations.

Major Initiatives:

- CAPPS – the integrated financial system that provides a single software solution for financial and HR/payroll administration for all state agencies.
- Transition of Credit Card Processing to a third-party entity in phases, to include:

  - ✓ Divisional acceptance of credit cards for TxDMV fees, and
  - ✓ Expansion of credit card acceptance in TxDMV Regional Service field offices.

Government and Strategic Communications (GSC)

The GSC division is responsible for facilitating, coordinating and maintaining all TxDMV's interaction with the federal, state and local government, executive branches and executive agencies. Additionally, GSC is

charged with developing and executing communication strategies in support of the TxDMV division so that customers, business partners and stakeholders receive accurate and consistent information about the agency's programs.

Major Initiatives:

- Launched several major public initiative campaigns including:

    ✓ NMVTIS,
    ✓ Single Sticker, and
    ✓ webDEALER.

Human Resources (HR)

The HR division provides a full array of HR services to the agency including talent acquisition, benefit information, employee relations, classification, compensation, organization development, employee training and HR information and policy.

Major Initiatives:

- Conducted employee focus group to validate Survey of Employee Engagement Results.
- Preparing for CAPPS HR/Payroll applications.

Information Technology Services (IT)

The IT division is responsible for agency-wide information technology needs and overall responsibility for the maintenance and support of the agency's major systems and technologies.

Major Initiatives:

The IT division has several major initiatives underway, including numerous automation projects and tactical infrastructure efforts such as:

- Registration & Titling System (RTS) Refactoring.
- Separation of the technical infrastructure from TxDOT.
- Call Center technology upgrades.
- Regional Office Infrastructure upgrades.
- Active Directory Implementation.
- webDEALER
- TxDMV Implementation of Statewide HR and Financials System.
- Intranet Replacement.
- LACE Replacement/Upgrade.
- Wireless Infrastructure.
- Information Technology Service Management (ITSM) Tool Implementation.
- National Motor Vehicle Title Information System (NMVTIS).

Internal Audit (IA)

The Internal Audit division is responsible for conducting periodic audits of the agency's function, operations and information systems.

Major Initiatives:

- Developing a centralized database of prior audit/consultant recommendations.
- Implementation of audit documentation software.
- Increasing awareness about the internal audit function.

Office of General Counsel (OGC)

The OGC provides legal support to the TxDMV staff and board.

Major Initiatives:

- Implementing best practices and bringing structure through documentation of exiting processes.
- Review of all TxDMV rules.

TxDMV Workforce

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 authorized FTEs for the 2014-2015 biennium remains at 763.

The average employee headcount increased from 677.25 in FY12 to 722.25 in FY13. Approximately 77% of agency employees are over the age of 40. The average age is 48. Female employees comprised 65.9% of the workforce in FY13.

Turnover in FY13, excluding involuntary separations and retirements, was 6.5% (47 employees). The statewide rate was 10.0%. Turnover for all types of separations was 11.9% (86 employees). The statewide rate was 17.6%. The highest turnover rate, 4.9% (36 employees), was in Customer Service Representative positions.

Customer Service Representatives are 29% (208 employees) of the TxDMV workforce. The median annual salary in FY13 for employees in the Customer Service Representative classification series was $34,200. The estimated median annual salary of all TxDMV employees in FY13 was $41,838, which is slightly above the statewide median annual salary agencies of $37,037 for the same time period.

The TxDMV workforce percentages by Equal Employment Opportunity (EEO) job categories are; 38.9% Professionals; 14.4% Technicians, 42.9% Administrative Support and 3.78% are Officials/Administrators.

TxDMV Fiscal Aspects

FY 2014 – 2015 Revenues and Appropriations

TxDMV is one of five state agencies 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 2014 – 2015, TxDMV estimates it will contribute revenues to the state in excess of $3 billion more than the agency's budget. During the 2014 - 2015 biennium, TxDMV estimates it will collect approximately $3.4 billion in total revenues – $2.92 billion for Fund 006 and approximately $441 million for Fund 001. The agency's deposit to the State Highway Fund has historically accounted for more than a quarter of that fund's total revenue.

The agency's total biennial budget, all funds, is $294.2 million ($160.7 million in FY 14 and $133.5 million in FY 15).

During the 2014-15 biennium, TxDMV will receive its appropriations from both Fund 001 ($217.0 million) and Fund 006 ($75.9 million) to fund its core operations—vehicle registration and titling, motor vehicle dealer licensing and regulation, salvage dealers, motor carrier registration and regulation and ABTPA. Additionally, the agency receives approximately $1.3 million in federal reimbursements.

TxDMV has a biennial budget of $23.5 million for central administration and support costs, or approximately eight percent of its total biennial budget.

Significant Fiscal Impacts, FY 2014 - 2015

The enactment of two bills, H.B. 2202, 83rd Legislature, Regular Session, and the enactment of H.B. 6, 83rd Legislature, Regular Session, had significant fiscal impacts on the agency.

- H.B. 2202 established the Texas Department of Motor Vehicles Fund outside of the General Revenue Fund and directed the agency to change its deposit schedule beginning in fiscal year 2014. H.B. 2202 transferred partial or full revenue associated with certain specified TxDMV fees previously deposited to the credit of State Highway Fund into the newly established TxDMV Fund.

- H.B. 6, the funds consolidation bill, abolished the TxDMV Fund and directed the agency to deposit all revenues that would have been deposited into the new TxDMV fund to the General Revenue Fund.

Additionally, H.B. 2202 authorizes the agency to set and collect a registration processing and handling fee for the issuance of license plates or other registration insignia in an amount sufficient to cover the costs to TxDMV and tax assessor-collectors and their deputies for collecting the registration fees.

The provisions of these bills:

- ➢ Modified the agency's Method of Finance, or funding sources, from approximately 90% from the State Highway Fund and 10% from the General Revenue Fund during the FY 2012-13 biennium to approximately 26% funding from the State Highway Fund and approximately 74% from the General Revenue Fund for the FY 2014-15 biennium. Less than one percent represents federal reimbursements.
- ➢ Changed the deposit disposition of specified fees that were previously deposited to the credit of the State Highway Fund to the credit of General Revenue.
- ➢ Directed the agency to set a fee in an amount to cover the cost of issuing license plates or other registration insignia. TxDMV has contracted with the Texas Transportation Institute to conduct a cost analysis of issuing license plates and registration insignia. This report will assist the board in determining an appropriate fee. It is anticipated that the study will be completed prior to January 2015.

- *MyPlates,* contract. In 2009, the TxDMV entered into a five-year contract with a private vendor, *MyPlates*, to design and market new specialty license plates. *MyPlates* is a joint venture of Etech, Inc. of Nacogdoches and Pinnacle Technical Resources of Dallas. The existing *MyPlates* contract ends in November 2014; however the agency executed a new

contract in March 2014 for the next five years. The c o n t r a c t r e n e w a l creates a long-term, mutually beneficial relationship designed to maximize revenues for the state through the sale of specialty plates.

- The TxDMV Automation System Project FY 2013 budget balance of approximately $33 million was reappropriated by a rider in the General Appropriations Act. This authority continues projects for the FY 2014-15 biennium.

Capital Budget

The 83rd Legislature appropriated approximately $52 million in capital budget expenditures for FY 2014-15, as follows:

- $23.4 million for the TxDMV Texas Automation System Project;
- $11 million for technology replacement and upgrades for counties;
- $7.8 million for the Data Center Consolidation;
- $5 million for the Centralized Accounting and Payroll/Personnel System (CAPPS)
- $1.9 million for agency growth and enhancements;
- $1.7 million for the Commercial Vehicle Information Systems and Network (CVISN); and
- $954,000 for Regional Office Remodeling and Security

TxDMV Automation System Project ($23.4million)

TxDMV is developing information technology assets to improve customer services and access to agency programs for customers and the public through the TxDMV Automation System. The FY 2014 appropriation allows for this money to be carried forward to FY 2015. 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 will 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 ($11 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 ($7.8 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.

Commercial Vehicle Information Systems and Network (CVISN) ($1.7 million)

This appropriation supports CVISN, a federal grant that focuses on safety enforcement of high-risk operators, integrating systems to improve the accuracy, integrity, and verifiability of credentials, improving efficiency through electronic screening of commercial vehicles and enabling online application and issuance of credentials. This program is funded by a matching federal grant that funds program initiatives at TxDMV, TxDOT, Texas Department of Public Safety and the Comptroller of Public Accounts.

Regional Office Remodeling and Security ($954,000)

This appropriation provides funding for the repair/rehabilitation of regional buildings and facilities, including security.

Outlook

The Texas economy and population growth play significant roles in TxDMV's workload and revenues. According to the Comptroller of Public Accounts, the population of Texas is expected to grow at an annual rate of 1.7% per year between 2014 and 2017. During the same period, it is estimated that the Gross State Product will increase at a rate above 3.25% per year. 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.

Historically Underutilized Businesses (HUB)

History

In accordance with Historically Underutilized Business (HUB) legislation, TxDMV adopted its HUB goals in 2010. The TxDMV HUB program supports the state-mandated HUB program, which promotes full and equal utilization of minority, women-owned and veteran 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 Comptroller of Public Accounts (CPA). Within these guidelines, TxDMV has adopted the 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 by implementing policies focused on vendor outreach, education and recruitment. TxDMV also works aggressively to educate staff by providing training, and communicating and distributing HUB related information. These efforts entail encouraging directors, purchasers, project managers and other key personnel responsible for the procurement of goods and services to maximize the use of HUBs. In its 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 FAS Division, Purchasing Section is responsible for coordinating business opportunities for HUBs with contractors, TxDMV purchasers and TxDMV division contract staff. TxDMV employs a HUB Coordinator and an Assistant HUB Coordinator who are responsible for implementing all functions and activities related to the 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 and strengthen 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 for contracting and subcontracting;
5. Educate workgroups and TxDMV staff; and
6. Host and participate in HUB Economic Opportunity Forum(s).

In FY 2013, TxDMV hosted its first vendor forum. Additionally, the HUB staff attended 21 external HUB vendor forums that included 34 HUB vendors who made in-house marketing presentations to TxDMV purchasers and other TxDMV staff. The purpose of these in-house visits is to increase the understanding of contracting with state entities, give vendors an opportunity to discuss their services, and, in many cases, strengthen the vendors' response to future bidding opportunities with a better understanding of TxDMV. These on-going activities 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 continues to make a good faith effort to make or exceed the established TxDMV goals for HUB participation for the contracts the department expects to award in an appropriation year. TxDMV's strategy is to encourage HUB vendors to participate in pre-bid conferences.

