

Texas Department of Motor Vehicles

Strategic Plan

Fiscal Years 2019 – 2023

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



Texas Department *of* Motor Vehicles
HELPING TEXANS GO. HELPING TEXAS GROW.

Agency Strategic Plan

For the Fiscal Years 2019-2023

By

Texas Department of Motor Vehicles

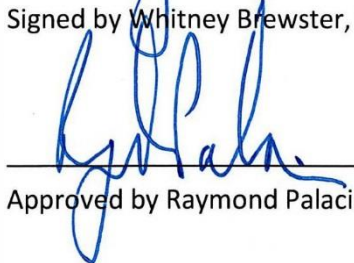
(TxDMV)

Board Member	Dates of Term	Hometown
Raymond Palacios Jr., Chairperson	08/23/2016 to 02/01/2019	El Paso
Blake Ingram, Vice Chairperson	02/23/2011 to 02/01/2017	Sunnyvale
Robert "Barney" Barnwell, III	06/06/2012 to 02/01/2019	Magnolia
Luanne Caraway	03/22/2013 to 02/01/2019	Kyle
Brett Graham	08/23/2016 to 02/01/2017	Denison
Kate Hardy	08/23/2016 to 02/01/2021	Trophy Club
Gary Painter (Sheriff)	08/23/2016 to 02/02/2021	Midland
Guillermo "Memo" Trevino	09/02/2015 to 02/01/2021	Laredo
John H. "Johnny" Walker, III	09/28/2009 to 02/01/2017	Houston

June 8, 2018



Signed by Whitney Brewster, Executive Director



Approved by Raymond Palacios Jr., Board Chairperson

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Texas Department of Motor Vehicles Mission Statement

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

TxDMV's Operational Goals and Action Plans

The TxDMV Board established three strategic operational goals for the department. Each operational goal is presented below along with the action plan and its relationship to the statewide objectives.

Agency Operational Goal and Action Plan
<p>Goal 1: Performance Driven Evidenced by providing services which are:</p> <ul style="list-style-type: none"> • Effective and efficient • Consistent with best practices
Specific Action to Achieve Your Goal
<p>There are four large scale activities the department is implementing to achieve the Performance Driven goal.</p> <p>1.1 Automobile Burglary and Theft Prevention Authority (ABTPA) Program Currently, ABTPA administers grants to local to law enforcement agencies as the most cost effective way for the state to engage local jurisdictions to coordinate a statewide response to multi-jurisdictional crimes of motor vehicle burglary and theft. Additionally, ABTPA supplies the grant programs with messaging and material to support cost effective locally responsive educational campaigns to the general motoring public on how to prevent automobile burglary or theft. Finally, ABTPA provides specialized investigator training for motor vehicle crimes units across the state to ensure sound, consistent and effective investigative practices. The Sunset Commission in its review of the department recommends expanding the scope of the ABTPA program. Completion Date: Continuous through 08/31/2021</p> <p>1.2 Balanced Scorecard (BSC) TxDMV has developed a BSC. The BSC includes a strategy map as well as objectives, measures, targets and initiatives and compliments the department's Legislative Budget Board (LBB) Performance Measures and internal KPIs to monitor department performance in specific areas. Completion Date: Continuous through 08/31/2021</p> <p>1.3 Cyber Security Initiative TxDMV is continuously improving and strengthening its information technology security tools and data protection activities. This initiative is designed to reinforce and further strengthen the department's security posture. Date: Continuous through 08/31/2019</p> <p>1.4 Improve Information Technology (IT) Projects and Maintenance Governance Recommended in the Sunset Advisory Commission Staff Report, TxDMV would strengthen its IT governance by conducting a full inventory of IT systems, identifying needed maintenance and updates, evaluating current and planned projects in light of demands on IT staff and increasing coordination among the executive team, IT staff and Project Management staff. Completion Date: 08/31/2019</p>
Describe How Your Goal or Action Item Supports Each Statewide Objective
<p>1.1 ABTPA supports the statewide objectives of:</p> <p>Accountability – providing local law enforcement with statewide grants reduces the losses citizens experience as a result of motor vehicle burglary and theft</p> <p>Efficiency – maximizing grant funding to law enforcement with minimal program costs provides effective crime reduction for citizens</p>

<p>Effectiveness – reducing the number of motor vehicle burglaries and thefts through the ABTPA program is an effective use of taxpayer dollars</p> <p>Service – providing technical support to law enforcement grant recipients and educating vehicle owners on theft prevention practices reduces automobile burglary and theft</p> <p>Transparency – providing education and tools to consumers and local law enforcement can help prevent Texans from being a victim of a preventable motor vehicle burglary or theft</p> <p>1.2 Balanced Scorecard (BSC) supports the statewide objectives of:</p> <p>Accountability – creating objectives with KPIs and performance targets increases accountability to TxDMV’s stakeholders and customers</p> <p>Efficiency – aligning organizational activities creates greater efficiencies</p> <p>Effectiveness – implementing strategic initiatives increases organizational effectiveness</p> <p>Service – including a customer perspective in the BSC allows the department to improve service delivery</p> <p>Transparency – creating a strategy map provides increased transparency by connecting TxDMV’s activities and actions to desired outcomes</p> <p>1.3 Cyber Security Initiative supports the statewide objectives of:</p> <p>Accountability – providing the resources for department security staff to maintain secure systems</p> <p>Efficiency – enhancing the resources for department security staff to respond quickly</p> <p>Effectiveness – streamlining the resources for department security staff to maintain secure systems</p> <p>Service – protecting the information of the department, its customers and stakeholders</p> <p>Transparency – providing a secure system allowing the department to be transparent and seamless to its customers</p> <p>1.4 Improve IT Project and Maintenance Governance supports the statewide objectives of:</p> <p>Accountability – ensuring greater coordination among IT staff, Enterprise Project Management Office (EPMO) staff and the TxDMV Executive Team and provides greater oversight and alignment</p> <p>Efficiency – avoiding the misallocation of staff and resources provides for improved IT efficiency</p> <p>Effectiveness – aligning projects and staff availability and their current priorities provides increased opportunities to achieve desired results more effectively</p> <p>Service – increasing governance activities should result in long-term gains in customer service</p> <p>Transparency – increasing governance processes enhances transparency</p>
Describe any Other Considerations Relevant to Your Goal or Action Item
The actions described in this section fall primarily under the goal of Performance Driven. These actions also support and are integral to accomplishing the department’s goals of Optimized Services and Innovation in addition to Customer Centric.

Agency Operational Goal and Action Plan
<p>Goal 2: Optimized Services and Innovation</p> <p>Evidenced by actions which foster:</p> <ul style="list-style-type: none"> • Continuous business process improvement and realignment • Executive ownership and accountability for results • Organizational culture of continuous improvement and creativity
Specific Action to Achieve Your Goal
<p>There are nine large scale activities the department is implementing to achieve the Optimized Services and Innovation goal.</p> <p>2.1 Refactoring of Registration and Titling System (RTS)</p> <p>This information technology project’s goal is twofold: 1) refactor the computer coding for RTS system changing it from a mainframe-based system to a web-based system (completed in November, 2015) and 2) implement a variety of system enhancements to various RTS components. Improving RTS system increases the department’s support to county TACs and other business partners who use the system to provide quick, reliable and efficient motor vehicle registration and titling services on behalf of the TxDMV.</p> <p>Completion Date: 12/31/2018</p> <p>2.2 webDEALER</p> <p>webDEALER is a system that allows motor vehicle dealers, commercial fleet buyers and salvage operators to submit registration and title information online rather than taking paper applications to a TAC office. This reduces congestion and costs in TAC offices and allows TAC employees to focus on customers needing to meet with a TAC employee and focus on other TAC services. The webDEALER system also reduces the number of rejected applications with insufficient or incomplete information and accurately calculates payments due.</p> <p>Completion Date: 08/31/2019</p> <p>2.3 Motor Carrier Credentialing System (MCCS)</p> <p>There have been incremental enhancements to MCCS, used by commercial carriers to apply for intrastate (TxDMV Certificate Number) credentials, since its launch in 2004. Planned enhancements include providing additional online functions, collecting more accurate information and streamlining the customer application process to improve Motor Carrier Division (MCD) operations. MCCS supports commercial transportation companies in maintaining current credentials and maintaining compliance with state and federal laws. MCCS is also used by the Texas Department of Public Safety (DPS) as part of roadside enforcement activities of commercial carriers.</p> <p>Completion Date: Continuous through 08/31/2019</p> <p>2.4 Anti-Fraud Activities/Fraud Data Dashboard</p> <p>TxDMV’s executive management created an Anti-Fraud, Waste and Abuse Working Group and requested that the department’s Internal Audit Division (IAD) research best practices for government agencies to combat fraud. The Working Group is responsible for revising department policy to include best practices, update department procedures and rules. It will also implement a fraud risk management framework to combat fraud and ensure the security of state assets and the integrity of citizens’ personal information. Further, TxDMV is creating a Fraud Data Dashboard which will use technology and data from RTS to develop “alert” reports to identify trends indicating potential fraud.</p> <p>Completion Date: Continuous through 08/31/2021</p>

Specific Action to Achieve Your Goal
<p>2.5 Operational Plan</p> <p>Each of the 16 TxDMV divisions proposed one or more initiatives to improve a process or service in the department in Fiscal Year 2018, resulting in 36 specific initiatives. Initiatives are both single- and multi-year and may be cross-divisional. Operational Plan activities help support creativity and innovation within the department.</p> <p>Completion Dates: 09/30/2018 or 09/30/2019 for each fiscal year Operational Plan, individual division initiatives vary in completion dates</p> <p>2.6 Kiosks</p> <p>Self-service devices or kiosks are an innovation the department has researched hoping to conduct a pilot program within the next year. Kiosks provide safe, secure, service availability and display screens in multiple languages and are an efficient way to deliver various TxDMV products and services. Utilizing kiosks reduces TxDMV’s need for brick and mortar office space and staff. Kiosks have the added benefit of reducing wait times in TACs as customers will be able to complete transactions at alternative locations. Utilizing kiosks harnesses new technologies available to meet the changing needs of the motoring public.</p> <p>Completion Date: 04/30/2020</p> <p>2.7 Peer to Peer Recognition Program (P2P)</p> <p>TxDMV is currently developing a P2P program that will support employees in recognizing the work of their colleagues. Designed to be an immediate, direct form of recognition, the P2P program has the potential to improve department morale and employee satisfaction.</p> <p>Completion Date: 08/31/2018</p> <p>2.8 Strengthen Fraud Monitoring</p> <p>Recommended in the Sunset Advisory Commission Staff Report, TxDMV should develop a risk-based approach to monitoring fraud in TACs, RSCs and deputy offices. Specifically, both the CID and IAD would collaborate to establish key risk factors for monitoring and detecting fraud, increase the use of remote transaction review processes in addition to on-site reviews and provide training to fraud investigations staff.</p> <p>Completion Date: 03/01/2019</p> <p>2.9 Improve Motor Vehicle Licensing Activities</p> <p>Recommended in the Sunset Advisory Commission Staff Report, TxDMV should expand its use of criminal background checks to all license renewals, align criminal history evaluation rules with the Texas Occupation Code and remove business reference checks from salvage license applications. Completion Date: 01/01/2019</p>
Describe How Your Goal or Action Item Supports Each Statewide Objective
<p>2.1 RTS supports the statewide objectives of:</p> <p>Accountability – making improvements to RTS system supports TACs in providing more accurate and faster titling and registration services</p> <p>Efficiency – upgrading RTS with a more modern coding language provides the department with the ability to recruit employees from a wider pool of candidates for maintaining the new RTS. Additionally, programmers can make changes to the system more quickly and efficiently than in the old, mainframe-based system</p> <p>Effectiveness – implementing enhancements to RTS allows TACs to run reports, print documents and provide services more effectively and efficiently</p> <p>Service – enhancing RTS functionality by adding a “search by name” feature allows TAC staff to locate a customer’s motor vehicle record more quickly and accurately resulting in less wait time for customers to complete a transaction</p>

Describe How Your Goal or Action Item Supports Each Statewide Objective

Transparency – updating RTS system is another example of TxDMV’s commitment to providing better information and tools for TACs and their deputies to process titles and registrations and allows modifications to the core system to allow for an enhanced customer experience

2.2 webDEALER supports the statewide objectives of:

Accountability – automating the titling and registration process for motor vehicle dealers reduces the time to complete transactions, resulting in better customer service at a lower cost

Efficiency – using online systems removes the need for motor vehicle dealers to send an employee to a TAC office to physically process registration and title transactions, reduces TAC office wait times and allows both the dealers’ and TAC employees to focus on other core functions

Effectiveness – utilizing a web-based titling and registration system (the first in the U.S.), TxDMV, TACs and motor vehicle dealers across the state provide motor vehicle purchasers with properly titled and registered vehicles quickly

Service – delivering titles, registrations and temporary paper license plates electronically allows TxDMV, TACs and motor vehicle dealers to offer customers improved service delivery

Transparency – implementing webDEALER saves time and money for dealers registering and obtaining motor vehicle titles for their customers

2.3 MCCA supports the statewide objectives of:

Accountability – utilizing a web-based credentialing system allows Texas’ motor carriers to obtain operating authority quickly, efficiently and on their schedule

Efficiency – providing 24/7 access allows customers to efficiently obtain needed credentials

Effectiveness – having 24/7 access to request motor carrier credentials provides a more effective business process for Texas’ business owners and TxDMV

Service – utilizing a web-based, self-service function allows TxDMV’s motor carrier customers an additional option available 24/7

Transparency – obtaining a motor carrier credential at any time provides increased flexibility for Texas’ businesses and better ensures public safety by granting commercial carriers authority to travel on Texas’ roads

2.4 Anti-Fraud Activities/Fraud Data Dashboard supports the statewide objectives of:

Accountability – encouraging increased accountability for all strategic business partners and licensees through data mining and monitoring activities increases the department’s ability to identify and address fraud