In accordance with H.B 3560, 80th Legislature, Regular Session, state agencies are required to develop their own HUB goals in alignment with the State's Disparity Study. TxDMV has established goals based on previous fiscal years' expenditure data as well as other economic indicators. The table below illustrates these goals as they relate to TxDMV procurement opportunities.

PROCUREMENT CATEGORIES	UTILIZATION GOALS
Commodity Contracts	11%
Other Services Contracts	17%
Building Contracts	20%

TxDMV continues 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.

The 83ʳᵈ Legislature

TxDMV proposed four bills for the 83ʳᵈ Legislative Session. Those bills were:

- **H.B. 1692 by Rep. Gutierrez - *Enacted***
  - ➢ Transfers "lemon law" and warranty performance contested cases from the State Office of Administrative Hearings to TxDMV.
- **H.B. 2 2 0 2 by Rep. Pickett - *Enacted***
  - ➢ Creates a dedicated account for the TxDMV; authority to set rules for type, standards, and fees for transactions performed by deputy tax assessor-collectors; authority to set a processing and handling fee for registration transactions.
- **H.B. 2281 by Rep. Phillips - *Failed to Pass***
  - ➢ Clean-up of statutes related to salvage issues.
- **H.B. 2741 by Rep. Phillips – *Enacted***
  - ➢ Updates statutes relating to the TxDMV and its functions mainly focused on Motor Carrier Oversize/Overweight and VTR statutes.

H.B. 1692 (Administrative hearings and contested cases bill) This bill authorizes the transfer of administrative hearings for "Lemon Law" and warranty performance cases from the State Office of Administrative Hearings to TxDMV. The agency is authorized to employ hearing examiners to hear such cases. The bill also requires parties to such cases, and in franchise termination cases, and protest cases involving franchised dealers and manufacturers, to go through mediation before requesting a hearing.

H.B. 2202 (TxDMV dedicated fund bill) This bill establishes a new Texas Department of Motor Vehicles Fund, a fund inside the State Treasury but outside of the General Revenue Fund, and requires revenue from certain fees collected by or on behalf of the TxDMV that were previously deposited to the State Highway Fund to be deposited to the new fund beginning in fiscal year 2014. However, due to the enactment of ***H.B. 6 (83R)***, the new fund was abolished and all revenues dedicated to that fund will instead be deposited to the General Revenue Fund. The bill authorizes TxDMV to collect a registration processing & handling fee for the issuance of license plates or other registration insignia to cover the expenses of collecting vehicle registration fees. The fee must be set in an amount sufficient to cover the costs to TxDMV, and county tax assessor-collectors and their deputies for collecting registration fees. The bill also requires the TxDMV to adopt rules prescribing new classification types of deputies that may

perform vehicle titling and registration duties, the duties and obligations of those deputies, and the fees that the deputies may charge or retain.

H.B. 2741 (TxDMV "Cleanup" bill) This bill updates statutory provisions relating to vehicle titles and registrations and to Motor Carrier oversize/overweight laws that had been transferred to the TxDMV from TxDOT. Also, various updates were made to the Occupations Code regarding definitions, the use of the terms "Board" and "Department" in order to align the statute with the duties and functions of the board and department, and the replacement of references to the Texas Transportation Commission or the Texas Department of Transportation for functions transferred to TxDMV. A new offense was created for manufacturing, selling or possessing an insignia that is deceptively similar to a registration insignia issued by TxDMV. New oversize/overweight permits dealing with transporting timber, ready-mix concrete trucks and transportation during national emergencies were authorized. Penalties and fines for violating oversize/overweight regulations were increased and a maximum total penalty amount was set for the late titling of a vehicle.

Other Bills Impacting the Agency

H.B. 511 (registration of token trailers) This bill requires TxDMV to issue for a token trailer a license plate that does not expire or require an annual registration insignia to be valid. The alphanumeric pattern for a license plate issued under this legislation may remain on a token trailer for as long as the registration of the token trailer is renewed or until the token trailer is removed from service or sold. The bill provides that the registration receipt will no longer be required to be carried in the vehicle that displays a token trailer license plate.

H.B. 2305 (Single Sticker Replacing Vehicle Inspection & Registration Stickers) This bill requires the Department of Public Safety (DPS), Texas Commission of Environmental Quality (TCEQ), and TxDMV to replace the current dual vehicle inspection and registration sticker system with a single registration sticker starting March 1, 2015. The bill requires DPS, TCEQ, and TxDMV to enter into an agreement for the transfer of DPS vehicle inspection compliance information to TxDMV. The bill also requires TxDMV or a county tax assessor-collector to verify that a vehicle has passed the required safety inspection and/or emission inspection before the vehicle may be registered.

H.B. 2394 (Study the feasibility of requiring titles for all trailers) This bill directs TxDMV to conduct a study of the feasibility of requiring titles for each trailer, semitrailer or travel trailer that is not manufactured housing. When conducting the study, TxDMV is required to use input from local government entities that provide title services for trailers, automotive theft experts, statewide associations representing agricultural entities, and statewide associations of counties.

H.B. 3256 (proof of eligibility for farm vehicle status) This bill requires an applicant to submit a timber and agricultural items registration number when applying for a specialty plate for a farm trailer or farm semitrailer used on highways. The Comptroller of Public Accounts is required to grant TxDMV access to the online system to verify the agricultural items registration number. An agricultural items registration number is also required before registering a commercial farm motor vehicle or issuing a short-term permit for farm vehicles with excess weight. The provisions of the bill do not apply to a permit issued to a tool or equipment retail dealer transporting such products from the place of purchase or storage to a customer's farm or ranch.

In total, 49 bills were enacted that required action by the TxDMV. A detailed analysis of these bills is available in the report, "83rd Legislative Session Final Report" at http://txdmv.gov/about-us/publications/cat_view/13-publications/25-reports-data.

Facilities

Location of Employees

On February 28, 2014, TxDMV had 715 employees; 525 located in the Austin headquarters and 190 employees in facilities outside of the Austin headquarters.

The Vehicle Titles and Registration Division has 169 employees located in 16 regional service centers. The Enforcement Division has three staff located in Carrollton, four in Ft. Worth, three in Houston, one in Lubbock, two in Pharr, three in San Antonio, one in Fort Stockton and two in Galveston. Two Finance and Administrative Services Division employees are located in Huntsville.

Location	Total
Abilene	6
Amarillo	6
Austin (regional service center)	10
Beaumont	7
Corpus Christi	6
Carrollton	24
El Paso	9
Ft. Worth	21
Fort Stockton	1
Galveston	2
Houston	27
Huntsville	2
Longview	8
Lubbock	6
Odessa	6
Pharr	14
San Antonio	18
Waco	8
Wichita Falls	9
Austin - Jackson Ave.	418
Austin - Bull Creek Dr.	107
Total	715

Geographic Aspects

TxDMV is headquartered in Austin, Texas and maintains 16 Regional Service Centers and satellite field offices across the state to facilitate delivery of services to the motoring public.

Austin Facilities

Camp Hubbard Campus
4000 and 4300 Jackson Avenue, Austin, Texas

TxDMV occupies two buildings at 4000 and 4300 Jackson Avenue in Austin, Texas to house its headquarter operations. The Camp Hubbard Campus is owned by the Texas Department of Transportation (TxDOT) which provides facility related needs for approximately 58 percent of TxDMV staff. TxDMV occupies approximately 72,000 square feet in Building 1 (4000 Jackson Avenue) and approximately 30,000 square feet in Building 5 (4300 Jackson Avenue).

TxDMV Regional Map
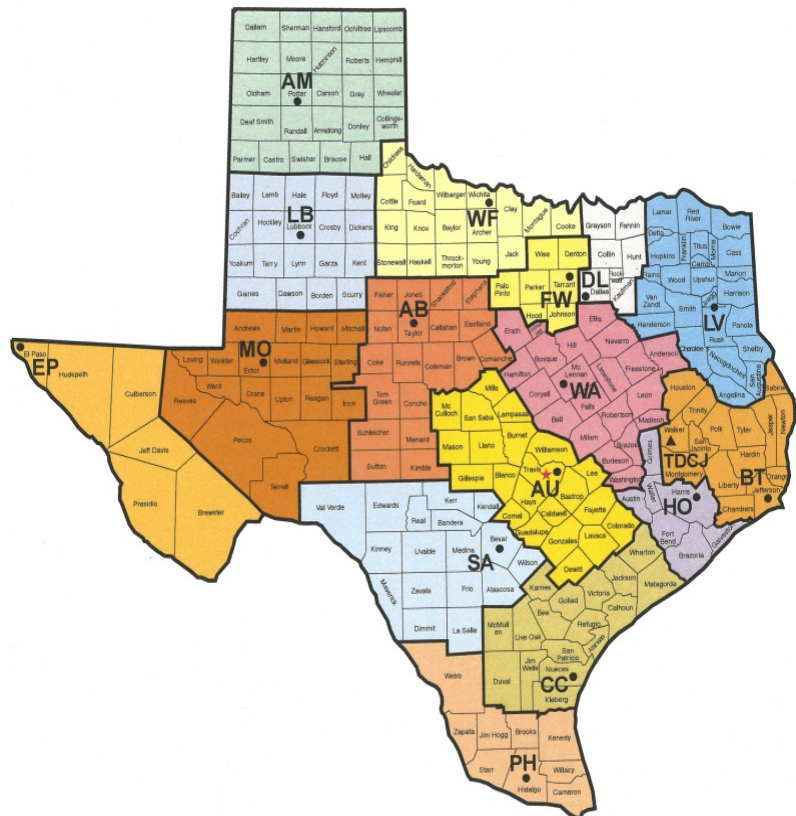
Bull Creek Campus
4203 Bull Creek Road, Austin, Texas

TxDMV staff also occupies five buildings at its Bull Creek Campus, totaling approximately 20,000 square feet. These facilities, also owned by TxDOT, provide related needs for approximately 17 percent of TxDMV staff.

Warehouse Space
1811 Airport Boulevard, Austin, Texas

TxDMV leases approximately 3,000 square feet of commercial warehouse space at 1811 Airport Boulevard, Austin, Texas to house surplus equipment and furniture and for record retention storage.

Regional Facilities

TxDMV maintains 16 Regional Service Centers, housing approximately 25% of TxDMV's workforce. Eleven of TxDMV's 12 Regional Service Centers are owned and maintained by TxDOT while the remaining four Regional Service Centers are located in commercially leased space.

TxDMV Regional Service Centers are located in:

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

Border Regions

TxDMV provides services to the Texas-Mexico border counties through its 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 Texas-Louisiana border counties through its office in Longview (Gregg & Harrison Counties).

Future Space Plans

TxDMV Houston Regional Service Center

TxDMV was notified in October 2013 that TxDOT had sold the property where the TxDMV Houston Regional Service Center is located. Per the lease agreement with TxDOT, TxDMV was advised to vacate the property by or before September 26, 2014. TxDMV worked with the Texas Facilities Commission (TFC) to lease acceptable and available commercial property to accommodate the relocation of the Houston office.

Future TxDOT Austin Area Property Sales and Potential Impact to TxDMV

During spring 2014, TxDOT has been communicating with TxDMV about potential changes at TxDOT owned facilities in the Austin area. It is probable that the space TxDMV currently leases at the Bull Creek campus will not be available much longer due to the likelihood of TxDOT selling the property. It is also possible that TxDOT will vacate its Riverside campus and want to move their personnel from there to the Camp Hubbard location, currently occupied by the TxDMV. The Bull Creek campus houses approximately 16% employees and the Camp Hubbard location houses approximately 56% of total TxDMV employees. Relocating TxDMV employees from Bull Creek will be difficult. Relocating all TxDMV employees from both locations will be exceptionally challenging.

If TxDMV is required to vacate the Bull Creek and/or Camp Hubbard campuses, the department will need to find another location in the Austin area. Using a 2012 Space Needs Assessment provided by the TFC as a starting point, TxDMV would have the following estimated spacing needs:

- 132,000 square feet of administrative office and support facility space,
- 9,500 square feet of warehouse space, and
- approximately 563 parking spaces for staff, visitors and fleet services related needs.

Options to meet the above needs include the purchase of land and new construction or leasing of commercial space (if available).

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Part III: Current Activities

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Current TxDMV Activities

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 includes enhancements to existing systems as well as implementation of new technology solutions to improve the customer experience when working with TxDMV.

TASP is designed to provide needed enhancements to existing functionality for system such as the Registration and Titling System (RTS).

Enhancements such as improved navigation and usability, transaction preview options and a customized Information Hub accessed via the TxDMV website were implemented as part of this effort.

WebAgent was implemented to replace the Remote Sticker Printing System (RSPS). WebSub has shifted from a project to a program supported by the Vehicle Titles and Registration Division.

Statewide deployment is complete and it is now managed as a program with operational support and maintenance efforts.

Registration and Titling System Refactoring Project

The current Registration and Titling System (RTS) utilized by the TxDMV and county and deputy tax assessor-collectors to perform registration and title transaction for the motoring public was developed in the 1980s. The system currently holds nearly 100 million current and archived vehicle registration and titling records. While the system has served the state well, it has become difficult to maintain and update as policies and processes change.

In June 2013, TxDMV entered into a contract with Deloitte Consulting LLP as the vendor to refactor the existing system by updating the code from a mainframe program to a JAVA web-based system. The contract consists of six separate work streams that will continue through 2018.

Maintenance and operations for the current RTS transferred to the vendor in February 2014. This is a key part of the separation of dependency on the Texas Department of Transportation (TxDOT) to provide IT support. This gave TxDMV a dedicated team of skilled personnel focused on the support

needs and priorities for the current RTS and established the vendor as the single point of responsibility for operating the current system, refactoring RTS and transitioning to the new environment.

The new reporting functionality of the refactored RTS will expand TxDMV's ability to provide information and data regarding the vehicle records in the system. This reporting will assist TxDMV and counties in the day-to-day transactions they conduct, ensuring greater accountability of state funds and providing valuable information to policy makers.

The final step in the refactoring project will provide for the total transition of service to the TxDMV from the vendor, including training of personnel for ongoing operations and maintenance. This project is scheduled to be complete by 2018.

webDEALER-eTitles

webDEALER – eTitles is a new program that allows dealers to process title applications and new registrations online, greatly reducing both the time required to process transactions and the need for dealers to take paperwork for every car sale to their county tax assessor-collector office. In addition, the system includes eTitles, which creates, stores and transfers vehicle titles electronically. eTitles is the next step towards the electronic storage of all TxDMV issued titles, though people can still receive a paper title if they choose.

The webDEALER – eTitles project implementation has four phases. Phase 1 includes franchised dealers selling new vehicles. The pilot for Phase 1 began in September 2013 and included Travis, Williamson and Hays counties, and three dealerships. Phase 1 moved from pilot to production and began rolling out to all dealers and counties in the Austin region in March 2014. The San Antonio and Waco regions will be the next areas after Austin. As additional dealers and counties are added each month, TxDMV Regional Service Centers are working with each county to set up and support the rollout of the program within the county. The program should be available statewide by the end of 2014.

Phase 2 will expand the program to allow used vehicles purchased from motor vehicle dealers to be electronically titled with webDEALER. Phase 2 is scheduled for pilot testing in November 2014 with availability being rolled out statewide during 2015. Phase 3 of the program will allow for the processing of salvage vehicle titles. Testing and piloting of Phase 3 functionality is scheduled for 2015 with availability being rolled out in 2016. Phase 4 will complete the expansion of the program by allowing for the electronic tilting of used vehicles purchased through private sales (i.e. used vehicles not sold by licensed dealers). Testing and piloting of Phase 4 is scheduled to begin in 2016 with statewide availability either that year or in 2017.

National Motor Vehicle Title Information System (NMVTIS)

NMVTIS is a national database of motor vehicle title information created by the federal government. NMVTIS was created to prevent the selling and use of stolen motor vehicles and to protect states, businesses and consumers from fraud and unsafe vehicles. States and certain types of business (e.g. insurance companies, junk yards) are required to regularly report certain vehicle information to NMVTIS

(such as Vehicle Identification Numbers). While Texas has long sent our vehicle title information to NMVTIS, the state has not taken information from or queried the system as part of the title application process. By mid-2014, TxDMV will be running all title applications through NMVTIS prior to the issuance of a title.

Once NMVTIS is fully implemented in Texas, TxDMV will issue a title based on the information in the national database. For example, if a car had been designated as flooded in another state, the newly issued Texas title will reflect that history. This could come as a surprise to Texans who purchase a used car expecting it would get a clean and clear title and then find out from the TxDMV that the vehicle's title will contain potentially negative information.

To prepare the public for that possible outcome, the TxDMV initiated a public education campaign to help with the roll out of NMVTIS. The initiative is titled "Don't Buy a Wreck. Do a Title Check" and will emphasize using the "Title Check" function on the department's public website as the way for consumers to connect to the U.S. Department of Justice approved list of providers of title history reports prior to purchasing the vehicle and submitting a title application. The education and outreach campaign will continue into the future. Also, the state will have IT and program participation related operational and maintenance costs associated with full participation in NMVTIS.

Migration to State Data Center

Currently, TxDMV is working on a project known as the Application Migration and Server Infrastructure Transformation Project (AMSIT).   The project is designed to identify and move agency applications to the State Data Center. TxDMV is working with Data Center Services, DIR and TxDOT on this project. There are 14 groups of applications that need to be migrated to the State Data Center. These applications are currently located on servers within TxDOT infrastructure and will require various levels of effort to relocate them onto servers contained within the State Data Center infrastructure.   The activities to relocate the application require coordination from various internal and external entities as well as communications with stakeholders who receive services through the applications. To date, the project activities include the identification of the applications and the creation of a plan to migrate. The actual migration activities of the project are not currently funded.

Single Sticker

H.B. 2305 (83rd Legislature, Regular Session) requires that, effective March 1, 2015, the state's vehicle inspection sticker be discontinued and the state move to a single sticker program based on the vehicle registration sticker. The bill makes the issuance of a registration renewal sticker dependent upon the vehicle passing its vehicle safety inspection and any required emissions inspections. Once the new program is fully implemented, a passing inspection will have to occur not more than 90 days prior to the expiration of the registration sticker in order to renew the registration.

There are three agencies involved with the implementation of single sticker: TxDMV is responsible for the state's vehicle registration program, the Department of Public Safety (DPS) oversees the state's

vehicle safety inspection program, and the Texas Commission on Environmental Quality (TCEQ) administers the state's vehicle emissions inspections. One of the first decisions the agencies had to make was how to "sync-up" those vehicles with inspection and registration due dates outside of the 90 day window. The agreed upon plan will allow motorists in the initial implementation period to receive their first single sticker registration regardless of whether the inspections were done within 90 days so long as there is still an unexpired, valid inspection on the vehicle. After the initial "sync-up," all vehicles in the state should be "synced" and the 90 day window will be fully enforced. The sync-ups should be fully complete by early 2017 with the vast majority of vehicles "synced-up" by the middle of 2016.

The agencies are continuing to work through solutions to potential scenarios when the new system could present difficulties for people. Also, the agencies are in the process of making needed information technology changes to ensure the agencies' systems communicate information thoroughly and quickly. Finally, the agencies are developing a media campaign to educate the public about "single sticker." The campaign will use a combination of print, electronic and web-based media. Materials will be distributed to county tax assessor-collectors, inspection stations, and other high-traffic TxDMV, DPS and TCEQ facilities. In addition, vehicle registration renewal envelope inserts are slated for distribution starting in late 2014. IT maintenance and operation needs will continue throughout the initial implementation period and the following years. Extensive public outreach and education activities will need to be conducted from late 2014 through at least 2017.

Agency Infrastructure

TxDMV continues its efforts to establish a solid foundation for supporting the agency's core functions. The focus of the projects is on establishing a solid IT infrastructure, migration of existing system to the State Data Center and locating to stable facilities and buildings. Internal IT projects include: Headquarters Communications Infrastructure, Regional Office Communications Infrastructure, Application Migration and Server Infrastructure Transformation, Active Directory, and CAPPS Financials and HR/Payroll.

Facilities and Buildings

Regional Service Centers

TxDOT notified TxDMV in October 2013 that it had sold the property where TxDMV Houston Regional Service Center (RSC) is located. Per the lease agreement with TxDOT, TxDMV was advised to vacate the property by or before September 26, 2014. TxDMV worked with the Texas Facilities Commission (TFC) to lease acceptable commercial property to accommodate the relocation of the Houston office.