Efficiency – using technology to assist in the identification of potential fraud, waste and abuse reduces the time needed to analyze data and identify fraud

Effectiveness – utilizing technology to assist in the identification of potential fraud, waste and abuse increases the amount of data reviewed and the quality of initial analysis

Service – increasing the department’s ability to conduct data mining also increases TxDMV’s ability to protect the integrity of customers’ transactions

Transparency – conducting more effective and efficient anti-fraud activities provides for greater assurance and insight in business operations

2.5 Operational Plan supports the statewide objectives of:

Accountability – developing and implementing initiatives can result in streamlined activities, reducing process completion times and improving customer service, making TxDMV more accountable through improved stewardship of taxpayer dollars

Efficiency – evaluating department activities minimizes risk, waste and eliminates redundant or unnecessary activities or processes

Describe How Your Goal or Action Item Supports Each Statewide Objective

Effectiveness – developing and implementing initiatives demonstrates that TxDMV continuously improves and embraces new methods, procedures and technologies

Service – enhancing information access for TxDMV’s customers, providing higher quality information to TxDMV’s customers and improving internal processes enables TxDMV staff to serve customers more effectively

Transparency – developing and implementing initiatives provides TxDMV and its customers with a clear plan to demonstrate continued improved processes and services

2.6 Kiosks support the statewide objectives of:

Accountability – utilizing kiosks will provide customers with more opportunities to maintain current vehicle registrations thereby increasing their accountability with the state

Efficiency – deploying kiosks will allow for efficient, effective and more accessible service delivery

Effectiveness – implementing kiosks allows TxDMV to provide greater access to motor vehicle services

Service – offering services through kiosks that are capable of interacting with customers in multiple languages, increasing the number of physical locations where citizens can obtain services and providing access to kiosks will result in reduced waiting times for those customers needing face-to-face services in TACs

Transparency – accessing a machine similar to an ATM and purchasing motor vehicle services 24/7 provides flexibility, convenience and immediate documentation

2.7 Peer to Peer Recognition Program (P2P) supports the statewide objectives of:

Accountability – creating a P2P program allows employees themselves to acknowledge exceptional performance and thereby increasing peer accountability

Efficiency – providing a mechanism for employees to recognize each other is far more efficient than having a manager or customer recognize an employee

Effectiveness – implementing a P2P program fosters more immediate recognition which is more effective than delayed recognition

Service – participating in the P2P program increases employee morale which should translate into improved customer service

Transparency – acknowledging the work of colleagues allows for increased transparency in documenting job performance and expectations

2.8 Strengthen Fraud Monitoring supports the statewide objectives of:

Accountability – increasing TxDMV’s review of transactions strengthens the oversight of motor vehicle transactions

Efficiency – redesigning the methodology to remotely review motor vehicle transactions allows TxDMV staff to review a greater number of transactions more quickly

Effectiveness – using a risk-based approach and training staff increases the likelihood of significant fraud being detected

Service – detecting fraud and protecting consumers supports a key goal of the department

Transparency – improving oversight and monitoring supports greater transparency in TxDMV’s operations and protects state funds

2.9 Improve Motor Vehicle Licensing Activities supports the statewide objectives of:

Accountability – expanding the use of criminal background checks provides increased scrutiny of licensees and further enhances the safety of the public

Efficiency – expanding and standardizing the use of and review of criminal background checks allows TxDMV staff to process license applications and renewals more thoroughly

Describe How Your Goal or Action Item Supports Each Statewide Objective
<p>Effectiveness – incorporating more criminal background checks enhances TxDMV’s efforts to ensure the fitness of licensees</p> <p>Service – aligning criminal history evaluation rules with the Texas Occupation Code allows for unbiased, fair reviews of license applicants</p> <p>Transparency – aligning criminal history evaluation rules with the Texas Occupation Code provides both licensees and staff clear guidelines to evaluate license applications</p>
Describe any Other Considerations Relevant to Your Goal or Action Item
The actions described in this section fall primarily under the goal of Optimized Services and Innovation. These actions also support and are integral to accomplishing the department’s goals of Performance Driven in addition to Customer Centric.

Agency Operational Goal and Action Plan
<p>Goal 3: Customer Centric Evidenced by actions which foster:</p> <ul style="list-style-type: none"> • Focus on the customer • Increase transparency with external customers • Excellent service delivery
Specific Action to Achieve Your Goal
<p>There are seven large scale activities the department is implementing to achieve the Customer Centric goal.</p> <p>3.1 Call Center Enhancements TxDMV’s call centers are currently undergoing upgrades in hardware and software to enhance customer service. Specifically, the changes include transitioning to a cloud-based telephony system; implementing and configuring several components including a quality monitoring system; a workforce management system, email routing, web chat and text messaging. Completion Date: 05/31/2019</p> <p>3.2 Queuing Systems The department is currently in the process of standardizing queuing systems in the Regional Service Centers (RSCs). Queuing systems allow TxDMV to monitor customer wait time, the types of transactions being completed, the time needed to complete each transaction, the time spent with each customer and the number of transactions in each office. Collecting and analyzing this data identifies peak volume times and provides TxDMV with the information needed for appropriate staffing and training in RSCs resulting in more efficient customer service. Queuing systems also allow TxDMV customers to “save a place in line” using mobile devices. Finally, queuing systems also have the capability of providing customers with satisfaction surveys. Completion Date: Completed in five of 16 RSCs, the 11 remaining RSCs will be completed by 08/31/2021</p> <p>3.3 External Website Renovation TxDMV is renovating its external website to enhance its functionality, usability and appearance. A customer centric website facilitates customers by finding needed information quickly, easily, intuitively and, hopefully, eliminates the need for a phone call, email or in-person visit to complete a transaction. Completion Date: 11/15/2019</p>

Specific Action to Achieve Your Goal

3.4 Compliance and Investigations Division (CID)

TxDMV was authorized 13 new Full-Time Equivalents (FTEs) by the 85th Legislature to staff a new division. The purpose of the new division is to identify and address fraud, waste and abuse involving the department’s activities, services, products and its business partners. CID is in the process of finalizing the selection and training of staff in order to be fully operational by the completion date.

3.5 Completion Date: 03/01/2019 3.5 Complaint Process Improvement

Recommended in the Sunset Advisory Commission Staff Report, TxDMV’s customers and stakeholders would benefit from reducing the time needed to resolve a complaint. The goals of this initiative include creating a centralized complaint intake process, tracking complaints as they move through the complaint process to identify bottlenecks, notifying complainants of the status of their complaint and standardizing complaint processes across all divisions.

Completion Date: Continuous through 08/31/2021

3.6 Expand Customer Service and Access

Recommended in the Sunset Advisory Commission Staff Report, TxDMV will review its service delivery to determine new improvements to be made in three areas. TxDMV will 1) review, consolidate and standardize the department’s customer satisfaction surveys; 2) identify opportunities to provide more online services so that customers may avoid a trip to a brick and mortar building and 3) review the functional split between Tax Assessor-Collector (TAC) offices and RSC offices to reduce customer confusion.

Completion Date: 09/01/2019

3.7 Strengthen Enforcement Activities

Recommended in the Sunset Advisory Commission Staff Report, TxDMV should develop policies and procedures for prioritizing investigations and inspections; improve enforcement data tracking; develop and publish a penalty matrix; develop and publish online enforcement histories of motor vehicle and motor carrier businesses and revise and expand Key Performance Indicators (KPIs) and annual reports.

Completion Date: Continuous through 08/31/2021

Describe How Your Goal or Action Item Supports Each Statewide Objective

3.1 Call Center Enhancements support the statewide objectives of:

Accountability – utilizing new technologies makes it easier for a customer to contact TxDMV and obtain needed services

Efficiency – implementing new features such as web chat (which allows synchronized, real-time written communication) and text messaging (which allows customers to receive notification of a response) results in TxDMV customers managing their time and preferred method of communication more efficiently and allows the department to respond to customer inquiries more quickly

Effectiveness – implementing the call center enhancements allows the department, during high-call volume periods, to route customer calls to RSC staff in order to minimize wait times; additional enhancements include a web chat feature to “talk” back and forth with customers, allowing one customer service representative to respond to several customers simultaneously

Service – leveraging the latest call center technologies will offer customers more options when contacting a customer service representative

Transparency – offering the convenience of being able to “chat” directly with department personnel and to arrange for a callback instead of waiting on hold are two ways TxDMV is respectful of Texans’ valuable time

Describe How Your Goal or Action Item Supports Each Statewide Objective

3.2 Queuing Systems support the statewide objectives of:

Accountability – reducing time spent in line or managing customer expectations allows for informed decision-making regarding providing services

Efficiency – implementing a queuing system allows TxDMV to continually monitor staff performance and adjust staffing levels to improve service delivery

Effectiveness – adopting queuing systems streamlines TxDMV processes and reduces the waiting time for customers, even allowing them to “save a place in line” with their mobile devices

Service – streamlining processes and reducing waiting times in RSCs is a TxDMV priority

Transparency – implementing queuing systems provides TxDMV management with useful information such as employee transaction time by type, resulting in customers receiving the most efficient service delivery

3.3 External Website Renovation supports the statewide objectives of:

Accountability – providing clear and concise information in an easily accessible format allowing TxDMV’s customers to access needed services and information through multiple formats

Efficiency – obtaining needed information quickly “in a few clicks” allows customers to meet their needs 24/7

Effectiveness – providing information in a digital format allows the department to update information real-time

Service – offering access to information 24/7 allows customers to obtain needed information on their schedule at their convenience

Transparency – posting information such as TxDMV Board meeting minutes/videos, registration renewal sticker tracking, etc. allows the department to increase transparency with customers and stakeholders

3.4 Compliance and Investigations Division (CID) supports the statewide objectives of:

Accountability – scanning transaction data for trends and outliers increases the department’s ability to identify and respond to fraud, waste and abuse thereby minimizes the department’s risk and increasing the accountability of TxDMV’s licensees, permit holders and business partners

Efficiency – increasing the number of investigators and field representatives provides for greater coverage and oversight

Effectiveness – creating the ability to conduct data mining for trends and outliers targets and guides CID staff to investigate with purpose and direction

Service – providing greater oversight of the department’s activities and transactions increases the quality of services by ensuring they are compliant and legitimate

Transparency - scanning data for trends and outliers increases the department’s ability to document and respond to fraud, waste and abuse thereby increasing transparency for TxDMV’s licensees, permit holders, business partners and customers and also assures the remittance of all appropriate fees and motor vehicle sales taxes

Describe How Your Goal or Action Item Supports Each Statewide Objective

3.5 Complaint Process Improvement supports the statewide objectives of:

- Accountability** – tracking complaint processing times and notifying complainants of delays will improve accountability both within the department and to complainants
- Efficiency** – standardizing the complaint process should provide greater efficiency for the intake, investigation and resolution of complaints
- Effectiveness** – reducing complaint resolution timelines increases the department’s effectiveness
- Service** – reducing the time needed to resolve a complaint is beneficial to TxDMV’s customers
- Transparency** – standardizing the complaint process and providing periodic updates to complainants increases the transparency of the process for TxDMV’s customers

3.6 Expand Customer Service and Access – supports the statewide objectives of:

- Accountability** – revising and standardizing TxDMV’s customer satisfaction surveys will provide the department with comparable data, thereby improving accountability and ability to respond to customer feedback
- Efficiency** – identifying more online opportunities to provide needed services should result in greater efficiency and convenience for TxDMV’s customers
- Effectiveness** – clarifying the roles and responsibilities as well as identifying the services offered at a TAC and an RSC office supports TxDMV’s customers in effectively obtaining specific services
- Service** – offering more online services, knowing which office to contact for needed services and collecting standardized, meaningful data all allow TxDMV to increase the level of service it provides
- Transparency** – offering more online services and clarifying which office to contact helps increase the department’s transparency with its customers

3.7 Strengthen Enforcement Activities – supports the statewide objectives of:

- Accountability** – publishing both a penalty matrix and an enforcement history will provide both regulated stakeholders and consumers with needed information to make better decisions about with whom to do business
- Efficiency** – determining which cases the department has jurisdiction over, as well as prioritizing cases, allows TxDMV’s enforcement staff to increase its efficiency
- Effectiveness** – prioritizing cases allows for TxDMV enforcement staff to pursue cases more strategically thereby increasing the staff’s effectiveness
- Service** – providing a central database for the history of enforcement actions improves the department’s customer service
- Transparency** – revising the KPIs and strengthening the annual report on enforcement activities will result in improved internal tracking and greater transparency for those involved in enforcement activities

Describe any Other Considerations Relevant to Your Goal or Action Item

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

TxDMV's Redundancies and Impediments

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	1. Amend statute to allow the methods and locations for processing title and registration transactions to be set by rule rather than statute. Multiple chapters of the Transportation Code and conforming changes in other codes
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The enactment of S.B. 2075 and S.B. 2076, 85th Legislature, Regular Session streamlined the process to provide services to Texas Department of Motor Vehicle (TxDMV) customers when a tax assessor-collector (TAC) office is closed or potentially closed by allowing a different county to perform the service. The department is currently preparing to conduct a pilot kiosk program to expand and improve customer service. Further, the Sunset Advisory Commission Staff Report has made a Management Action Recommendation (5.5) that requires the department to expand opportunities for moving additional transactions online to reduce the need for the public to visit brick and mortar locations, such as obtaining certified copies of titles online, requiring all dealers to use webDEALER (when available) or requiring all motor carriers to self-issue oversize/overweight (OS/OW) permits.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The department agrees with the Sunset Advisory Commission Staff Report Management Action recommendation (5.5) to explore and expand customer convenience opportunities through increasing online services and potentially, the use of kiosks. TxDMV will continue to work with the Legislature and the Office of the Governor (OOG) on the best approach to address this issue.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The fiscal impact of implementing this recommendation cannot be estimated as the scope, specific modifications and the changes to current information technology systems must be evaluated.
SERVICE STATUTE, RULE OR REGULATION	2. Increase the fee for duplicate motor vehicle titles to recover TxDMV's costs. Transportation Code, Section 501.134 - Mail-In Administrative Code, Section 217.7(f) - Walk-In
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This change was originally proposed based on recommendations included in the Legislative Budget Board's <i>Government and Efficiency Report</i> , January 2015, p. 427. No action has been taken to increase the fee from the current mail-in fee of \$2 and the walk-in of \$5.45. Based on current figures, regardless of the application method, the department estimates that it costs approximately \$18 per document to issue a certified copy of a motor vehicle title, resulting in an unreimbursed cost to the department of approximately \$6.3 million per year. In Fiscal Year 2017 the department issued more than 450,000 duplicate titles. The department estimates a 0.5% growth rate per year in duplicate titles.

REDUNDANCIES AND IMPEDIMENTS		
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Authorize TxDMV to set the fee at \$18 to fully recover the cost of issuing a duplicate certified copy of title.	
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<u>Fiscal Year</u>	<u>Probable Gain/Loss to the TxDMV Fund</u>
	2020	\$6,300,000
	2021	\$6,300,000
	2022	\$6,400,000
	2023	\$6,400,000
	2024	\$6,400,000
<i>The fiscal impact will be dependent upon the actual legislation.</i>		
SERVICE STATUTE, RULE OR REGULATION	3. Amend statute to require the department to submit the <i>Chairman's Report to the Governor</i> on an annual basis rather than quarterly. Transportation Code, Section 1001.023(b)(3)	
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Current statute requires the TxDMV to provide a <i>Chairman's Report to the Governor</i> on a quarterly basis. The department has matured since its creation in 2009 and the Office of the Governor (OOG) has determined that the need for quarterly reports are no longer necessary with an annual report being sufficient. This requested change in statute would conform the statute to practice.	
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend Transportation Code, Section 1001.023(b)(3) as follows: Sec. 1001.023. CHAIR AND VICE CHAIR; DUTIES. (a) The governor shall appoint one of the board's members as chair of the board. The chair serves at the pleasure of the governor. The board shall elect one of its members vice chair of the board. The vice chair serves at the pleasure of the board. (b) The chair shall: (1) preside over board meetings, make rulings on motions and points of order, and determine the order of business; (2) represent the department in dealing with the governor; (3) report to the governor on the state of affairs of the department <u>on an annual basis at least quarterly</u> ;	

REDUNDANCIES AND IMPEDIMENTS	
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This recommendation will have no fiscal impact. The requested change in statute would conform the department's current practice for submission of the report.
SERVICE STATUTE, RULE OR REGULATION	4. Amend statute to require 10% of the revenues generated by the creation of a new Oversize/Overweight (OS/OW) permits be deposited to the credit of the TxDMV Fund. Transportation Code, Chapter 623, by adding a new section
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The addition of this statutory language would ensure that if the legislature chooses to create any new fees associated with any new OS/OW permits, the department would receive 10% of the fee to cover administrative costs. Further, this would be consistent with other statutory allocations.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend Transportation Code, Chapter 623, by adding a new section: DISPOSITION OF PERMIT FEE IN TEXAS DEPARTMENT OF MOTOR VEHICLES FUND. <u>(a) This section applies only to a permit authorized by the legislature on or after September 1, 2019.</u> <u>(b) Ten percent of the fee collected for a permit issued by the department under this subtitle shall be deposited to the credit of the Texas Department of Motor Vehicles fund with the remaining fee distribution to be adjusted proportionately, if needed.</u> <u>(c) Subsection (b) does not apply if a provision of this subtitle expressly requires a different amount of a fee collected to be deposited to the credit of the Texas Department of Motor Vehicles fund.</u>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The fiscal impact of this issue cannot be estimated as the number of new permits created by the legislature cannot be determined.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	5. Amend statute to align state vehicle size and weight requirements with federal legislation regarding motor vehicle size and weight limitations. Transportation Code, Chapter 622, by adding new Subchapter
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Current state statute relating to certain vehicle size and weight limitations do not conform to applicable federal laws.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>Amend Transportation Code, Chapter 622, by adding a new subchapter in Chapter 622</p> <p><u>DEFINITIONS. In this subchapter:</u></p> <p><u>(1) "Automobile transporter" means any vehicle combination designed and used for the transport of assembled motor vehicles, including a truck-tractor as defined by Section 621.001(8)(A).</u></p> <p><u>(2) "Backhaul" means the return trip of a vehicle transporting cargo or general freight.</u></p> <p><u>(3) "Stinger-steered" means a truck-tractor and semitrailer combination in which the fifth wheel is located on a drop frame located behind and below the rearmost axle of the truck-tractor.</u></p> <p><u>AUTOMOBILE TRANSPORTER BACKHAULS. (a) An automobile transporter that complies with the weight and size limitations for a truck-tractor and semitrailer combination under this subtitle may transport cargo or general freight on a backhaul.</u></p> <p><u>(b) For purposes of Subsection (a), an automobile transporter is presumed to be on a backhaul if the automobile transporter is transporting cargo or general freight back over all or part of the same route.</u></p> <p><u>MAXIMUM EXTENDED LENGTH OF LOAD.</u></p> <p><u>Notwithstanding Section 621.206, an automobile transporter that is stinger-steered may carry a load that extends not more than:</u></p> <p><u>(1) four feet beyond its front; and</u></p> <p><u>(2) six feet beyond its rear.</u></p> <p><u>Length Exception for Towaway Trailer Transport Combination:</u></p> <p><u>New paragraph under 622.902</u></p> <p><u>(9) a towaway trailer transporter combination, as defined by 49 U.S.C. Section 31111, if the overall length of the combination is not longer than 82 feet.</u></p>

REDUNDANCIES AND IMPEDIMENTS	
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This recommendation will have no fiscal impact.
SERVICE STATUTE, RULE OR REGULATION	<p>6. Amend statute to require counties that outsource state services to full-service deputies to follow standard contracting practices.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 2) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This finding is included in the Sunset Advisory Commission Staff Report Issue 2. TxDMV agrees with the Sunset Commission’s recommendation and has determined that increasing oversight authority and tools will strengthen the department’s ability to identify and address fraud.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	This recommendation is included in the Sunset Advisory Commission Staff Report (2.1) and would require counties choosing to contract out state motor vehicle services, specifically registration and title services, to use standard state contracting process. The county tax assessor-collectors (TACs) would be required to use a competitive bidding process for each contract, including re-bidding of all existing contracts by December 1, 2019; specify renewal and expiration dates in each contract; include performance criteria and measures as part of each contract; and monitor contractor performance; and use this information in future contracting decisions.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	TxDMV can implement this recommendation using existing resources. Implementation of this recommendation would ensure counties follow basic, good government contracting practices when outsourcing state business and improves competition, enhances oversight and helps ensure more transparency into how these contractors provide state services.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	<p>7. Amend statute to clarify the TxDMV's authority to control access to the Registration and Title System (RTS).</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 2) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>This finding is included in the Sunset Advisory Commission Staff Report Issue 2. TxDMV agrees with the Sunset Commission's recommendation and has determined that strengthening its authority to control access to RTS would enhance safeguards and increase the department's ability to identify fraud.</p>
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>This recommendation is included in the Sunset Advisory Commission Staff Report (2.2) and would clarify that the department is the owner of RTS. Statute would specify that authority to determine access to the system is solely that of the department and authorizes the department to adopt rules and policies for the system, such as user access, to ensure adherence to best practices and protect against cybersecurity threats.</p> <p>The recommendation would also authorize the department to suspend access to RTS for material noncompliance or violation of law or rule, suspected fraud or in cases of a pending criminal investigation.</p>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>This recommendation will have no fiscal impact. The adoption of this recommendation would strengthen the control that the department has regarding access to RTS.</p>

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	<p>8. Amend statute to require mandatory fraud training for all persons processing state registration or title transactions.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 2) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>This finding is included in the Sunset Advisory Commission Staff Report Issue 2. TxDMV agrees with the Sunset Commission’s recommendation that requiring mandatory training for all persons accessing RTS will improve the department’s oversight and fraud detection.</p>
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>This recommendation is included in the Sunset Advisory Commission Staff Report (2.3) and would require all department staff, county staff and county contractors who process vehicle registrations or title transaction to complete training on RTS and in the identification of vehicle fraud. The department would adopt rules to implement this requirement by December 1, 2019, including a timeline for training existing staff. The department would continue to offer its existing online fraud training program to serve as a basis for this training, but staff would review and update the training on a periodic basis to incorporate system changes or new trends in motor vehicle fraud.</p>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>This recommendation will have no fiscal impact. The adoption of this recommendation would provide users of RTS with enhanced capabilities to identify and address fraud effectively.</p>

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	<p>9. Amend statute to authorize the department to audit any entity providing registration and title services and access records needed to conduct audits or fraud investigations.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 2) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>This finding is included in the Sunset Advisory Commission Staff Report Issue 2. TxDMV agrees with the Sunset Commission’s recommendation that increasing oversight authority and expanding tools to identify and further prevent fraud.</p>
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>This recommendation is included in the Sunset Advisory Commission Staff Report (2.5) and would ensure the department has broad authority to audit and investigate any provision of state functions related to vehicle title and registration and access relevant records as needed. Implementation of this recommendation would provide the department with clear authority to audit the title and registration aspects of TACs and their contractors, related specifically to identifying potential fraud or risk of fraud. Such authority would help ensure the state's ability to conduct necessary oversight of billions of dollars in registration and title transactions to protect taxpayers and consumers. The 85th Legislature approved 13 new positions for TxDMV for anti-fraud activities, which will enhance this new authority.</p>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>The adoption of this recommendation could provide cost savings to the state through the early detection of fraud, waste or abuse. The amount of savings or the amounts associated with the determent of fraud cannot be estimated as the number of instances cannot be determined.</p>

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	<p>10. Amend statute to authorize the Automobile Burglary and Theft Prevention Authority (ABTPA) to use funds to combat a broader range of motor vehicle crimes, such as title and odometer fraud, beyond just automobile burglary and theft.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 2) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>Current law prevents the department from fully leveraging its existing relationships with local law enforcement agencies and task forces that receive grant funds through ABTPA. State law requires local law enforcement agencies receiving ABTPA grant funds to use the funds for investigating theft or burglary of vehicles, not other types of motor vehicle crimes, such as odometer and title fraud. The Sunset Commission cited as an example, that even though title fraud is commonly involved in automobile theft, current statute prevents grantees from investigating those violations without risking grant funding.</p>
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>This finding is included in the Sunset Advisory Commission Staff Report (2.6). The department agrees with the Sunset Commission’s recommendation that ABTPA’s statute should be changed to authorize ABTPA grant recipients to use grant funds not only just for vehicle burglary and theft, but also for other motor vehicle fraud-related crimes. To draft this statutory change, the Texas Legislative Council would need to make necessary changes to codify laws for ABTPA and clarify its mission and name to reflect the broader purpose of deterring motor vehicle crimes, including fraud. In conjunction with this recommendation, the department could provide training to its grant-funded auto theft task forces and then consider offering the training to other law enforcement agencies. Providing training would allow the department to share internally developed fraud investigation expertise and better leverage its existing law enforcement relationships to make its efforts to address fraud more effective.</p>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>For the 2018-2019 biennium, ABTPA received appropriations in the amount of \$12.8 million each year, in General Revenue Funds. In order to effectively implement the Sunset Commission’s recommendation, it is anticipated that ABTPA will require additional financial resources to effectively meet the additional responsibility of the statutory changes as drafted in the Texas Legislative Council’s initial bill. The impact of these changes could greatly increase the states taxes and fees lost to fraud while reducing losses to victims.</p>

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	<p>11. Amend statute as part of the department's enforcement authority, to authorize refunds for consumers for motor vehicle and motor carrier violations.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 3) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>This finding is included in the Sunset Advisory Commission Staff Report Issue 3. TxDMV agrees with the Sunset Commission's recommendation authorizing refunds for consumers impacted by motor vehicle and motor carrier violations. Additionally, this will strengthen TxDMV's ability to offer relief to consumers.</p>
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	<p>This recommendation is included in the Sunset Advisory Commission Staff Report (3.2) and would amend the statute so that the department could require refunds be limited to the amount paid by the consumer and without inclusion of any additional consideration of damages or harm. The refund could be in lieu of or in addition to other sanctions ordered against a licensee or carrier.</p>
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>This recommendation will have no fiscal impact. However, implementing the recommendation would allow the department to take more effective action when consumer harm can be quantified and offer relief to consumers without the need for separate civil court action.</p>
SERVICE STATUTE, RULE OR REGULATION	<p>12. Amend statutory licensing provisions that present unnecessary hurdles to licensure and reduce TxDMV's efficiency by eliminating the representative, lease facilitator and salvage agent licenses.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 4) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	<p>This finding is included in the Sunset Advisory Commission Staff Report Issue 4. The Sunset Commission and the department agree that some statutory licensure provisions present unnecessary hurdles to licensure and reduce department's efficiency.</p>

REDUNDANCIES AND IMPEDIMENTS													
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	This recommendation is included in the Sunset Advisory Commission Staff Report (4.2) and would eliminate three licenses (representative, lease facilitator and salvage agent licenses). TxDMV would continue to regulate the businesses that employ individuals performing representative, lease facilitator and salvage agent activities. Employees that perform those types of business activities already work under the supervision of a business licensed and regulated by the department.												
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	<p>The Sunset Advisory Commission Staff Report estimates a loss to the TxDMV Fund to implement this recommendation. However, the Sunset Advisory Commission Staff Report further recommends that the department should adopt rules to modify the fee schedule for the umbrella salvage license recommendation in (4.3). Further, eliminating these licenses would remove an unnecessary regulation and reduce the administrative burden on the TxDMV staff and the motor vehicle industry.</p> <p><i>Please refer to Redundancy and Impediment Number 14 described below, to ensure the recommendation is revenue neutral.</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Fiscal Year</u></th> <th style="text-align: left;"><u>Probable Gain/Loss to TxDMV Fund*</u></th> </tr> </thead> <tbody> <tr> <td>2020</td> <td style="text-align: right;">(<u>\$195,025</u>)</td> </tr> <tr> <td>2021</td> <td style="text-align: right;">(<u>\$195,025</u>)</td> </tr> <tr> <td>2022</td> <td style="text-align: right;">(<u>\$195,025</u>)</td> </tr> <tr> <td>2023</td> <td style="text-align: right;">(<u>\$195,025</u>)</td> </tr> <tr> <td>2024</td> <td style="text-align: right;">(<u>\$195,025</u>)</td> </tr> </tbody> </table> <p><i>*Note: These estimates were included in the Sunset Advisory Commission Staff Report and were estimated by Sunset Staff.</i></p>	<u>Fiscal Year</u>	<u>Probable Gain/Loss to TxDMV Fund*</u>	2020	(<u>\$195,025</u>)	2021	(<u>\$195,025</u>)	2022	(<u>\$195,025</u>)	2023	(<u>\$195,025</u>)	2024	(<u>\$195,025</u>)
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2024	(<u>\$195,025</u>)												
SERVICE STATUTE, RULE OR REGULATION	<p>13. Amend statutory licensing provisions that present unnecessary hurdles to licensure and reduce TxDMV's efficiency by eliminating separate salvage license endorsements and establish a single, streamlined salvage license.</p> <p><i>The Sunset Advisory Commission Staff Report Finding (Issue 4) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i></p>												
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This finding is included in the Sunset Advisory Commission Staff Report 4.3. The Sunset Commission and the department agree that some statutory licensure provisions present unnecessary hurdles to licensure and reduce department's efficiency.												