Of the agency's 16 RSCs, 12 currently are located in space leased from TxDOT, and four are in leased commercial space. This means the agency's RSC facility needs are very dependent upon decisions made by TxDOT. If TxDOT decides to sell or make unavailable space currently occupied by a TxDMV RSC, then TxDMV will bear the burden and expense of relocating an RSC and likely spend more on facility costs (such as rent) than it currently does.

Future TxDOT Austin Area Property Sales and Potential Impact to TxDMV

In early 2014, TxDOT began communicating with TxDMV about potential changes at TxDOT owned facilities in the Austin area. It is probable that the space TxDMV currently leases at TxDOT's Bull Creek campus will not be available much longer due to TxDOT likely selling the property. It is also possible that TxDOT will vacate its Riverside campus and move personnel from there to the TxDOT Camp Hubbard location currently occupied by TxDMV. The Bull Creek campus houses approximately 16% and the Camp Hubbard location houses approximately 56% of total TxDMV employees. Relocating employees from Bull Creek will be difficult. Relocating all TxDMV employees from both locations will be exceptionally challenging.

If TxDMV is required to vacate the Bull Creek and/or Camp Hubbard campuses, the department will need to find another location in the Austin area to house its approximately 600 headquarter employees. Using a 2012 Space Needs Assessment provided by TFC as a starting point, newly constructed or commercially leased property will need to provide the following estimated spacing needs:

- 132,000 square feet of administrative office and support facility space,
- 9,500 square feet of warehouse space, and
- approximately 563 parking spaces for staff, visitors and fleet services related needs.

Options to meet the above needs include the purchase of land and new construction or leasing of commercial space (if available).

Office of Administrative Hearings

H.B. 1692 (83rd Legislature, Regular Session) authorized the department to create a new Office of Administrative Hearings (OAH). The office will conduct hearings for warranty performance contested cases (of which "Lemon Law" disputes are a component). Prior to the creation of OAH, such hearings were conducted by the State Office of Administrative Hearings (SOAH). In addition to conducting hearings, OAH maintains the docket for all agency contested cases (i.e. "Lemon Law," licensing disputes, administrative sanctions, etc.).

Two existing agency support personnel were transferred to OAH and one additional support employee has been hired. A hearings examiner and chief hearings examiner will also be on staff.

Starting January 1, 2014, all warranty performance complaints filed will be processed through OAH. Any "Lemon Law" complaints initiated prior to January 1, 2014 will still be heard by SOAH if the complaint goes to a hearing. It is anticipated the agency will have cases potentially going to SOAH for the remainder of 2014. However, OAH has begun processing dismissal orders for complaints filed after January 1. Because of the nature of the dispute resolution process, no firm date for when OAH may hear its first contested case can be given, but it is probable it will happen in April 2014.

It is anticipated that, once all efficiencies are attained, having lemon and warranty performance cases heard by OAH rather than SOAH will result in a total reduction of four to five weeks in the time it takes to resolve disputes. If warranty performance and "Lemon Law" complaint filings stay consistent with recent years, the agency anticipates being able to handle the workload with current OAH staffing levels.

ABTPA

In order for ABTPA to keep task force activities current and to maintain pace with the increase in registered vehicles across the state, it is anticipated that additional resources will be needed in the upcoming years. The need for vehicles, surveillance equipment, License Plate Readers and bait equipment continues to grow and will assist the agency in reducing auto thefts and thefts from a motor vehicle.

Part IV: TxDMV Strategic Planning

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TxDMV Goals, Objectives and Strategies

Goal A: Optimize Services and 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.

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".

Objective 1: Administer revenue generating statutes

The agency will deposit approximately $2.92 billion this biennium into the State Highway Fund (Fund 006) and approximately $441 million into the General Revenue Fund to build and maintain highways, roads and bridges.

Strategy A.1.1.: Titles, Registrations and Plates

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

Strategy A.1.2.: Vehicle Dealer Licensing

Vehicle dealer 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.: Motor Carrier Permits and Credentials

Permitting and credentialing is an important component for regulating 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.

Strategy A.1.4.: Technology Enhancement and Automation

Strategy A.1.5.: Customer Contact Center

Goal B: Protect the Public

TxDMV protects the public by regulating manufacturers, distributors, converters, and dealers of motor vehicles, motor carriers and salvage dealers. The agency's responsibilities include investigating complaints 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.

These 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 enforcement actions and decisions are made in a timely, fair and predictable manner.

Objective 1: Administer enforcement statutes

TxDMV investigates complaints received from consumers, law enforcement and other agencies regarding business practices of dealers, manufacturers, converters, motor carriers, salvage dealers and motor carriers. When violations are found, administrative actions are taken.

Strategy B.1.1.: Enforcement

Addressing complaints in a timely and effective manner not only helps protect the public, but also ensures a level playing field for the industries which the agency regulates.

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 B.2.1.: Automobile Theft Prevention

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

Goal C: 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 C.1.1.: Central Administration

Strategy C.1.2.: Information Resources

Strategy C.1.3.: Other Support Services

TxDMV Strategies and Performance Measures

A. Goal: Optimize Services and Systems

STRATEGY A.1.1.: TITLES, REGISTRATIONS AND PLATES

Performance Measures:

1. Number of Vehicle Titles Issued
2. Number of Registered Vehicles

STRATEGY A.1.2.: VEHICLE DEALER LICENSING

Performance Measure:

3. Number of Motor Vehicle and Salvage Industry Licenses Issued

STRATEGY A.1.3.: MOTOR CARRIER PERMITS & CREDENTIALS

Performance Measures:

4. Number of Oversize/Overweight Permits Issued
5. Number of Motor Carrier Credentials Issued

STRATEGY A.1.4.: TECHNOLOGY ENHANCEMENT AND AUTOMATION

STRATEGY A.1.5.: CUSTOMER CONTACT CENTER

B. Goal: Protect the Public

STRATEGY B.1.1: ENFORCEMENT

Performance Measures:

6. Number of Motor Vehicle Consumer Complaints Completed (Lemon Law)
7. Number of Non-Lemon Law Complaints Completed
8. Average Number of Weeks to Complete a Motor Vehicle Complaint (Lemon Law)

STRATEGY B.2.1: AUTOMOBILE THEFT PREVENTION

C. **Goal: Indirect Administration**

STRATEGY C.1.1: CENTRAL ADMINISTRATION

STRATEGY C.1.2: INFORMATION RESOURCES

STRATEGY C.1.3: OTHER SUPPORT SERVICES

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Part V: TxDMV Technology Resource Planning

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TxDMV Technology Resources Planning

When TxDMV was created in September 2009, its enabling legislation, H.B. 3097, 81st 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 and has been working toward the goal over the last biennium. Continued planning for and achievement of 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. While notable progress has been made in establishing an independent technology infrastructure, TxDMV technology 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. Detailed planning for complete separation of our technology infrastructure is in the final stages, with significant progress expected over the next biennium.

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. eTitles 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, analyzed the dependencies, priorities, and bundling options of the 19 proposed initiatives and developed 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 has begun to implement modern information technology architecture and is developing a detailed 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;
- 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

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	Implementing

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

- Goal A – Optimize Services and Systems

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

- • Security and Privacy
- • Cloud Services
- • Legacy Applications
- • Business Continuity
- • Enterprise Planning and Collaboration

- • IT Workforce
- • Virtualization
- • Data Management
- • Mobility
- • Network

This initiative aligns with the statewide technology priorities of Data Management, Business Continuity, Virtualization, IT Workforce, Network, and Legacy Applications.

6. 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.

7. 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 has transferred the implementation of enterprise business reporting capabilities and responsibility for the maintenance and operations of RTS infrastructure from TxDOT to a contractor. TxDMV solicited proposals that demonstrated a creative approach to meeting the requirements of a Request for Proposal (RFP) and encouraged 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 working toward 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.

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	Implementing
Implement Microsoft Office 365	Completed
Network Separation from TxDOT	Implementing

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

- ■ Goal A – Optimize Services and Systems
- ■ Goal C – Indirect Administration

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

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Cloud: This initiative will utilize Cloud computing for email.

Data Management: Migrating from TxDOT's GroupWise email system to the agency's own infrastructure enabled independent policies, record retention, and operating procedures.

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.

Business Continuity

Virtualization

6. 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.

7. 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, some authentication/authorization services are provided using TxDOT resources.

1. Initiative Name: Call 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 T1 circuits and other legacy telephone technology, is operated by 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	Planning
VoIP deployment at Austin HQ	Implementing

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

- ■ Goal A: Optimize Services and Systems
- ■ Goal C: Indirect Administration

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

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

This initiative is aligned with the statewide priorities of Business Continuity, Virtualization, and Network.

6. 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).

7. 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.

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, 82nd 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).

H.B. 2305, 83rd Legislature, Regular Session, combined the State Registration and State Inspection stickers into a single sticker, with an effective date of March 2015. TxDMV has worked with TCEQ and TxDPS to design a solution for the agencies to share information on last vehicle inspection date upon attempting to renew a vehicle's registration. Implementation efforts are already underway.

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	Implementing

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

- ■ Goal A – Optimize Services and Systems
- ■ Goal B – Protect the Public
- ■ Goal C – Indirect Administration

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

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

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

6. 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.

7. 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	Implementing

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
■   Goal C: Indirect Administration

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

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

This initiative is consistent with Statewide priorities for Security and Privacy and Enterprise Planning and Collaboration.
6. 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.

7. 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 complete separation from TxDOT will impede the success of this initiative and associated projects.

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. Call Center Infrastructure and Process Improvement
2. Online Self-Service Capabilities for Motoring Public
3. Email Response Management Capability
4. Online 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 and 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 engaged Gartner Inc., an independent consulting firm, to perform an alternatives analysis, to determine which of the identified initiatives could be implemented with process changes only, which would require a solution supported by technology and which would 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.

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
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
- ◼ Goal B – Protect the Public
- ◼ Goal C – Indirect Administration

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

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

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

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

- Operational efficiencies (time, cost and productivity)
- Citizen/Customer satisfaction (service delivery quality and 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.

77

7. 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 ten years.

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
Integrated Financial System Automated HR Application	Implementing

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

■   Goal C – Indirect Administration

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

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

CAPPS aligns with Data Management, Legacy Applications, Security and Privacy, Enterprise Planning and Collaboration, and Business Continuity priorities.

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

7. 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: Data conversion from TxDOT PeopleSoft environment to CAPPS will require technical resources from TxDOT.