REDUNDANCIES AND IMPEDIMENTS	
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	This recommendation is included in the Sunset Advisory Commission Staff Report (4.3) and would eliminate the separate endorsement scheme prescribed in statute and instead create a single umbrella license for the salvage industry that incorporates all business activities authorized by the five endorsements currently available to salvage dealer licenses.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The fiscal impact of this recommendation cannot be estimated as the number of salvage licenses issued and the amount of the fee set for a single umbrella license cannot be determined. The Sunset Advisory Commission Staff Report encourages the department to adopt rules to modify the fee schedule to ensure this change is revenue neutral. Streamlining the salvage license would allow the licensee population to perform more salvage industry activities with fewer regulatory hoops and reduce the administrative burden on the department.
SERVICE STATUTE, RULE OR REGULATION	14. Amend statutory licensing provisions that present unnecessary hurdles to licensure and reduce TxDMV's efficiency by setting license terms in rule. <i>The Sunset Advisory Commission Staff Report Finding (Issue 4) proposes changes to statute. The Texas Legislative Council will be the agency responsible for drafting the legislation included in the initial draft of the TxDMV Sunset bill and therefore, the department will not make any references to specific statute changes until the bill is drafted.</i>
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This finding is included in the Sunset Advisory Commission Staff Report Issue 4. The Sunset Commission and the department agree that some statutory licensure provisions present unnecessary hurdles to licensure and reduce department efficiency.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	This recommendation in included in the Sunset Advisory Commission Staff Report (4.4) and would give the department the ability to align the salvage license renewal process with processes for renewing all other motor vehicle licenses every two years.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This recommendation will have no significant fiscal impact.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE STATUTE, RULE OR REGULATION	15. TxDMV should evaluate and identify further opportunities to consolidate and modernize its customer service functions to improve efficiency and customer service. No statutory or rule changes required.
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This finding is included in the Sunset Advisory Commission Staff Report Issue 5. The Sunset Advisory Commission Staff Report has identified the three components that it recommends the department should study to identify inefficiencies in service delivery and improve customer service outcomes. Specifically, TxDMV should study consolidating and standardizing customer service activities, including customer satisfaction surveys to pool resources and improve experiences for all departmental customers; study opportunities for moving additional transactions online to reduce the need for the public to visit brick and mortar locations, such as obtaining certified copies of title online, requiring all dealers to use webDEALER when available or requiring all motor carriers to self-issue oversize/overweight permits and evaluate the functional split between TACs and RSCs for ways in which customer confusion could be eliminated.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The department agrees with the Sunset Advisory Commission Staff Report Management Action recommendation (5.5) that it needs to evaluate the aforementioned components to find opportunities to provide its customers with modern methods for customer service delivery.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The fiscal impact of implementing this recommendation cannot be estimated at this time as the scope, specific modifications and the changes to current information technology systems must be evaluated.
SERVICE STATUTE, RULE OR REGULATION	16. Amend statute eliminating jurisdiction of TACs for contested title hearings and clarifying possible situations when a bonded title or court order are options. Eliminate Transportation Code, Section 501.052 and amend Transportation Code Section, 501.053.
DESCRIBE WHY THE SERVICE, STATUTUE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Current statute allows an individual to request a hearing with a TAC to determine the validity of a refusal, rescission, cancellation, suspension or revocation of a motor vehicle title. The statute also requires TACs to hold these hearings with the determinations made by TACs "binding" on TxDMV. Consequently, some courts have interpreted statute to mean that TACs can order TxDMV to issue titles, a position TxDMV disputes. TxDMV has received reports of TACs charging a fee for hearings, which is not clearly authorized in statute. Many counties hold no hearings, yet title suits originate in those counties. Appeals of these hearings proceed to state district or county court at law. Title suits can take years to resolve and cost the state and the applicant hundreds or even thousands of dollars in filing fees, court costs, travel and related expenses. In 2017, more than 1,400 title suits were filed in Texas, each naming TxDMV as a party.

REDUNDANCIES AND IMPEDIMENTS

PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION

Amend Transportation Code Section 501 as follows:
~~[Sec. 501.052. Hearing on Refusal to Issue or Revocation or Suspension of Title; Appeal~~

~~(a) An interested person aggrieved by a refusal, rescission, cancellation, suspension, or revocation under Section [501.051](#) may apply for a hearing to the county assessor collector for the county in which the person is a resident. On the day an assessor collector receives the application, the assessor collector shall notify the department of the date of the hearing.~~

~~(b) The assessor collector shall hold the hearing not earlier than the 11th day and not later than the 15th day after the date the assessor collector receives the application for a hearing.~~

~~(c) At the hearing, the applicant and the department may submit evidence.~~

~~(d) A determination of the assessor collector is binding on the applicant and the department as to whether the department correctly refused to issue or correctly rescinded, canceled, revoked, or suspended the title.~~

~~(e) An applicant aggrieved by the determination under Subsection (d) may appeal only to the county or district court of the county of the applicant's residence. An applicant must file an appeal not later than the fifth day after the date of the assessor collector's determination. The judge shall try the appeal in the manner of other civil cases. All rights and immunities granted in the trial of a civil case are available to the interested parties. If the department's action is not sustained, the department shall promptly issue a title for the vehicle.]~~

Sec. 501.053. BONDED TITLE PROCEDURE~~[Filing of Bond as Alternative to Hearing]~~.

~~(a) If a person has incomplete or incorrect evidence of ownership or has lost evidence of ownership, [As an alternative to the procedure provided by Section [501.052](#),]the person may obtain a title by filing a bond with the department if the vehicle is in the possession of the applicant and:~~

- ~~(1) there is no security interest on the vehicle;~~
- ~~(2) any lien on the vehicle is at least 10 years old; or~~
- ~~(3) the person provides a release of all liens with bond.~~

~~(b) The bond must be:~~

- ~~(1) in the manner prescribed by the department;~~
- ~~(2) executed by the applicant;~~
- ~~(3) issued by a person authorized to conduct a surety business in this state;~~
- ~~(4) in an amount equal to one and one-half times the value of the vehicle as determined by the department, which may set an appraisal system by rule if it is unable to determine that value; and~~
- ~~(5) conditioned to indemnify all prior owners and lienholders and all subsequent purchasers of the vehicle or persons who acquire a security interest in the vehicle, and their successors in interest, against any expense, loss, or damage, including reasonable attorney's fees, occurring because of the issuance of the title for the vehicle or for a defect in or undisclosed security interest on the right, title, or interest of the applicant to the vehicle.~~

REDUNDANCIES AND IMPEDIMENTS	
<p>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION (CONTINUED)</p>	<p>(c) An interested person has a right of action to recover on the bond for a breach of the bond's condition. The aggregate liability of the surety to all persons may not exceed the amount of the bond.</p> <p>(d) A bond under this section expires on the third anniversary of the date the bond became effective.</p> <p>(e) The board by rule may establish a fee to cover the cost of administering this section.</p> <p>(f) <u>This section does not apply to the following:</u></p> <p>(1) <u>motor vehicles subject to Transportation Code, Chapter 683;</u></p> <p>(2) <u>motor vehicles subject to a possessory lien under Chapters 54, 59, or 70, Property Code, or Chapter 2303, Occupations Code;</u></p> <p>(3) <u>stolen motor vehicles;</u></p> <p>(4) <u>motor vehicles involved in ownership litigation;</u></p> <p>(5) <u>motor vehicles that are noncompliant with Federal Motor Vehicle Safety Standards; or</u></p> <p>(6) <u>salvage or nonrepairable export-only motor vehicles.</u></p>
<p>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</p>	<p>The department anticipates that there could be a cost savings associated with attorney and staff resources currently dedicated to these title hearings, should the proposed changes to statute be enacted. The amount of the cost savings cannot be determined as the number of these hearings varies widely from year to year.</p>

TxDMV's Supplemental Schedules

Schedule A: TxDMV Budget Structure

TxDMV Budget Structure

A. Goal: Optimize Services and Systems

A.1.1. Strategy: Titles, Registrations, and Plates

Provide Title, Registration, and Specialty Plate Services.

Performance Measures:

Output (Volume)

Number of Vehicle Titles Issued

Total Number of Registered Vehicles

A.1.2. Strategy: Vehicle Dealer Licensing

Motor Vehicle Dealer Licensing.

Performance Measures:

Output (Volume)

Number of Motor Vehicle and Salvage Industry Licenses Issued

A.1.3. Motor Carrier Permits and Credentials

Performance Measures:

Output (Volume)

Number of Oversize/Overweight Permits Issued

Number of Motor Carrier Credentials Issued

A.1.4. Strategy: Technology Enhancement and Automation

A.1.5. Strategy: Customer Contact Center

B. Goal: Protect the Public

B.1.1. Strategy: Enforcement

Conduct Investigations and Enforcement Activities.

Performance Measures:

Output (Volume):

Number of Motor Vehicle Complaints Completed (Lemon Law)

Number of Non-Lemon Law Complaints Completed

Efficiencies:

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

TxDMV Budget Structure (Continued)

B.2.1. Strategy: Automobile Theft Prevention

Motor Vehicle Burglary and Theft Prevention.

Performance Measures:

Explanatory:

Number of Stolen Vehicles Recovered

C. Goal: Indirect Administration

C.1.1. Strategy: Central Administration

C.1.2. Strategy: Information Resources

C.1.3. Strategy: Other Support Services

Schedule B: TxDMV Performance Measures



REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES					
SHORT DEFINITION					
NUMBER OF VEHICLE TITLES ISSUED	No Change				
DEFINITION					
The total number of titles issued through TxDMV's automated Registration and Title System (RTS).	No Change				
PURPOSE					
Fulfills the requirements of Transportation Code, Chapter 501, and is an indicator of annual revenue source from title fees to the State of Texas.	No Change				
DATA SOURCE					
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. All title data is received from Title Control Systems (TCS) in the monthly Production Report except for Certified Copy of Original Title (CCO) which are provided by Regional Services section.	No Change				
METHODOLOGY					
Monthly reports from RTS are added together.	No Change				
DATA LIMITATIONS					
None.	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES					
SHORT DEFINITION					
TOTAL NUMBER OF REGISTERED VEHICLES	No Change				
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, and special category vehicle registrations license plate registrations processed directly by TxDMV's Vehicle Titles and Registration (VTR) Division.	No Change				
PURPOSE					
Represents a federal and state mandated functional responsibility of TxDMV and an indicator of an annual revenue source from registration fees to the State of Texas.	No Change				
DATA SOURCE					
The data is retrieved from two sources: 1) the Cognos report generated from the Registration Cube "Active Current Registration Cube" and 2) the Monthly 5-Year Rental Trailers Registered Report prepared by Explore, Inc.	No Change				
METHODOLOGY					
The number of registered vehicles for each quarter will be extracted from the Cognos Report, currently registered vehicles by "Registration Plate Code Description." The data reported will be derived from the total of the column entitled "Exempt Indicator(All)" in the report provided for the last month of each quarter. The number of 5-Year Rental Trailers will be reported from the "5-Year Rental Trailers Reports" generated by Explore, Inc.	No Change				
DATA LIMITATIONS					
Five-year Rental Trailer Report is only available in the 4th quarter.	No Change				
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNium					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
A.1.2. Strategy: VEHICLE DEALER LICENSING					
SHORT DEFINITION					
NUMBER OF MOTOR VEHICLE & SALVAGE INDUSTRY LICENSES ISSUED	No Change				
DEFINITION					
Number of new and renewal motor vehicle and salvage industry licenses issued.	No Change				
PURPOSE					
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 Chapters 1001-1005.	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 Chapters 1001-1005 <u>during a fiscal year quarter.</u>	Clarifying information.	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 Chapters 1001-1005 <u>during a fiscal year.</u>	This measure reports quarterly performance and a cumulative total for the fiscal year.	Approve as amended
DATA SOURCE					
The division's new system, eLICENSING, provides the licensing information, through the report "MVD Performance Measures Report."	The division's new system <u>software application</u> , eLICENSING, provides the licensing information, through the report "MVD Performance Measures Report."	Clarifying information.	The division's new system <u>software application</u> , eLICENSING, provides the licensing information, through the report "MVD Performance Measures Report."		Approve as amended
METHODOLOGY					
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, salvage dealers, in-transit operators, lessors, lease facilitators and representatives, and salvage licenses to include new automobile dealers, salvage pool operators, salvage vehicle brokers and salvage vehicle rebuilders.	Total of all motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, which includes manufacturers, distributors, converters, auctions , <u>independent</u> (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, lease facilitators and representatives, and <u>Salvage</u> licenses to include <u>salvage new</u> automobile dealers, <u>salvage used</u> automobile dealers, salvage pool operators, salvage vehicle brokers, and salvage vehicle rebuilders <u>and</u> salvage agents. <u>Independent GDN licenses include independent motor vehicle dealers, independent motorcycle dealers, travel trailer dealers, trailer/semitrailer dealers, wholesale dealers, independent mobility vehicle dealers and wholesale motor vehicle auctions.</u>	Clarifies all entities included in the calculation for reporting.			Approve
DATA LIMITATIONS					
The ultimate number of licenses issued is dependent on the number of individuals and business entities requesting a license as well as the completeness of the application, criminal history of owners, etc.					
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Identify the current Goal, Strategy, Measure or Measure Definition.	Indicate requested change using strike-through to delete text and underscore to add text.	Explain the reason for the proposed change.			
Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).					
A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS					
SHORT DEFINITION					
NUMBER OF OVERSIZE/OVERWEIGHT PERMITS ISSUED	No Change				
DEFINITION					
The issuance of permits for the transport of oversize or overweight (OS/OW) loads. The number will include OS/OW load permits issued through TxPROS.	No Change				
PURPOSE					
Provides economic indicators and trend information of regulatory compliance of transported loads.	No Change				
DATA SOURCE					
The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).	No Change				
METHODOLOGY					
Total OS/OW permits is obtained from the TxPROS "Total Permits Issued" report. This report takes the number of permits issued for the requested timeframe and subtracts out test and voided permits to come up with the actual number.	Total OS/OW permits is obtained from the TxPROS "Total Permits Issued" report. This report takes the number of permits issued for the requested timeframe and subtracts out test and voided permits to come up <u>calculate</u> the actual number.	Grammatical clarification.			Approve
DATA LIMITATIONS					
None	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS					
SHORT DEFINITION					
NUMBER OF MOTOR CARRIER CREDENTIALS ISSUED	No Change				
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.	No Change				
PURPOSE					
Provides economic indicators and trend information of regulatory compliance of Intrastate Operating Credentials issued to motor carriers and Texas-domiciled interstate motor carriers properly registered with the Unified Carrier Registration System.	No Change				
DATA SOURCE					
The data for this measure are maintained within the Motor Carrier Credentialing System (MCCS).	No Change				
METHODOLOGY					
A report is generated by extracting and entering information from Motor Carrier Credentialing System (MCCS) into Infomaker--a report generating program--to produce the total number of new registrations, renewals, and re-registrations issued for the reporting period. Additionally, a report is generated to calculate Unified Carrier Registration receipts using the Indiana Federal System. The totals for all reports are then added together to calculate the reported total for the quarter.	No Change				
DATA LIMITATIONS					
None.	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



**REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2020-21 BIENNIUM**

AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES

ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
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Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select *Performance* then *Reports* to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).

A.1.5. Strategy: CUSTOMER CONTACT CENTER					
SHORT DEFINITION					
CUSTOMERS SERVED IN CONTACT CENTER	No Change				
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.	No Change				
PURPOSE					
Provides agency with the valuable information regarding the number of customers requesting services through the Contact Center.	Provides agency the department with the valuable information regarding the number of customers requesting services through the Contact Center.	Reference change			Approve
DATA SOURCE					
The call application system, currently known as CISCO UIC, collects all relevant call data. The division manually collects and calculates the number of customers served by mail or electronically in the CRD Database.	The call application system, currently known as CISCO UIC, collects all relevant call data. The division manually collects and calculates the number of customers served by mail or electronically and stores statistics in the CRD Database.	Clarifies data source			Approve
METHODOLOGY					
Add the number of customers served by telephone, mail and electronically to calculate the total.	No Change				
DATA LIMITATIONS					
Customer counts may have a slight margin of error since services may be delivered by multiple means. For example, a customer may contact the division by email and also by telephone for the same inquiry.	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



**REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2020-21 BIENNIUM**

AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES

ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
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Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select *Performance* then *Reports* to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).

B.1.1.Strategy: ENFORCEMENT					
SHORT DEFINITION					
LEMON LAW COMPLAINTS COMPLETED	<u>LEMON LAW COMPLAINTS CASES CLOSED COMPLETED</u>	Align with SAO recommendations.			Approve
FULL NAME / DESCRIPTION:					
Number of Motor Vehicle Consumer Complaints Completed (Lemon Law)			Number of Motor Vehicle Consumer <u>Cases Closed Complaints Completed (Lemon Law)</u>		Approve as amended
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.	The total of all Lemon Law Program <u>complaints cases closed completed</u> through informal actions, mediation and formal hearings. This includes Lemon Law <u>cases complaints</u> and warranty <u>performance repair complaints cases</u> .	Align with SAO recommendations and update language to conform to department standard use.			Approve
PURPOSE					
The measure indicates the number of consumer Lemon Law Program complaints the agency completes.	The measure indicates the number of consumer Lemon Law Program <u>complaints cases the agency department closes completes</u> .	Align with SAO recommendations and reference change.			Approve
DATA SOURCE					
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 the Office of Administrative Hearings.	<u>Sources of data are the databases The eLICENSING database is the source for Lemon Law cases complaint files and warranty performance repair cases complaint files showing disposition and closure completion of cases complaints. Records are maintained by the TxDMV Lemon Law Section and the Office of</u>	Align with SAO recommendations and language clean-up.			Approve
METHODOLOGY					
Calculations are based on actual count of complaints completed and closed during the period. This count includes both complaints received during the quarter and complaints received in previous quarters.	Calculations are based on the number <u>actual count of cases complaints completed closed</u> during the period. This count includes both <u>cases opened and closed complaints received during the quarter and cases opened complaints received in previous quarters and closed during the</u>	Align with SAO recommendations.			Approve
DATA LIMITATIONS					
Internal factors, such as, staffing, training and experience levels of the agency's personnel impact the number of complaints completed. External factors, such as complexity of the case with the consumer, manufacturers, converters, distributors and dealers, impact the number of complaints completed.	<u>Internal factors, such as, staffing, training and experience levels of the agency's personnel impact the number of complaints completed. External factors, such as complexity of the case will with the consumer, manufacturers, converters, distributors and dealers, impact the number of cases complaints closed completed.</u>	Align with SAO recommendations.			Approve
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
B.1.1.Strategy: ENFORCEMENT					
SHORT DEFINITION					
NON-LEMON LAW COMPLAINTS COMPLETED	NON-LEMON LAW COMPLAINTS-CASES CLOSED COMPLETED	Align with SAO recommendations.			Approve
FULL NAME / DESCRIPTION:					
Number of Non-Lemon Law Complaints Completed			Number of Non-Lemon Law Cases Closed Complaints-Completed		Approve as amended
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.	The total number of all non-Lemon Law cases complaints closed completed through closure of the case complaint with no violation found, informal actions, mediation, and formal hearings. Non-Lemon Law cases complaints include complaints concerning the all motor vehicle industry, salvage industry, motor carrier credentialing, motor carrier household goods, and motor carrier oversize/overweight cases.	Align with SAO recommendations. Language clean-up.			Approve
PURPOSE					
The measure indicates the number of complaints the agency completes.	The measure indicates the number of non-Lemon Law complaints cases the agency department closes completes.	Align with SAO recommendations. Reference change from agency to department.			Approve
DATA SOURCE					
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 into the Complaint Management System (CMS).	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 Complaint Management System (CMS) 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. All non-Lemon Law cases related to the motor vehicle and salvage industries are created and processed to closure completion in the eLICENSING system. All non-Lemon Law cases for the motor carrier industry are created and processed to closure completion in the Complaint Management System (CMS).	Align with SAO recommendations.			Approve



B.1.1.Strategy: ENFORCEMENT (CONTINUED)					
METHODOLOGY					
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 Complaint Management System (CMS) 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.	A report is developed through the Licensing Administration Consumer Affairs and Enforcement (LACE) LICENSING data base to generate an actual count of all non-Lemon Law motor vehicle industry and salvage industry complaints cases closed completed during the quarter and any previous quarters. A report is also developed through the Complaint Management System (CMS) to generate an actual count of all motor carrier complaints cases completed. The totals for all reports are then added together to calculate the reported total for the quarter. A non-Lemon Law case is the-A complaint-case is reported as closed-complete in the quarter in which it was closed completed, not the quarter in which the it was complaint case was received opened.	Align with SAO recommendations.			Approve
DATA LIMITATIONS					
None.	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
B.1.1.Strategy: ENFORCEMENT					
SHORT DEFINITION					
FULL NAME / DESCRIPTION:					
Number of Complaints Received Against Household Good Carriers			Number of <u>Cases Opened</u> Complaints-Received Against Household Good Carriers		Approve as amended
COMPLAINTS RECEIVED HOUSEHOLD GOODS	COMPLAINTS CASES OPENED RECEIVED HOUSEHOLD GOODS	Align with SAO recommendations.			
DEFINITION					
Number of Complaints Received Against Household Goods Carriers.	Number of <u>Complaints-Received Cases Opened</u> Against Household Goods Carriers.	Align with SAO recommendations.			Approve
PURPOSE					
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.	The purpose of this explanatory measure is to improve reporting of <u>cases opened against household goods carriers and complaint information</u> and to provide a more complete picture of the regulated area and to provide a management tool to help improve the program.	Align with SAO recommendations.			Approve
DATA SOURCE					
The source of data is a complaint and enforcement tracking database maintained in the Complaint Management System (CMS), which logs and tracks complaints and enforcement actions filed with the Motor Carrier Division and the Enforcement Division regarding household goods carriers.	The source of data is a complaint and enforcement tracking database maintained in the Complaint Management System (CMS), <u>a credentialing and case tracking database</u> which logs and tracks <u>complaints and enforcement actions filed cases</u> within the Motor Carrier Division and the Enforcement Division regarding household goods carriers.	Clarify data source and align with SAO recommendations.			Approve
METHODOLOGY					
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.	The number of complaints received <u>cases opened</u> against household goods carriers during a fiscal year. This information includes the number, source, subject matter and disposition of <u>cases complaints</u> filed each year.	Clarify data source and align with SAO recommendations.			Approve
DATA LIMITATIONS					
No significant limitations.					
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
Low	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
B.1.1.Strategy: ENFORCEMENT					
SHORT DEFINITION					
ENFORCEMENT ACTIONS	No Change				
HOUSEHOLD GOODS					
DEFINITION					
Number of enforcement actions filed against Household Goods Carriers.	Number of enforcement actions filed taken against Household Goods Carriers.	Clarify definition and align with SAO recommendations.			Approve
PURPOSE					
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.	No Change				
DATA SOURCE					
The source of data is the complaint management system, a complaint and enforcement tracking database maintained in the Complaint Management System (CMS), which logs and tracks complaints and enforcement actions filed with the Motor Carrier Division and the Enforcement Division regarding household goods carriers.	The source of data is the complaint management system, a complaint and enforcement tracking database maintained in the Complaint Management System (CMS), a tracking database which logs and tracks complaints and enforcement actions filed cases within the Motor Carrier Division and the Enforcement Division regarding household goods carriers.	Clarify data source and align with SAO recommendations.			Approve
METHODOLOGY					
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.	The number of enforcement actions taken filed against household goods carriers during the reporting period. This information includes the number, source, subject matter and final disposition of enforcement actions taken filed each year. This data will be compiled and reported on a quarterly basis.	This is a non-key measure and therefore is only reported on an annual basis.			Approve
DATA LIMITATIONS					
No significant limitations.	No Change				
CALCULATION TYPE					
Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
Low	No Change				



**REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2020-21 BIENNIUM**

AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES

ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
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Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select *Performance* then *Reports* to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).