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

FY 2015-2019 TxDMV Strategic Planning Process

October 2013 – July 2014

- Strategic planners began reviewing required elements for the agency's FY 2015-2019 Strategic Plan based on prior plan instructions.

- Strategic planners met with division directors and subject matter experts (SME) to discuss updates and timelines for specific section-by-section recommendations to the strategic plan.

- Division directors/SMEs reviewed agency performance measures, relevant to each functional area, for modifications and five-year projections.

- Executive Administration provided over-arching themes for the strategic plan, with emphasis on both a two-year biennial and five-year goals, objectives and strategies.

- Executive Administration and division directors reviewed and provided comment for inclusion in the FY 2015-2019 Strategic Plan.

- Performance measures and budget structure was submitted to the LBB and the Governor's Office.

- FY 2015-2019 Strategic Plan was submitted to the Board for review and comment and approved by the Board.

- FY 2015-2019 Strategic Plan was submitted to the Legislative Budget Board and the Governor's Office.

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Appendix B:

Current Organizational Chart

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Texas Department of Motor Vehicles
Organizational Structure

TxDMV
Agency 608

62
DMV
June 2014

Governor

Internal Audit
Sandra Vice, CIA,
CGAP, CISA

TxDMV
Board

Board
Support
Terri Tuttle

Board Members
Johnny Walker, Chair
Laura Ryan-Heizer, Vice-Chair
Robert Barnwell
Luanne Caraway
Blake Ingram
Raymond Palacios
Victor Rodriguez
Marvin Rush
Joseph Slovacek

General Counsel
David Duncan

Executive Director
Whitney Brewster

Executive Assistant
Stacy Steenken

Executive Assistant
Ginger M. Lowe, MPA

Civil Rights Office
Vance Simpson

Deputy
Executive Director
Shelly Mellott, SPHR

Innovation &
Strategic
Planning Office
VACANT

Administrative
Hearings
Edward Sandoval

Automobile Burglary &
Theft Prevention Authority

*Enterprise Project
Management Office
Eric Obermier
(Interim)

ABTPA
Board

Consumer Relations
Ginny Booton

*Finance &
Administrative Services
Linda Flores, CFO

Enforcement
Bill Harbeson

*Government & Strategic
Communication
Jeremiah Kuntz

Motor Carrier
Jimmy Archer

*Human Resources
Sharon Brewer

Motor Vehicle
Daniel Avitia

*Information
Technology Services
Eric Obermier, CIO &
IRM

Vehicle Titles
& Registration
Tim Thompson
(Interim)

*Although these positions report directly to the ED, rank is equivalent to the Motoring Services
Division Directors. The DED assumes the responsibilities of the ED in absentia.

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Appendix C:

Five-Year Outcome Projections

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Five-Year Outcome Projections

Goal/ Objective Strategy	Performance Measure	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A.1.1.	Number of Vehicle Titles issued	7,081,006	7,165,978	7,251,970	7,338,994	7,427,062
A.1.1.	Number of Registered Vehicles	24,165,404	24,648,712	25,141,686	25,644,520	26,157,411
A.1.2.	Number of Motor Vehicle and Salvage Industry Licenses Issued	20,000	20,100	20,200	20,300	20,400
A.1.3.	Number of Oversize/Overweight Permits Issued	809,797	817,895	826,074	834,335	842,678
A.1.3	Number of Motor Carrier Credentials Issued	51,600	51,600	51,600	51,600	51,600
A.1.5.	Number of Customers Served In the Contact Center	435,475	435,475	435,475	435,475	435,475
B.1.1.	Number of Motor Vehicle Complaints Completed (Lemon Law)	340	340	340	340	340
B.1.1.	Number of Non-Lemon Law Complaints Completed	17,500	17,700	17,700	17,700	17,700

Goal/ Objective Strategy	Performance Measure	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
B.1.1.	Average Number of Weeks to Complete a Motor Vehicle Complaint (Lemon Law)	22	22	22	22	22
B.1.1.	Number of Complaints Received Against Household Goods Carriers	360	360	360	360	360
B.1.1.	Number of Enforcement Actions Against Household Goods Carriers	575	550	525	500	500
B.2.2.	Number of Cars Stolen Per 100,000	244.3	241.9	239.5	237.1	234.7
B.2.2.	Administrative and Support Costs as a Percent of Total Expenditures	8%	8%	8%	8%	8%

Appendix D:

Performance Measure Definitions

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Performance Measure Definitions

FY 2014-15 MEASURE DEFINITION BY GOAL AND STRATEGY

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS	
A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES	
Number of Vehicle Titles Issued	
Definition	The total number of titles issued through TxDMV's automated Registration and Title System (RTS).
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
Desired Performance	Target or higher
Calculation Type	Cumulative
New Measure	No
Key/Non-Key Measure	Key
DIVISION: VEHICLE TITLES AND REGISTRATION	

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS

A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES

Total Number of Registered Vehicles

Definition	The total number of registered vehicles in Texas. Registered vehicles in Texas are inclusive of registrations processed through the County Tax Assessor-Collectors' offices, exempt vehicles, special category vehicle registrations, and license plate registrations processed directly by TxDMV's Vehicle Titles and Registration (VTR) Division.
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 data is retrieved from two sources: 1) the Registration and Titling System (RTS) - RTS 9526, Currently Registered Vehicles by Reg Plate code Report; and 2) the Monthly 5 Year Rental Trailers Registered Report prepared by Explore, Inc.
Method of Calculation	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.
Data Limitation	Five-year Rental Trailer Report is only available in the 4th quarter.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or higher
Key/Non-Key Measure	Key
DIVISION: VEHICLE TITLES AND REGISTRATION	

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS

A.1.2. Strategy: VEHICLE DEALER LICENSING

Number Motor Vehicle and Salvage Industry Licenses Issued

Definition	Number of new and renewal motor vehicle and salvage industry licenses issued.
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 "License Activity Summary." Salvage licensing information is taken from the Salvage Dealer Licensing Database through the report "Quarterly Salvage Production."
Method of Calculation	Total of all motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, which includes manufacturers, distributors, converters, auctions, general distinguishing number dealers, franchise dealers, in-transit operators, lessors, lease facilitators and representatives, salvage license to include new automobile dealer, salvage pool operator, salvage vehicle broker, and salvage vehicle rebuilder.
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.
Desired Performance	Target or higher
Calculation Type	Cumulative
New Measure	No
Key/Non-Key Measure	Key
DIVISION: MOTOR VEHICLE	

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS

A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS

Number of Oversize/Overweight Permits Issued

Definition	The issuance of permits for the transport of oversize or overweight (OS/OW) loads. The number will include OS/OW load permits and temporary (72/144 hour) permits issued through TxPROS.
Purpose/Importance	Provides economic indicators and trend information of regulatory compliance of transported loads.
Source/Collection of Data	The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).
Method of Calculation	Total OS/OW permits are obtained from the TxPROS "Total Permits Issued" report. This report takes the number of permits issued for the requested timeframe and subtracts out test and voided permits to come up with the actual number.
Data Limitation	None
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or higher
Key/Non-Key Measure	Key
DIVISION: MOTOR CARRIER	

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS

A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS

Number of Motor Carrier Credentials Issued

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	A report is generated by extracting and entering information from Motor Carrier Credentialing System (MCCS) into Infomaker--a report generating program--to produce the total number of new registrations, renewals, and re-registrations issued for the reporting period. Additionally, a report is generated to calculate Unified Carrier Registration receipts using the Indiana Federal System. The totals of both reports are combined together to produce the final. The totals for all reports are then added together to calculate the reported total for the quarter.
Data Limitation	None
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or higher
Key/Non-Key Measure	Key
DIVISION: MOTOR CARRIER	

A. GOAL: OPTIMIZE SERVICES AND SYSTEMS

A.1.5. Strategy: CUSTOMER CONTACT CENTER

Number of Customers Served in Contact Center

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.
Desired Performance	Target or higher
Calculation Type	Cumulative
New Measure	No
Key/Non-Key Measure	Non-Key
DIVISION: CONSUMER RELATIONS	

B. GOAL: PROTECT THE PUBLIC

B.1.1. Strategy: ENFORCEMENT

Number of Motor Vehicle Consumer Complaints Completed (Lemon Law)

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 measure indicates the number of consumer Lemon Law Program 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 and Office of Administrative Hearings.
Method of Calculation	Calculations are based on actual count of complaints completed and closed during the period. 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 the complexity of the case with the consumer, manufacturers, converters, distributors and dealers, impact the number of complaints completed.
Desired Performance	Target or higher
Calculation Type	Cumulative
New Measure	No
Key/Non-Key Measure	Key
DIVISION: ENFORCEMENT	

B. GOAL: PROTECT THE PUBLIC

B.1.1. Strategy: ENFORCEMENT

Number of Non-Lemon Law Motor Vehicle Consumer Complaints Completed

Definition	The total number of all non-Lemon Law complaints completed through closure of the complaint with no violation found, informal actions, mediation, and formal hearings. Non-Lemon Law complaints include complaints concerning the motor vehicle industry, salvage industry, motor carrier credentialing, motor carrier household goods, and motor carrier oversize/overweight cases.
Purpose/Importance	The measure indicates the number of complaints the agency completes.
Source/Collection of Data	All non-Lemon Law complaints and completion of those complaints related to the motor vehicle and salvage industries are entered in the Licensing Administration Consumer Affairs and Enforcement (LACE) data base. All non-Lemon Law complaints related to the motor carrier industry are entered in the Motor Carrier Credentialing System.
Method of Calculation	A report is developed through the Licensing Administration Consumer Affairs and Enforcement (LACE) data base to generate an actual count of all non-Lemon Law motor vehicle industry and salvage industry complaints completed during the quarter and any previous quarters. A report is also developed through the Motor Carrier Credentialing System to generate an actual count of all motor carrier complaints completed. The totals for all reports are then added together to calculate the reported total for the quarter. A complaint is reported as complete in the quarter in which it was completed, not the quarter in which the complaint was received.
Data Limitation	None
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or higher
Key/Non-Key Measure	Key
DIVISION: ENFORCEMENT	

B. GOAL: PROTECT THE PUBLIC

B.1.1. Strategy: ENFORCEMENT

Average Number of Weeks to Complete a Motor Vehicle Complaint (Lemon Law)

Definition	The average time required for a Lemon Law Program complaint to be completed through the complaint completion process, including issuance of a final decision. This includes Lemon Law complaints and warranty compliance complaints.
Purpose/Importance	The purpose of this measure is to determine how efficiently the agency processes Lemon Law and warranty repair complaints.
Source/Collection of Data	Sources of data are the databases for Lemon Law complaint files and warranty compliance files showing the complaint filing date and the date of final order. Records are maintained by the TxDMV Lemon Law Section and the Office of Administrative Hearings.
Method of Calculation	Calculation is based on average time between the complaint received date and the date of the final order for all Lemon Law and warranty compliance cases completed during the period. Average time is calculated by taking the sum of the number of weeks for all completed complaints divided by the number of complaints completed.
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 OAH hearing processing times and the complexity of the case with manufacturers, converters, distributors and dealers, impact the number of complaints completed.
Desired Performance	Target or lower
Calculation Type	Non-cumulative
New Measure	No
Key/Non-Key Measure	Key
DIVISION: ENFORCEMENT	

B. GOAL: PROTECT THE PUBLIC

B.1.1. Strategy: ENFORCEMENT

Number of Complaints Received Against Household Goods Carriers

Definition	Number of complaints received against Household Goods Carriers.
Purpose/Importance	The purpose of this explanatory measure is to improve reporting of complaint information and to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.
Source/Collection of Data	The source of data is the Complaint Management System, a complaint and enforcement tracking database maintained by the Motor Carrier Division, which logs and tracks complaints and enforcement actions filed with the Motor Carrier Division and the Enforcement Division regarding household goods carriers.
Method of Calculation	The number of complaints received against household goods carriers during a fiscal year. This information includes the number, source, subject matter and disposition of complaints filed each year.
Data Limitation	No significant limitations
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or lower
Key/Non-Key Measure	Non-Key
DIVISION: ENFORCEMENT	

B. GOAL: PROTECT THE PUBLIC

B.1.1. Strategy: ENFORCEMENT

Number of Enforcement Actions Against Household Goods Carriers

Definition	Number of enforcement actions filed against Household Goods Carriers.
Purpose/Importance	The purpose of this output measure is to improve reporting of enforcement information and to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.
Source/Collection of Data	The source of data is the Complaint Management System, a complaint and enforcement tracking database maintained by the Motor Carrier Division, which logs and tracks complaints and enforcement actions filed with the Motor Carrier Division and the Enforcement Division regarding household goods carriers.
Method of Calculation	The number of enforcement actions filed against household goods carriers during the reporting period. This information includes the number, source, subject matter and disposition of enforcement actions filed each year. This data will be compiled and reported on a quarterly basis.
Data Limitation	No significant limitations
Calculation Type	Cumulative
New Measure	No
Desired Performance	Target or higher
Key/Non-Key Measure	Non-key
DIVISION: ENFORCEMENT	

B. GOAL: PROTECT THE PUBLIC

B.2.2. Strategy: ABTPA

Number of Cars Stolen per 100,000

Definition	Number of motor vehicles reported stolen per 100,000 registered vehicles in the state.
Purpose/Importance	Measures the performance of initiatives to reduce auto thefts in Texas.
Source/Collection of Data	Sources of data include the Uniform Crime Reports (UCR) published by the Department of Public Safety (DPS) and the agency vehicle registrations. 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 vehicles registered in Texas for the same calendar year, and multiplied by 100,000.
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.
Desired Performance	Lower than target
Calculation Type	Non-cumulative
New Measure	No
Key/Non-Key Measure	Non-Key

DIVISION: ABTPA

B. GOAL: PROTECT THE PUBLIC

B.2.2. Strategy: ABTPA

Administrative & Support Costs as a Percent of Total Expenditures

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 the data is the monthly Budget Monitoring Reports of the ABTPA, maintained by the Finance and Administrative 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 dependent upon total ABTPA program expenditures.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Target or lower
Key/Non-Key Measure	Non-Key
DIVISION: ABTPA	

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Appendix E:

TxDMV Workforce Plan

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Texas Department of Motor Vehicles
Workforce Plan 2015 – 2019

I.   Workforce Overview

The Texas Department of Motor Vehicles (TxDMV) is governed by a nine-member board whose members are appointed by the Governor of Texas to six-year terms. The Executive Director reports to the board. The agency is responsible for:
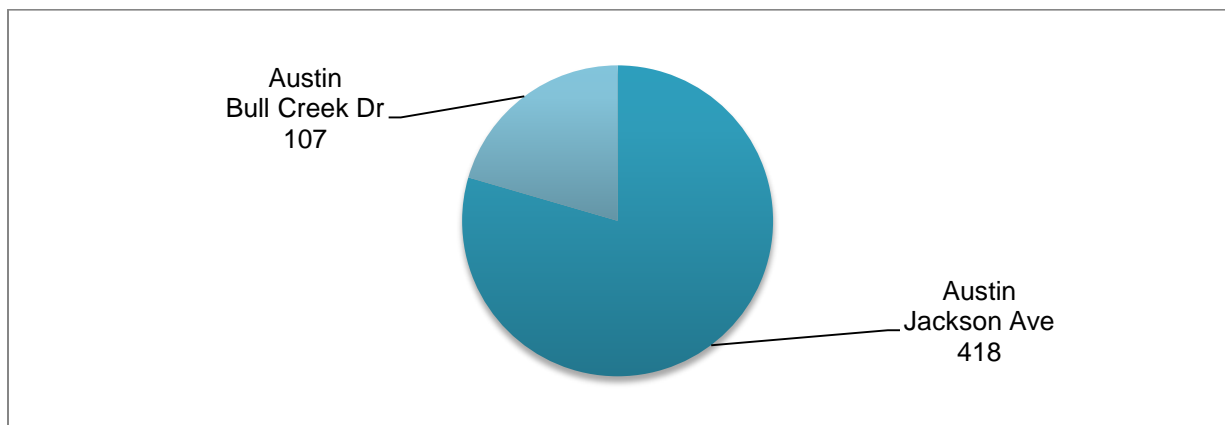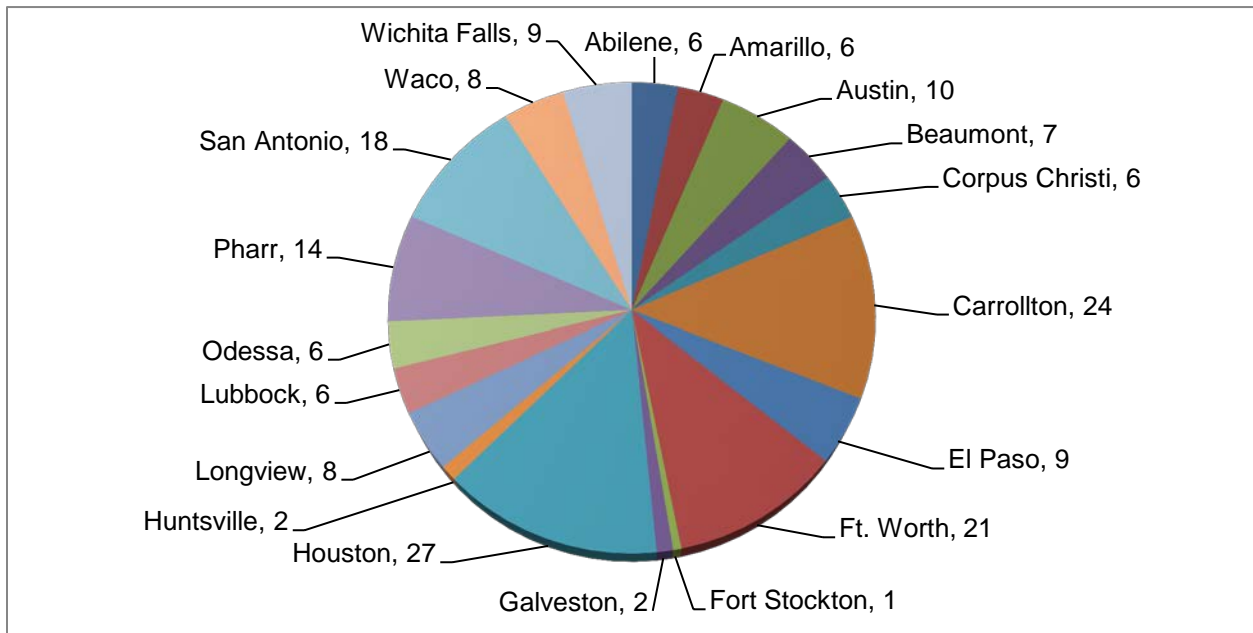
- vehicle registration and titling;
- issuing motor carrier operating authority;
- issuing oversize and overweight permits;
- motor carrier and motor vehicle dealer enforcement;
- licensing vehicle dealers; and
- awarding law enforcement agencies grants to reduce auto theft and increase public awareness.

The agency is organized into 14 divisions, excluding the Executive Director's Office, and is authorized 763 full time equivalent (FTEs) positions.

	FTE Allocation		FTE Allocation
Executive Director's Office	6	Government and Strategic Communications Division	9
Administrative Hearings Office	5	Human Resources Division	8
Automobile Burglary Theft and Prevention Authority	5	Information Technology Services Division	93
Consumer Relations Division	45	Internal Audit Division	3
Enforcement Division	81	Motor Carrier Division	121
Enterprise Project Management Office	17	Motor Vehicle Division	38
Finance and Administrative Services Division	71	Vehicle Titles and Registration Division	250
General Counsel's Office	11	TxDMV Total FTEs	763

To meet our commitment to our customers, the agency has staff located throughout Texas in addition to central operations in Austin.

On February 28, 2014, TxDMV had 715[1] employees; 525 located in the Austin headquarters and 190 employees in facilities outside of the Austin headquarters. Vehicle Titles and Registration Division has 169 employees located in 16 regional service centers. The Enforcement Division has three staff located in Carrollton, four in Ft. Worth, three in Houston, one in Lubbock, two in Pharr, three in San Antonio, one in Fort Stockton and two in Galveston. Two Finance and Administrative Services Division employees are located in Huntsville and manage license plate production for the state.

II.   Agency Vision, Mission, and Philosophy

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

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

The Philosophy: The Texas Department of Motor Vehicles is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective, and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere

III.   EEO Commitment

TxDMV is an equal opportunity employer. The agency does not allow or condone discrimination based on race, color, religion, national origin, sex, disability, age, genetic information, sexual orientation or veteran status. Our workplace is comprised of a diverse team of people and professions. TxDMV, through its policy guidelines, strives to maintain a work environment that is productive, efficient and free of discrimination, intimidation, harassment and retaliation for all employees and applicants.