B.1.1.Strategy: ENFORCEMENT					
SHORT DEFINITION					
AVG WEEKS TO COMPLETE LEMON LAW	AVG WEEKS TO COMPLETE LEMON LAW	Align with SAO recommendations.			Approve
FULL NAME:					
Avg Number of Weeks to Complete a Motor Vehicle Complaint (Lemon Law)			Avg Number of Weeks to <u>Close</u> Complete a Motor Vehicle <u>Case</u> Complaint (Lemon Law)		Approve as amended
DESCRIPTION:					
Average Number of Weeks to Complete a Motor Vehicle Complaint (Lemon Law)			Average Number of Weeks to <u>Close</u> Complete a Motor Vehicle <u>Case</u> Complaint (Lemon Law)		Approved as amended
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.	The average time required for a Lemon Law Program <u>case</u> <u>complaint</u> to be <u>closed</u> <u>completed</u> through the <u>case</u> <u>complaint</u> <u>closure</u> <u>completion</u> process, including issuance of a final decision. This includes Lemon Law <u>cases</u> <u>complaints</u> and warranty <u>performance</u> <u>compliance</u> <u>cases</u> .	Align with SAO recommendations.			Approve
PURPOSE					
The purpose of this measure is to determine how efficiently the agency processes Lemon Law and warranty repair complaints.	The purpose of this measure is to determine how efficiently the <u>department</u> <u>agency</u> processes Lemon Law and warranty <u>performance</u> <u>repair</u> <u>cases</u> .	Align with SAO recommendations. Reference change .			Approve
DATA SOURCE					
Sources of data are the databases for Lemon Law complaint files and warranty repair 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.	Sources of data are the databases <u>The eLICENSING database is the source for Lemon Law case</u> <u>complaint</u> <u>files</u> and warranty <u>performance</u> <u>repair</u> <u>cases</u> files showing the <u>complaint</u> <u>filing</u> <u>date</u> and the date <u>the case is opened</u> and the date of final order. Records are maintained by the TxDMV Lemon Law Section and the Office of	Align with SAO recommendations and language clean-up.			Approve

B.1.1 Strategy: ENFORCEMENT (CONTINUED)					
METHODOLOGY					
Calculation is based on average time between the complaint filing fee 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.	Calculation is based on average time between the case complaint filing fee date and the date of the final order for all Lemon Law and warranty performance compliance cases closed completed during the period. Average time is calculated by taking the sum of the number of weeks for all closed completed cases complaints divided by the number of cases closed complaints completed.	Align with SAO recommendations.			Approve
DATA LIMITATIONS					
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 consumers, manufacturers, converters, distributors and dealers, impact the number of complaints completed.	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 consumers, manufacturers, converters, distributors and dealers, impact the number of complaints completed.	Align with SAO recommendations.			Approve
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
Low	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).					
B.2.1. Strategy: ATUOMOBILE THEFT PREVENTION					
SHORT DEFINITION					
NUMBER OF CARS STOLEN PER 100,000	No Change				
DEFINITION					
Number of motor vehicles reported stolen per 100,000 registered vehicles in the state.	No Change				
PURPOSE					
Measures the performance of initiatives to reduce auto thefts in Texas.	No Change				
DATA SOURCE					
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.	No Change				
METHODOLOGY					
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.	No Change				
DATA LIMITATIONS					
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.	No Change				
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
Low	No Change				

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).					
B.2.1. Strategy: ATUOMOBILE THEFT PREVENTION					
SHORT DEFINITION					
STOLEN MOTOR VEHICLE RECOVERY RATE	No Change				
DEFINITION					
DPS' Uniform Crime Report (UCR) compiles stolen vehicle recovery data by calendar year. The number of vehicles recovered by ABTPA program recipients is reported on a fiscal year basis.	No Change				
PURPOSE					
This measure indicates whether grants given in a fiscal year by the Automobile Burglary and Theft Prevention Authority (ABTPA) are effective in increasing the recovery rate of stolen motor vehicles.	No Change				
DATA SOURCE					
The total number of stolen motor vehicles by calendar year is obtained from DPS' UCR. The total number of motor vehicles recovered by fiscal year is obtained from ABTPA's Grant Progress Annual Summary Report.	No Change				
METHODOLOGY					
The percentage of stolen motor vehicles recovered is calculated by dividing the total number of stolen motor vehicles recovered by the total number of stolen motor vehicles in the state.	No Change				
DATA LIMITATIONS					
DPS' Uniform Crime Report (UCR) compiles stolen vehicle recovery data by calendar year. The number of vehicles recovered by ABTPA program recipients is reported on a fiscal year basis.	No Change				
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				



REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS (GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS) FOR THE 2020-21 BIENNIUM					
AGENCY NAME: TEXAS DEPARTMENT OF MOTOR VEHICLES					
ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
<p>Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select <i>Performance</i> then <i>Reports</i> to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).</p>					
B.2.1. Strategy: ATUOMOBILE THEFT PREVENTION					
SHORT DEFINITION					
NUMBER OF STOLEN VEHICLES RECOVERED	NA				
FULL NAME / DESCRIPTION:					
Number of Stolen Vehicles Recovered by Automobile Burglary and Theft Prevention Authority Grant Funded Programs	NA				
Key Measure: No	NA		Key Measure: Yes	Change measure from non-key to key for 2020-21 biennium.	Approve as amended
DEFINITION					
This measure provides the number of stolen vehicles recovered by grant funded programs.	No Change				
PURPOSE					
The purpose of this measure is to demonstrate the success of law enforcement stolen vehicle recovery activities funded by ABTPA.	No Change				
DATA SOURCE					
ABTPA's Grant Progress Annual Summary Report.	No Change				
METHODOLOGY					
The total annual number of motor vehicles recovered through grant funded programs is calculated by adding all monthly recoveries reported and summarized in ABTPA's Grant Progress Annual Summary Report.	No Change				
DATA LIMITATIONS					
Data used is self-reported by grant recipients.	No Change				
CALCULATION TYPE					
Non-Cumulative	No Change				
NEW MEASURE					
No - Existing	No Change				
DESIRED PERFORMANCE					
High	No Change				

Schedule C: TxDMV Historically Underutilized Business Plan

History

The Texas Department of Motor Vehicles (TxDMV) first adopted Historically Underutilized Business (HUB) goals in 2010, shortly after its creation. The TxDMV HUB program complies with 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. The HUB Coordinator advises and assists executive management with compliance and outreach efforts.

Program Overview

In accordance with Texas Government Code, Chapter 2161 and the Texas Administrative Code (TAC), Title 34, Part 1, Chapter 20, Subchapter D, Division 1 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's rules and modified them to achieve maximum HUB participation by TxDMV.

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

TxDMV Finance and Administrative Services (FAS) Division's Purchasing Section is responsible for coordinating business opportunities with HUBs and department purchasers and other division staff. TxDMV employs both a HUB coordinator and an Assistant HUB coordinator who are responsible for coordinating all functions and activities related to the implementation of rules and regulations governing the HUB program, as well as reporting HUB activities to TxDMV management, the CPA and the Legislative Budget Board (LBB).

HUB Program Initiatives

TxDMV is committed to maintaining a strong HUB program and continue to develop and strengthen internal policies, procedures and coordinates activities to:

1. Increase the utilization of HUB-certified vendors;
2. Build HUB vendor relationships;
3. Require inclusion of HUB subcontract requirements in all contracts in excess of \$50,000 when subcontract opportunities exist;
4. Develop and promote a mentor-protégé program to foster long-term relationships between prime contractors and HUBs and to increase the number of HUBs to contract and subcontract with;
5. Educate workgroups and TxDMV staff; and
6. Host and participate in HUB Economic Opportunity Forum(s).

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

In Fiscal Year 2017, TxDMV hosted its fifth vendor forum. The HUB staff attended external HUB vendor forums, including assisting HUB vendors’ in-house marketing presentations to FAS purchasers and other TxDMV staff. The purpose of these in-house visits is to increase HUB vendors’ understanding of contracting with state entities, provide opportunities to discuss their services and strengthen the vendors’ responses to future bidding opportunities through a better understanding of TxDMV and state procurements. These activities support the goals, objectives and strategies of TxDMV’s good faith efforts to realize HUB procurement goals.

TxDMV’s HUB Mentor Protégé Program is designed to connect HUB businesses with experienced vendors who are able to assist the HUB vendors in expanding their business opportunities. The goal is to provide the HUBs with guidance from experts on doing business with the state. Some of the benefits of participating in the HUB Mentor Protégé Program are that mentors may fulfill their HUB subcontracting requirements when bidding on state contracts and that protégés may serve as subcontractors.

The HUB coordinators continue to communicate with HUBs the importance of keeping their certification and Centralized Master Bidders List information up-to-date. TxDMV purchasing staff are encouraged to consider HUBs on the Department of Information Resources (DIR), State Property Accounting (SPA) term contracts and other bid opportunities, whenever possible. The HUB coordinator also provides technical assistance to HUBs on seeking other state purchasing opportunities.

HUB Goals by Procurement Categories

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

In accordance with H.B. 3560, 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	Fiscal Year 2018 UTILIZATION GOALS
Other Services Contracts	5%
Commodities Contracts	23%

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

1. Total number of bids received from HUBs;
2. Total number of contracts awarded to HUBs;
3. Total amount of HUB subcontracting;
4. Total amount of HUB procurement expenditures; and,
5. Total number of Mentor-Protégé agreements.

Schedule D: TxDMV Statewide Capital Plan

Statewide Capital Plan

Integrated Campus Planning System

Texas Higher Education Coordinating Board

05/16/18

Texas

Department of Motor Vehicles (608)

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2019 - 2023) as Reported in FY 2018

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
TxDMV Headquarters Maintenance	1 to 5			0	0	0	0		\$23,344,500	\$23,344,500	9/2018	8/2023
TxDMV Technology Automation Project	0000			0	0	0	0		\$0	\$13,132,156	9/2019	8/2023
Technology Replacement and Upgrades	0000			0	0	0	0		\$0	\$25,125,000	9/2019	8/2023
					0	0	0		\$23,344,500	\$61,601,656		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	0	0	0	0	\$0
New Construction	0	0	0	0	\$0
Repair and Renovation	1	0	0	0	\$23,344,500
Land Acquisition	0	0	0	0	\$0
Infrastructure	0	0	0	0	\$0
Information Resources	2	0	0	0	\$38,257,156
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
Totals	3	0	0	0	\$61,601,656

Summary of Planned Expenditures by Year

Project Type	2019	2020	2021	2022	2023	Balance	Total Cost
Addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$4,564,300	\$4,825,800	\$4,564,300	\$4,825,800	\$4,564,300	\$0	\$23,344,500
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$5,025,000	\$11,591,078	\$5,025,000	\$11,591,078	\$5,025,000	\$0	\$38,257,156
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$9,589,300	\$16,416,878	\$9,589,300	\$16,416,878	\$9,589,300	\$0	\$61,601,656

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	\$0
Auxiliary Enterprise Revenues	0	\$0
Available University Fund	0	\$0
Designated Tuition	0	\$0
Energy Savings	0	\$0
Federal Funds	0	\$0
Federal Grants	0	\$0
General Revenue	0	\$0
Gifts/Donations	0	\$0
Higher Education Assistance Fund Proceeds	0	\$0
Housing Revenue	0	\$0
Lease Purchase other than MLPP	0	\$0
Legislative Appropriations	0	\$0
Master Lease Purchase Program	0	\$0
Other	0	\$0
Other Local Funds	3	\$61,601,656
Other Revenue Bonds	0	\$0
Performance Contracting Energy Conservation	0	\$0
Permanent University Fund	0	\$0
Private Development	0	\$0
Private Development Funds	0	\$0
Revenue Financing System Bonds	0	\$0
Student Fees	0	\$0
Tuition Revenue Bond Proceeds	0	\$0
Unexpended Plant Funds	0	\$0
Unknown Funding Source	0	\$0
Unspecified	0	\$0
Totals		\$61,601,656

Schedule E: TxDMV Workforce Plan

Texas Department of Motor Vehicles

Workforce Plan

Fiscal Years 2019 – 2023

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



Texas Department *of* Motor Vehicles
HELPING TEXANS GO. HELPING TEXAS GROW.

Performance Driven • Optimized Service & Innovation • Customer Centric

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Texas Department Motor Vehicles Workforce Plan for Strategic Plan Fiscal Years 2019 – 2023

Workforce Overview

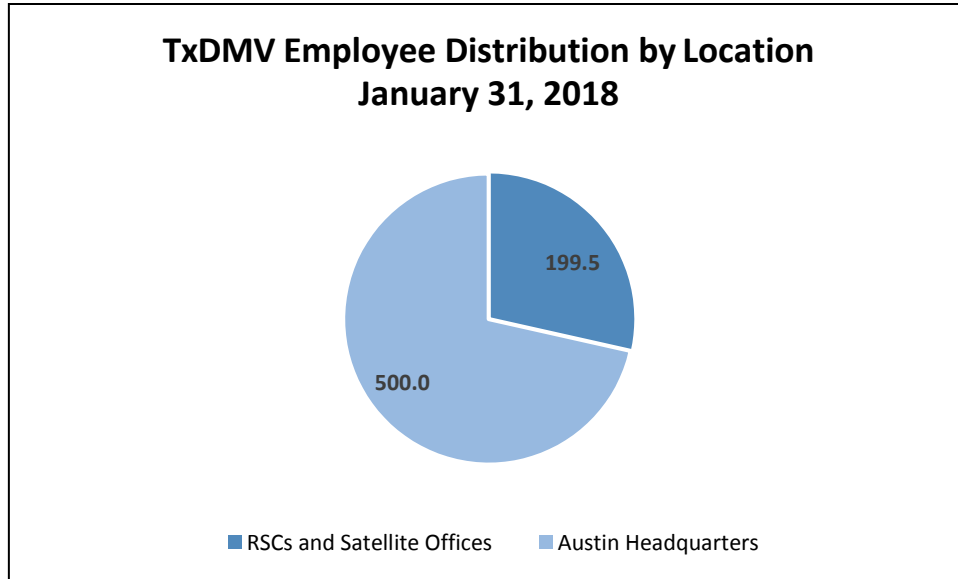
The workforce of the Texas Department of Motor Vehicles (TxDMV) engages in the following program activities and support functions:

- Registers and titles motor vehicles, issues license plates and disabled placards
- Delivers quality customer service
- Licenses and regulates the motor vehicle dealer industry
- Provides a one-stop-shop for motor carriers and for vehicle fleet owners
- Enforces the laws regulating motor vehicle sales and distribution, salvage and motor carrier industries
- Conducts administrative hearings and adjudicates Lemon Law and warranty protection complaints
- Investigates fraud, waste and abuse
- Reduces the incidence of motor vehicle burglary and motor vehicle theft
- Provides department support functions in the areas of enterprise project management, finance and administrative services, government and strategic communications, human resources, information technology, internal audit and office of general counsel

For the Fiscal Year 2018-2019 biennium, the department is authorized 779 full-time equivalent (FTEs) positions in the General Appropriations Act (GAA). TxDMV is organized into 16 divisions as follows:

Division	FTE Allocation
Automobile Burglary Theft and Prevention Authority	5
Compliance and Investigations Division	21
Consumer Relations Division	48
Enforcement Division	82
Enterprise Project Management Office	17
Executive Director's Office	6
Finance and Administrative Services Division	72
Government and Strategic Communications Division	10
Human Resources Division	10
Information Technology Services Division	93
Internal Audit Division	5
Motor Carrier Division	115
Motor Vehicle Division	37
Office of Administrative Hearings	5
Office of General Counsel	12
Vehicle Titles and Registration Division	241
TxDMV Total FTEs	779

The department’s headquarters are located in Austin. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and satellite field offices throughout the state to meet the needs of its customers. On January 31, 2018, TxDMV had 699.5¹ employees; 500 located in the Austin headquarters and 199.5 employees in RSCs and satellite field offices.