Degrading or abusive conduct toward others in the work environment is strictly prohibited and will not be tolerated. Per agency policy such conduct/behavior is unacceptable. Any behavior that degrades another's race, color, religion, sex (including pregnancy) national origin, age, disability or genetic information is a serious violation of the agency's EEO Policy.

IV.   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[2] (EEOC) data was used for comparison purposes. The EEOC annually collects EEO-1 information from private employers with 100 or more employees and federal contractors with 50 or more employees that comprise the available civilian labor force in Texas.

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[2] Source: EEOC Publications, Job Patterns for Minorities and Women in Private Industry, 2012 EEO-1 Aggregate Report by State, Texas

The U.S. Census Bureau reports the Texas population increased 20.6%[3] 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).

The TxDMV workforce percentages by Equal Employment Opportunity (EEO) job categories are; 38.9% Professionals; 14.4% Technicians, 42.9% Administrative Support and 3.78% are Officials/Administrators. The agency uses EEO job categories that align with the job duties and job titles for positions in the agency; therefore, some EEO job categories are not included in the utilization analysis.

The utilization analysis of the TxDMV workforce to the CLF is provided in the following table. 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.

EEO Job Category	TxDMV Total # Employees	Total Female	Female														
			White			Black			Hispanic			Asian/Pacific Islander			American Indian/Alaskan Native		
			#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%
Officials and Administrators	27	17	14	51.85	1.38	1	3.70	0.21	2	7.41	0.27		0.00	0.44		0.00	0.79
Professionals	278	153	96	34.53	26.81	22	7.91	13.62	32	11.51	9.54	3	1.08	46.23		0.00	21.67
Technicians	103	44	22	21.36	6.00	8	7.77	6.92	13	12.62	4.96	1	0.97	6.97		0.00	5.92
Administrative Support	307	258	133	43.32	22.37	36	11.73	25.38	83	27.04	21.85	4	1.30	10.95	2	0.65	21.58
Total	715	472	265			67			130			8			2		

EEO Job Category	TxDMV Total # Employees	Total Male	Male														
Officials and Administrators	27	10	8	29.63	33.59	2	7.41	0.33		0.00	0.42		0.00	1.22		0.00	1.50
Professionals	278	125	80	28.78	23.88	14	5.04	9.13	27	9.71	6.58	3	1.08	45.27	1	0.36	18.43
Technicians	103	59	39	37.86	6.84	4	3.88	5.24	16	15.53	4.67	0	0.00	7.41	0	0.00	6.26
Administrative Support	307	49	26	8.47	5.83	4	1.30	10.28	19	6.19	6.99	0	0.00	4.89	0	0.00	6.61
Total	715	243	153			24			62			3			1		

Total	715		418	58.46%	48.53%	91	12.72%	14.94%	192	26.85%	29.80%	11	1.54%	5.00%	3	0.42%	0.41%
% Difference TxDMV to CLF				+9.93%			-2.22%			-2.95%			-3.46%			+.01%	

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[3] Source: U.S. Census, 2010 Texas Resident Population

Workforce Profile by Job Classification / Average Salary

The agency uses 43 classification series as provided in the Position Classification Plan. The workforce performs a multitude of duties, many of which provide direct customer service. For example, in February 2014, 208[4] or 29% of our employees were classified as Customer Service Representatives. The median annual salary in FY13, for employees in the Customer Service Representative classification series was $34,200[5]. The estimated median annual salary of TxDMV employees in FY13 was $41,838 slightly above the statewide median annual salary across all state agencies in the same period, of $37,037.


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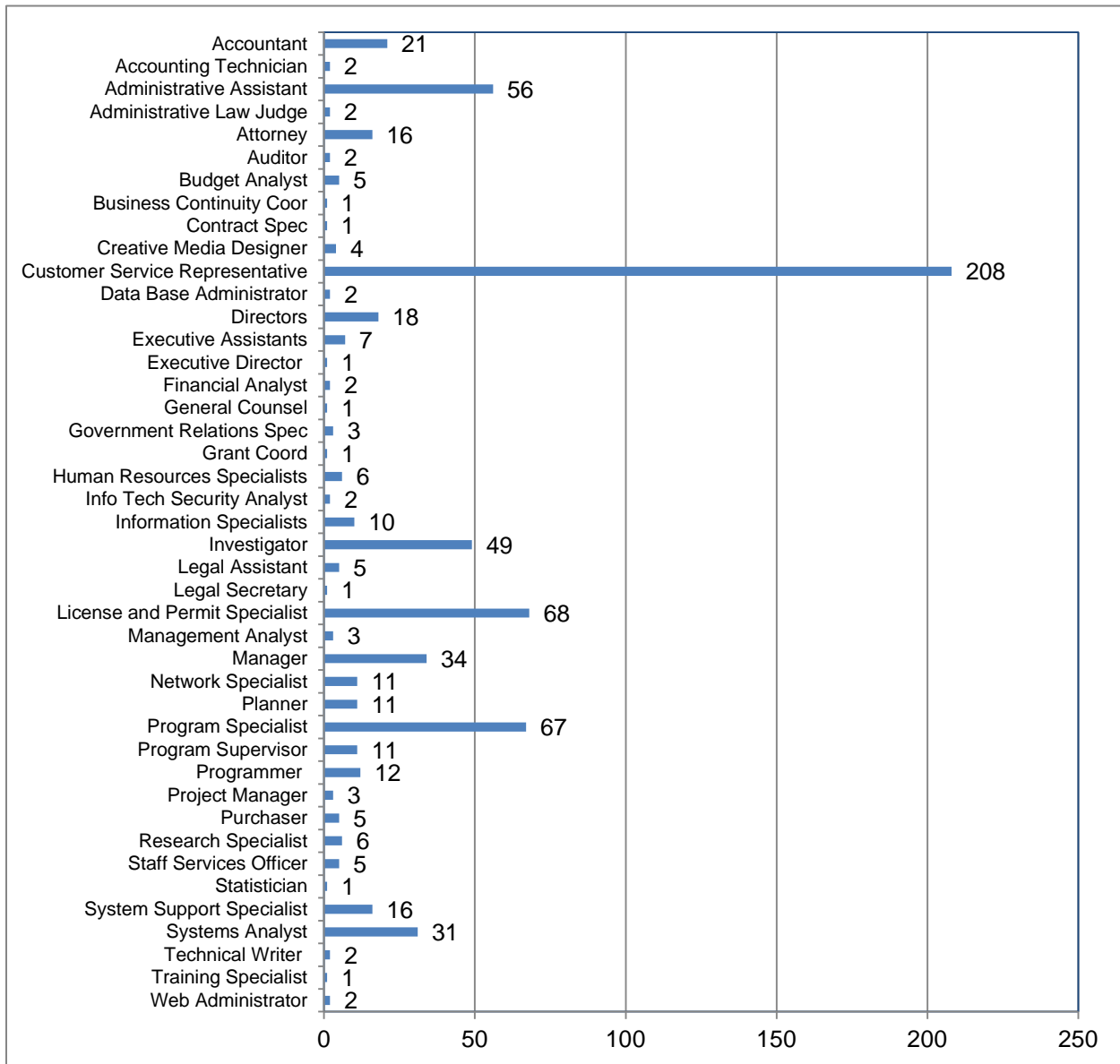
[4] Source: TxDMV HROnline
[5] Source: State Auditor's Office (SAO) E-Class System

V.   Workforce Supply

TxDMV expects to maintain its ability to recruit a qualified workforce. The Texas Workforce Commission (TWC)[6] reported that Texas' adjusted unemployment rate held steady at 5.7% in February 2014.

The nation's February 2014 unemployment rate of 6.7% is a full percentage point above that reported for Texas's adjusted unemployment rate of 5.7%. The decreased unemployment rate should not affect the available workforce supply as the U.S. Census, 2010 Texas Resident Population, reported a 20% growth in the Texas population between 2000 and 2010. 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.

TxDMV average employee headcount increased from 677.25 in fiscal year 2012 to 722.25 in fiscal year 2013[7]. The workforce strength is the number of classified employees who worked at any time during each quarter of the fiscal year, divided by four.
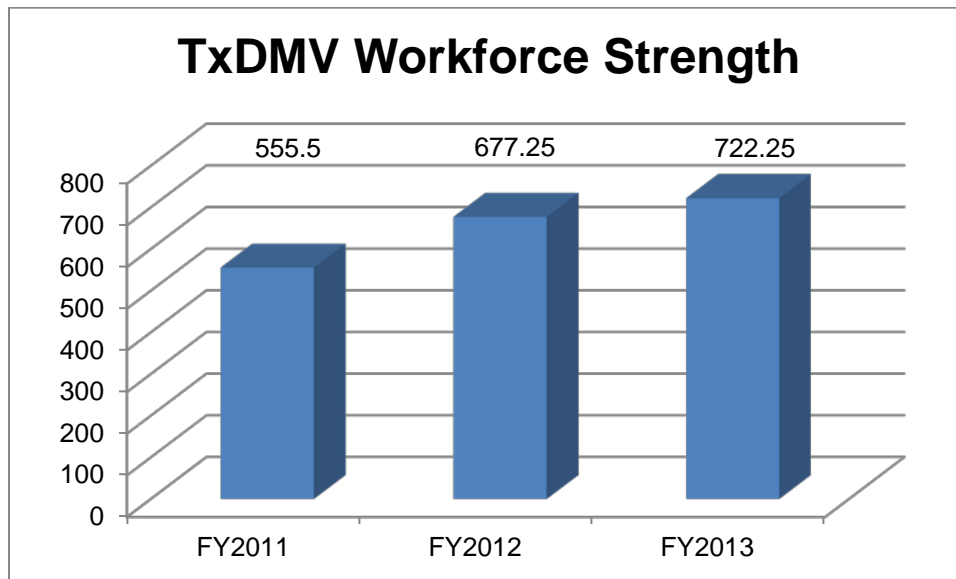
TxDMV Workforce Strength

	555.5	677.25	722.25

118

VI.   Workforce Age and Gender

TxDMV policies and hiring procedures allow the agency to attract, hire, and retain well qualified workers regardless of age or gender. Approximately 77%[8] of agency employees are over 40. The average age for the 715 employees in February 2014 was 48.

Age Range	Headcount	Average Age
16 to 29	42.75	26.92
30 to 39	129.25	35.62
40 to 49	223.50	45.09
50 to 59	255.00	55.02
60 to 69	73.75	63.07
70 or Older	2.75	75.13

In FY13, female employees comprise 65.9%[9] of the workforce.

2011		2012		2013	
384.5	172	435.5	212	478.7	248.2
69.10%	30.90%	67.30%	32.70%	65.90%	34.10%

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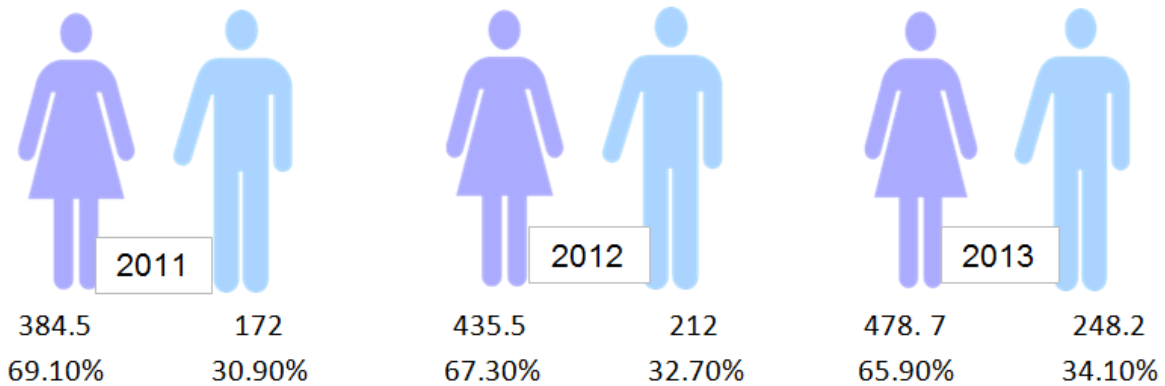
[8] Source: TxDMV HROnline
[9] Source: State Auditor's Office (SAO) E-Class System

VII. State Service Tenure

TxDMV employs an experienced and tenured staff. The average length of state service during FY13 was 12.89[10] years. In February 2014, 39%[11] of the TxDMV workforce had 15 or more years of state service.

State Service Range	Number of Employees	Percent of Workforce
5 years or less	201	28%
More than 5 years less than 10	122	17%
More than 10 years less than 15	114	16%
More than 15 years less than 20	107	15%
More than 20 years less than 25	87	12%
More than 25 years less than 30	84	12%

VIII. Terminations and Turnover

Employee turnover is a key indicator used to measure our agency goal of Optimizing Services and Systems.   Our turnover rate is well below the statewide rate for all agencies.

Turnover in FY13, excluding involuntary separations and retirements, was 6.5%[12] (47 employees). The statewide rate was 10.0%. Turnover for all types of separations was 11.9% (86 employees).   The statewide rate was 17.6%. The highest turnover rate, 4.9% (36 employees), was in customer service representative positions.
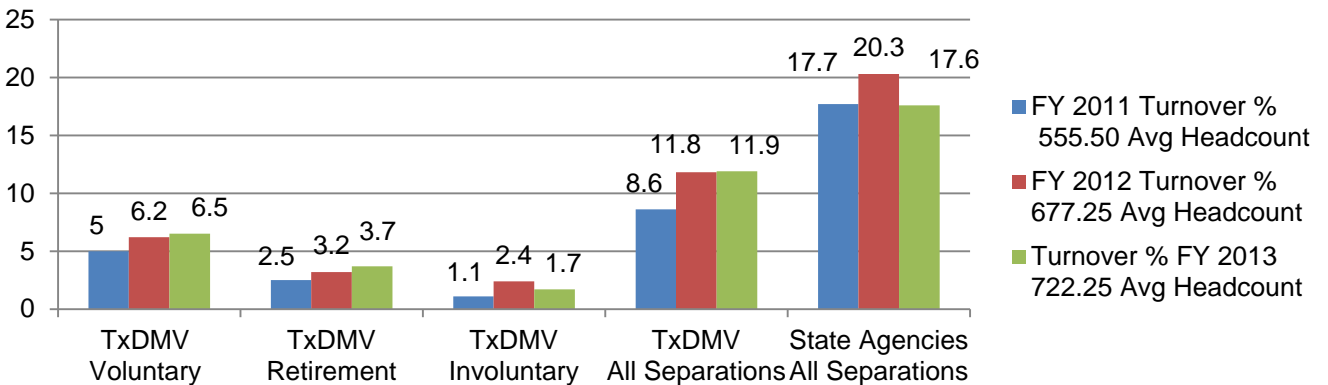
[10] Source: State Auditor's Office (SAO) E-Class System
[11] Source: TxDMV HROnline
[12] Source: State Auditor's Office, Annual Report on Classified Employee Turnover for Fiscal Year 2013 (Report No. 14-701).

The agency had an average of 45 more employees in FY13 than in FY12.

Eighty-six employees separated in FY13:

Voluntary	47 employees (6.5%)
Retirement	27 employees (3.7%)
Involuntary	12 employees (1.7%)

The State Auditor's Office Employee Exit Survey is used to capture feedback from employees who voluntarily separate from the agency. The most frequent reasons for voluntary separations in FY13 were:

Better pay/benefits	22.7%
Retirement	22.7%
No or little career advancement opportunities	11.4%
Relocation	4.5%

78.6% indicated they would work for the agency in the future.

Turnover is calculated by dividing the number of separations during the fiscal year by the average headcount, then multiplying by 100. Average headcount is calculated by totaling the number of classified employees who worked at any time during each quarter of the fiscal year, then dividing by four.

IX.   Retirement Eligibility

In February 2014, 85[13] employees met the retirement eligibility rule of 80 (years of age plus years of state service); representing 11.8% of the workforce. Within the next five years 126 employees, 17.6%, will meet the retirement eligibility rule of 80.

X.   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 2019 indicate 29.5% (211) of the current workforce may exit over the next five years.

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[13] Source: TxDMV HROnline

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

XI.   Demand Analysis and Future Workforce Skills Needed

Customer Service - The volume and complexity of inquiries (telephone, email, and walk-ins) require 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 areas as IT. Additionally, as the department expands its outreach efforts through the use of the Internet and social media, requisite skills will be needed in their area as well.

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: Being open and inclusive in all we do.

Efficiency: Being good stewards of state resources by providing products and services in the most cost-effective manner possible.

EXcellence: Working diligently to achieve the highest standards.

Accountability: Accepting responsibility for all we do, collectively and as individuals.

Stakeholders: Putting customers and stakeholders first, always.

XII. Anticipated Increase/Decrease in Number of Employees and Skills Needed

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

XIII. 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.
- Candidates interested in agency career opportunities may register to have Job posting notices emailed automatically.
- Job postings are announced on the agency Facebook and Twitter pages.
- The College Student Internship Program provides interns the opportunity to work in the public sector. The paid internship program targets college students and recent college graduates to market the agency as a viable employer.

  Retention Strategies:

- Employee Engagement – The agency participates in the Survey of Employee Engagement. Focus groups were held for the last two iterations of the survey and the agency has implemented several suggestions harvested from focus group participants.
- Salary Actions – The agency allocates merit dollars to reward outstanding performance.
- Administrative Leave – The agency provides paid leave up to 32 hours as a reward for outstanding 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 and change 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.

Appendix F:

TxDMV Survey of Employee Engagement

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Survey of Employee Engagement:
2013 - 2014 Survey Findings and Implementation Plan

Background

In December 2013, TxDMV participated in the Survey of Employee Engagement (SEE). Surveys were emailed to 706 employees statewide and 487 surveys were completed and returned, giving an excellent response rate of 69%. Survey findings were made available to the department in late January 2014. TxDMV Human Resources (HR) was tasked to develop a survey response plan including dissemination of survey results, documenting employee input, and an organizational process to implement employee suggestions for improvements.

Survey Results

The 2013-14 survey scores are higher than the 2012 results across the board. Every organizational construct and climate descriptor improved, many significantly. Of the 71 individual items, 69 had higher scores and two had no change. Not one single item or construct score fell. In post-survey focus groups, employees were asked what they thought brought about the improved scores. New agency management at the executive and division director levels was the answer most often given. Employees also cited better executive communication, more regular performance evaluations and opportunities to participate in activities like the focus groups.

The agency's synthesis score (the average of all items) is 3.51 (or 351 for comparison purposes with the Construct and Climate Scores below). On a scale of 1 to 5, 3.51 is a mid-range 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 2013-14 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	2013-14 SEE Score
Strategic	381
Ethics & Benefits	373
Atmosphere	371
Supervision & Physical Environment	367
Employee Engagement	363
Team	361

Organizational Weaknesses

Construct	2013-14 SEE Score
Pay	229
Internal Communication	320
Fairness & Feedback	339
Information Systems	341
Diversity	342

Survey Response Plan

The agency's response to the 2013-14 SEE includes four phases: Communicate, Listen, Identify Targets, and Train.

Communicate

Survey results, in the form of 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. The name of the survey liaison is listed for employees to submit questions, suggestions and comments. All TxDMV employees have access to Crossroads and postings are available in a printable format.

Survey results were detailed to senior management and handouts for each division, plus a cross-division comparison were distributed. Regional Managers were also informed of the SEE findings, with an emphasis on regional scores and issues.

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

Listen

To further clarify the SEE findings, focus groups were conducted January – April, 2014 in which employees were 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.

Thirty instructor-led focus groups were held. An average of eight employees attended each group. Fourteen focus groups were held at Austin Headquarters and 16 were held on site at Regional Service Centers around the state. Regional employees from San Antonio, Waco and Austin Regional Service Centers were invited to participate in a Headquarters group.

Results of employee input from these focus groups, including examples of areas of weakness and suggestions for improvement, were made available to agency leadership in May 2014.

Identify Targets

In May 2014, agency leadership will review survey findings and employee input and will determine what specific areas of organizational weakness to target through the use of response projects. Human Resources will be tasked with developing an SEE response implementation plan.

Train

Employees who volunteer and are approved to participate in response projects will be trained throughout their participation. Training will include basic elements of Process Improvement, Group Decision Making, Project Management and Change Management. Agency leaders will serve as executive sponsors for each SEE response project. Intervention projects will specifically target an area of weakness identified by the SEE and recommended by employees.

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 projects limited to a small number of 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.