TxDmv Vision, Mission, Philosophy and Values

- Vision: TxDmv sets the standard as the premier provider of customer service in the nation.
- Mission: To serve, protect and advance the citizens and industries in the state with quality motor vehicle related services.
- Philosophy: TxDmv is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer-friendly atmosphere.

¹Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

- 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.

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

- Customer Centric
- Optimized Service and Innovation
- Performance Driven

Equal Employment Opportunity (EEO) Commitment

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

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

EEO Categories

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

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

Professionals: Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: economists, attorneys, systems analysts, accountants and grant coordinators.

Technicians: Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, accounting technicians, network specialists and database administrators.

Administrative Support (including Clerical): Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: customer service representatives, statistical clerks, license and permit specialist, payroll clerks, office machine and computer operators and legal assistants.

EEO Job Category	Percent of TxDMV Workforce
Officials and Administrators	9.4%
Professionals	30.3%
Technicians	12.3%
Administrative Support	48.0%
Total	100%

Workforce Distribution by Job Classification/Average Salary

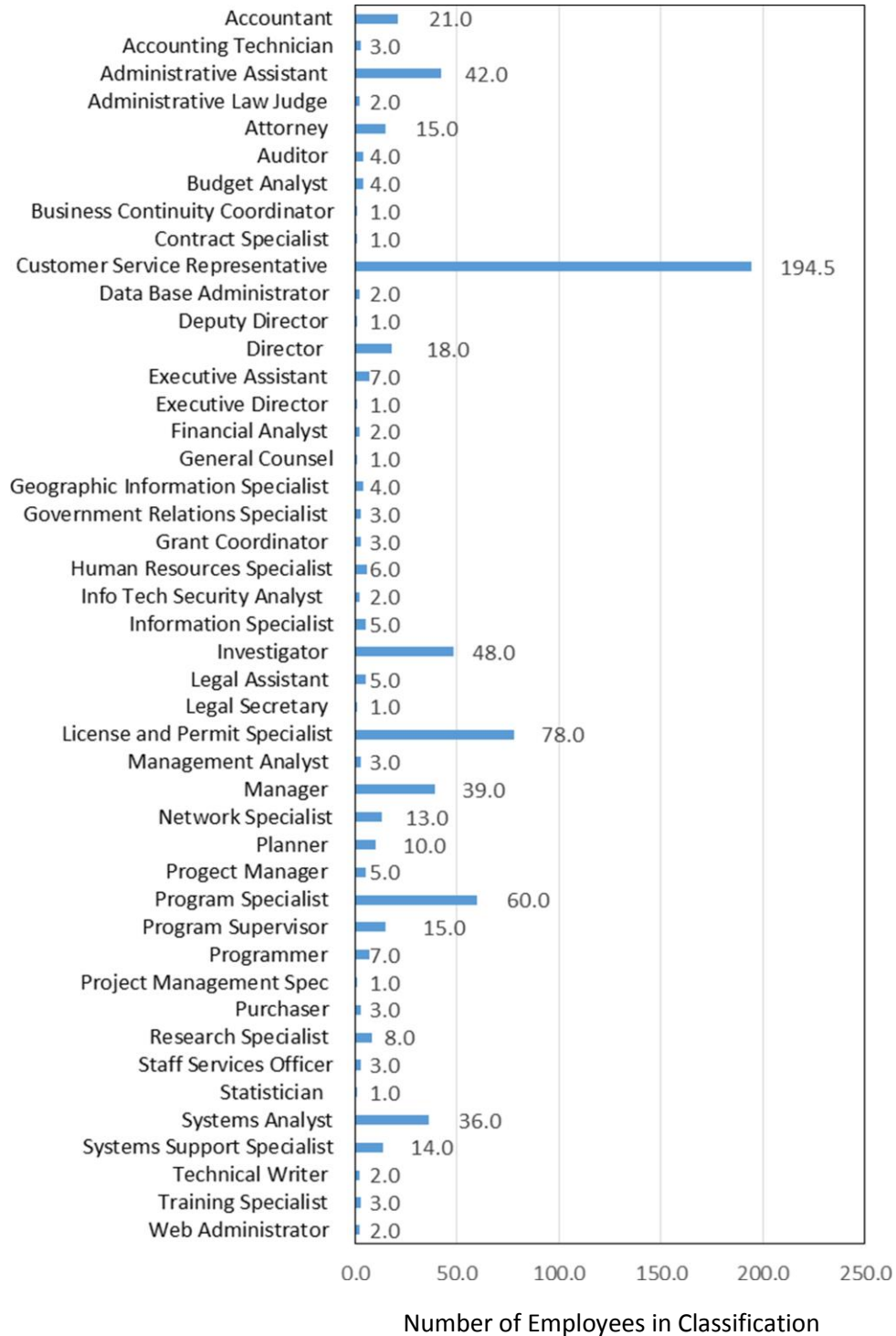
TxDMV uses 45 classification series set forth in the State of Texas Position Classification Plan. In January 2018, 194.5² or 27.8% of total employees were classified as Customer Service Representatives, representing the largest number of employees in a specific classification series. The remaining 73.2% of employees are dispersed throughout the remaining 44 job classification series listed in the table below.

The median annual salary in Fiscal Year 2017, for employees in the Customer Service Representative classification series was \$35,400³. The median annual salary of TxDMV employees in Fiscal Year 2017 was \$46,287 slightly above the statewide median annual salary of \$41,769 for the same period.

² Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

³ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

Workforce Distribution by Job Classification Fiscal Year 2018

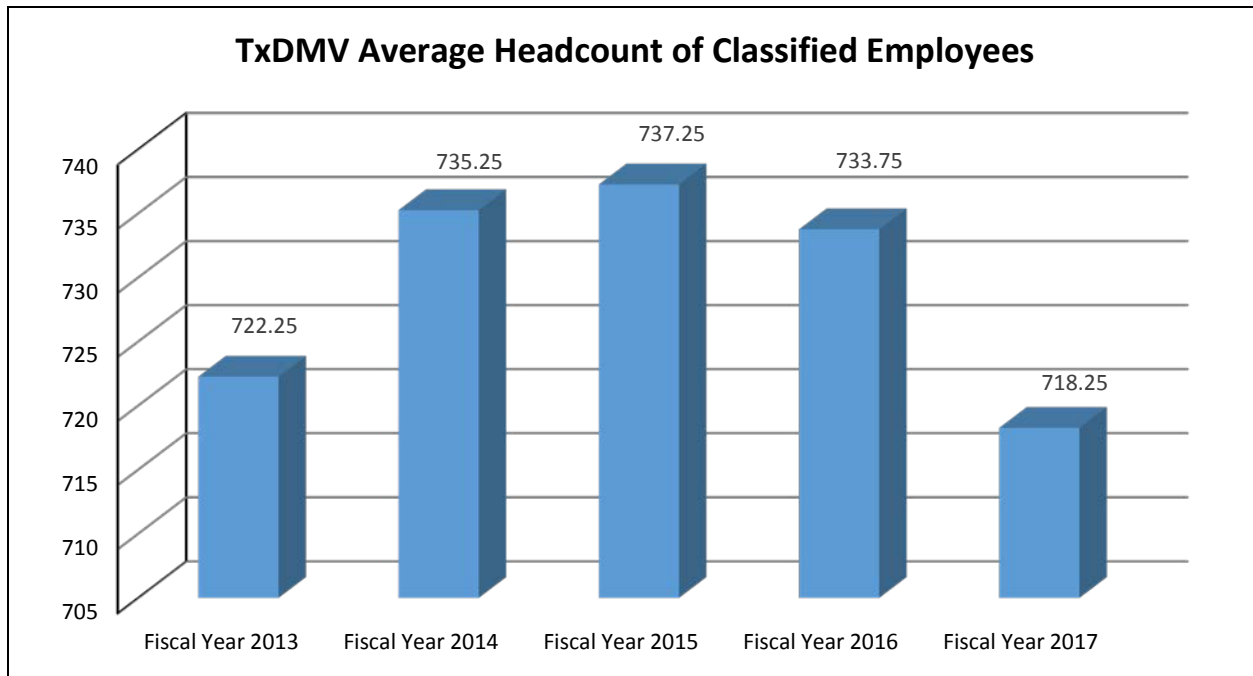


Workforce Supply

The U.S. unemployment rate reported in January 2018 was 4.1% compared to the Texas unemployment rate of 4.0%⁴. Texas' population grew by 20% between 2000 and 2010. Further, between 2010 and 2016, Texas has had the nation's largest annual population growth, according to the U.S. Census Bureau. This growth in population indicates that Texas may have additional resources to address labor shortages created by the retirement of baby boomers. TxDMV is optimistic in its ability to recruit a qualified workforce.

TxDMV's average employee headcount decreased from 733.75 in Fiscal Year 2016 to 718.25 in Fiscal Year 2017⁵. This decrease is related to the statewide hiring freeze in place during Fiscal Year 2017.

The average headcount is calculated by using the average number of classified employees who worked at any time during each quarter of the fiscal year, divided by four.



Source: State Auditor's Office E-Class System

⁴ Source: Bureau of Labor Statistics

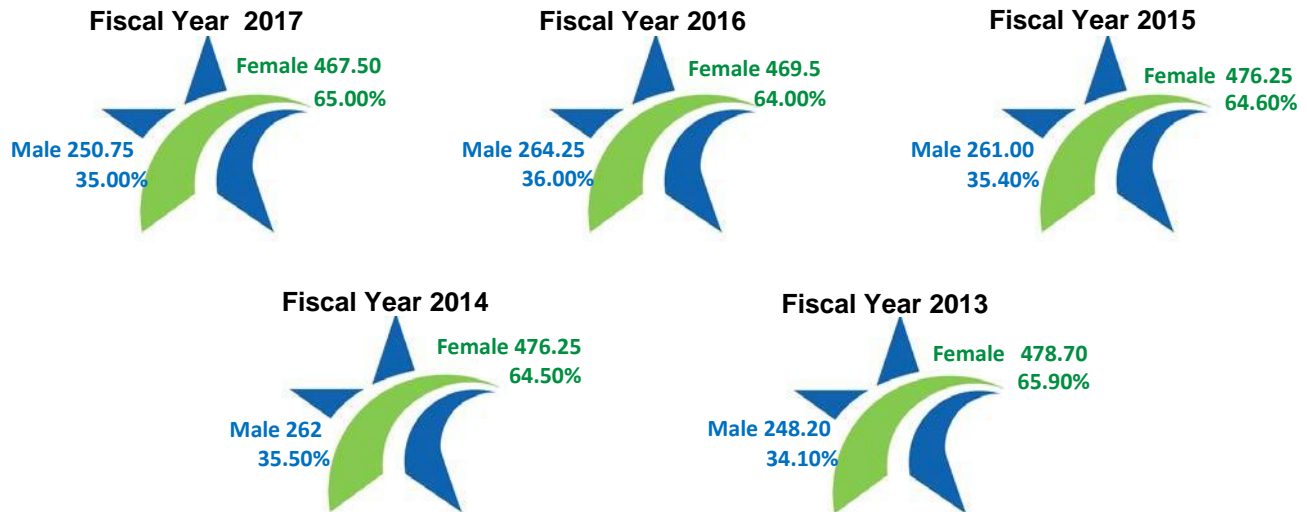
⁵ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

Workforce Age and Gender

TxDMV's hiring policies and procedures support the department in attracting, hiring and retaining well-qualified workers regardless of age or gender. During Fiscal Year 2017, 78% of department employees were over 40⁶.

Average Headcount by Age Range	
Age Range	Average Headcount
16 to 29	27.50
30 to 39	130.50
40 to 49	215.50
50 to 59	227.25
60 to 69	110.50
70 or Older	7.00
Total	718.25

Source: State Auditor's Office E-Class, Fiscal Year 2017



In Fiscal Year 2017, the department employed an average of 467.50 females (65%) and 250.75 males (35%)⁷.

⁶ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017⁹

⁷ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

State Service Tenure

TxDMV employees' average length of state service during Fiscal Year 2017 was 12.47⁸ years.

Length of State Service	Employee Headcount	Percent
Less than 2 Years	86.00	11.97%
02 to 4.99 Years	114.25	15.91%
05 to 9.99 Years	144.25	20.10%
10 to 14.99 Years	102.00	14.20%
15 to 19.99 Years	104.50	14.55%
20 to 24.99 Years	86.00	11.97%
25 to 29.99 Years	46.75	6.50%
30 to 34.99 Years	21.25	2.96%
Greater than 35 Years	13.25	1.84%
Total	718.25	100%

Source: State Auditor's Office E-Class System, Fiscal Year 2017

Turnover and Separations

The statewide turnover rate for all types of separations was 33.5% compared to TxDMV's turnover rate for all types of separations of 11.8% in Fiscal Year 2017.

The statewide voluntary turnover rate was 26% compared to TxDMV's voluntary turnover rate of 6.8% in Fiscal Year 2017, excluding involuntary separations and retirements⁹.

The statewide turnover rate for retirements was 3% compared to TxDMV's retirement turnover rate of 3.9%.

The statewide involuntary turnover rate was 4.3% compared to TxDMV's involuntary turnover rate of 1.0%. Note: The statewide involuntary turnover rate includes employee separations due to dismissals for cause, reductions in force, resignations in lieu of involuntary separation, and terminations at will. TxDMV involuntary turnover rate includes employee separations due to dismissals for cause.

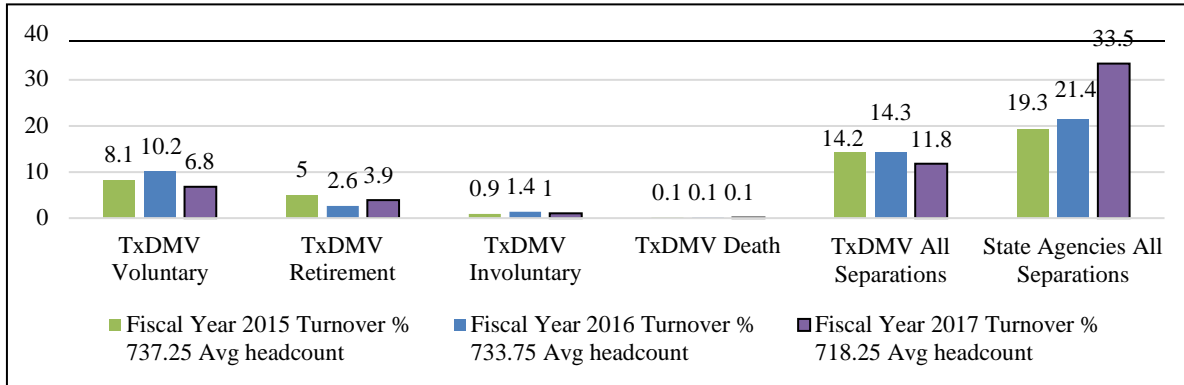
The statewide turnover rate due to employee death was 0.1% and TxDMV's rate was 0.1%.

⁸ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

⁹ Source: State Auditor's Office (SAO) E-Class System, Fiscal Year 2017

The highest turnover rate, 4.0% (29 employees), occurred in Customer Service Representative positions.

Turnover Fiscal Years 2015-2017



Source: State Auditor's Office (SAO) E-Class System Fiscal Year 2015-2017

The department had an average of 15 less employees in Fiscal Year 2017 than in Fiscal Year 2016.

TxDMV had 85 total separations in Fiscal Year 2017. The following lists categories of separation and includes the number of employees. The Fiscal Year 2017 percentage of separation is calculated by dividing the number of employees in a separation category by the total average headcount of 718.25.

Voluntary	49 employees	(6.8%)
Retirement	28 employees	(3.9%)
Involuntary	7 employees	(1.0%)
Death	1 employee	(0.1%)

The top two reasons for leaving the department cited in the State Auditor's Office (SAO's) voluntary survey for employees separating from TxDMV were:

Retirement	42.2%
Better pay/benefits	15.6%

TxDMV separating employees (61.4%) indicated they would work for the department again in the future.

Retirement Eligibility

In January 2018, 71¹⁰ employees met the Employees' Retirement System (ERS) eligibility rule of 80 (years of age plus years of state service); representing 10.15% of TxDMV's workforce. By January 2023, an additional 115 TxDMV employees or 16.44% will meet the ERS retirement eligibility rule of 80.

¹⁰ Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Projection

TxDMV currently possesses the human resources necessary for providing premier customer service to the motoring public. Areas of concern during the next five years include turnover within Customer Service Representative positions (comprising a significant portion of the department's workforce) and employees who are eligible for retirement.

Demand Analysis and Future Workforce Skills Needed

As the department matures, the future workforce skills needed continually evolve. TxDMV has identified two specific areas with a high future demand: information technology staff and customer service staff. TxDMV will focus on recruiting its future workers who possess the following skills and abilities:

Technology

To develop, maintain and operate and teach others to utilize new software programs and systems, including social media

Project Management

To plan and execute individual, group and organizational projects

Change Management

To embrace change and facilitate the creation of positive change to meet the demands of the motoring public

Customer Service

To effectively communicate and solve problems for walk-in, telephone and email customers

Language

To read, write and speak proficiently in languages other than English

Anticipated Increase/Decrease in Full-Time Equivalents (FTEs)

TxDMV is currently in the process of developing its exceptional item requests which could include a request for additional FTEs.

Strategy Development

TxDMV focuses on recruiting, developing and retaining a diverse and qualified workforce. The department utilizes a wide range of strategies as described below.

Recruiting

- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department's website, Facebook page, Twitter account, Texas Workforce Commission's website, various internet job boards and industry specific publications

- Continue encouraging managers to recruit veterans and veterans to apply to meet the department's goal of employing a workforce comprised of 20% veterans
- Provide candidates interested in department career opportunities the ability to register for automated email notifications of job postings
- Target college students and recent college graduates by providing paid internships

Developing

- Offer tuition assistance to support employee's educational activities aligned with department needs
- Provide department-wide training and development activities in both online and instructor-led formats
- Develop and provide custom-designed training and development activities for program and division-specific groups
- Encourage employee participation in Wellness programs geared to develop healthier life styles

Retaining

- Foster employee engagement by encouraging participation in the Survey of Employee Engagement designed to gather feedback on employee satisfaction regarding various aspects of TxDMV
- Allocate merit dollars to reward outstanding performance
- Provide paid leave to reward outstanding performance
- Allow alternative work schedules and telecommuting opportunities supporting the needs of department employees
- Administer Sick Leave Pool allowing employees to remain in paid leave status when the employee has exhausted all available leave balances and the employee or employee's immediate family member suffers a catastrophic illness or injury
- Offer an Employee Assistance Program for both employees and immediate family members
- Recognize an employee's total service to the state through the State Service Award program

Conclusion

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

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

Included below is the *Survey of Employee Engagement Texas Department of Motor Vehicles Executive Summary 2018*.



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Department of Motor Vehicles

Executive Summary

2018

Executive Summary

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Fax (512) 471-9600

Introduction

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


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

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



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile

 <p>Texas Department of Motor Vehicles HELPING TEXANS GO. HELPING TEXAS GROW.</p> <p>Texas Department of Motor Vehicles</p> <p>Organizational Leadership: Whitney Brewster, Executive Director</p> <p>Benchmark Categories: Size 4: Organizations with 301 to 1000 employees Mission 7 : Business and Economic Development</p>	<p>Survey Administration</p> <p>Collection Period: 01/30/2018 through 03/02/2018</p> <p>Survey Liaison: Jeannie Weaver Org. Development Consultant 4000 Jackson Ave. BLDG 1 Austin, TX 78731</p> <p>(512) 465-4057 jeannie.weaver@txdmv.gov</p>
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Introduction

48
Primary
Items

Primary Items

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

Demographic Items

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

Constructs

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

12
Constructs



2
Key
Scores

Overall Score

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

Levels of Employee Engagement

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

46 Breakout
Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 46 breakout categories.

20 Additional
Items

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

Employee Engagement

81%

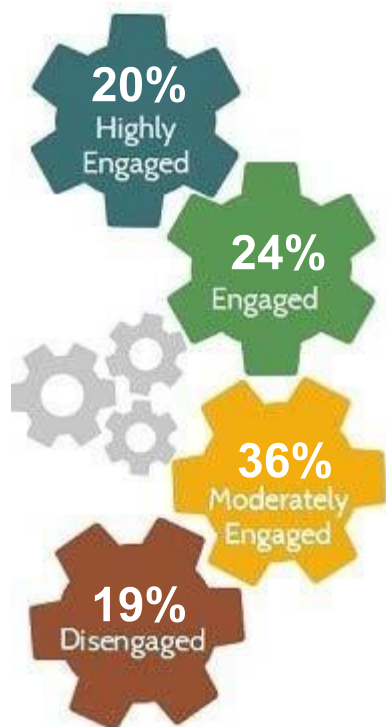
Up 2.9%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 707 employees invited to take the survey, 573 responded for a response rate of 81%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 81%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 361.**



Levels of Employee Engagement

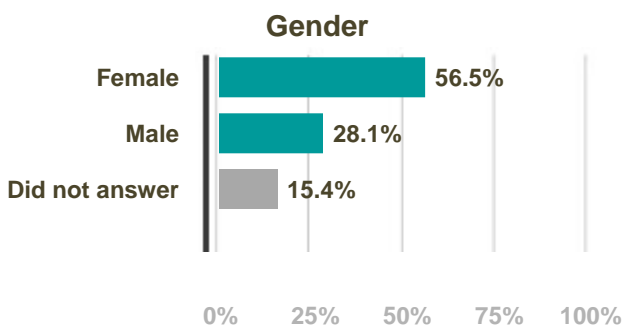
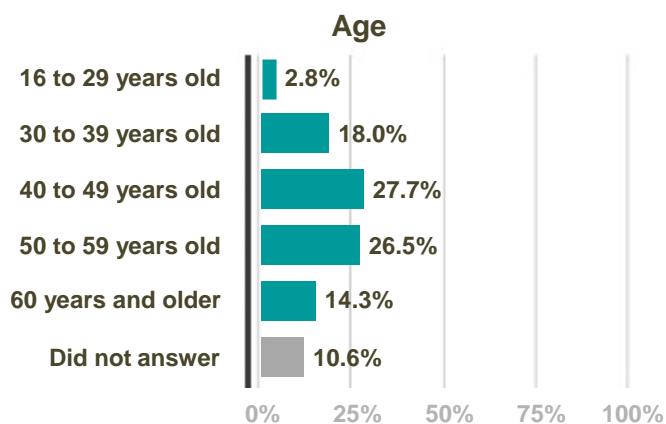
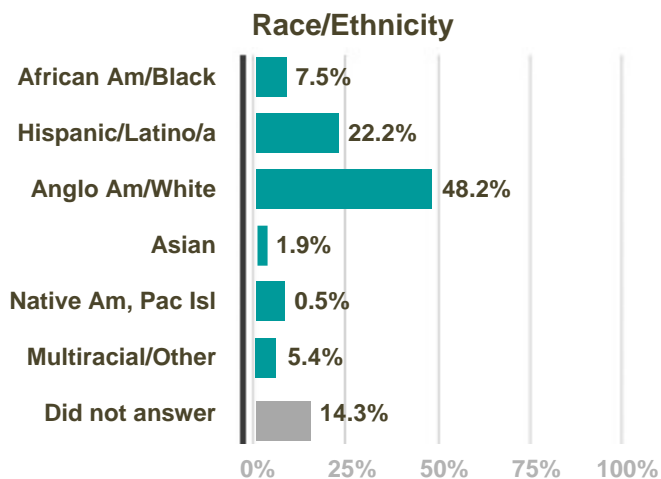
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 20% of employees are Highly Engaged, 24% are Engaged, 36% are Moderately Engaged, and 19% are Disengaged.

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

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

People

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



YEARS OF SERVICE With this Organization



22% New Hires (0-2 years)
 41% Experienced (3-10 years)
 31% Very Experienced (11+ years)
 7% Did Not Answer

Each figure represents about 6.4 employees.

FOCUS FORWARD >>>

9% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

16% CAN RETIRE

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

Constructs

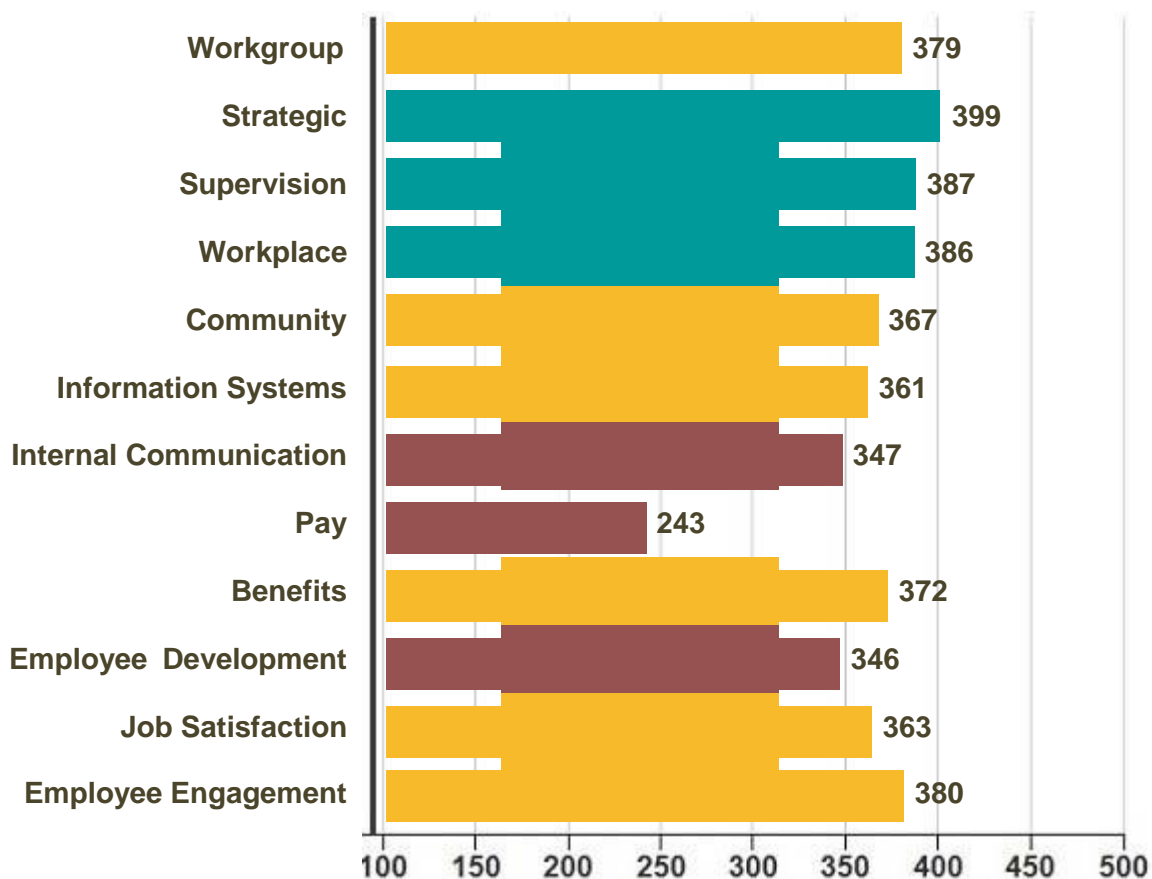
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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

FOCUS FORWARD >>>

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

Construct Scores



Constructs Over Time

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

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

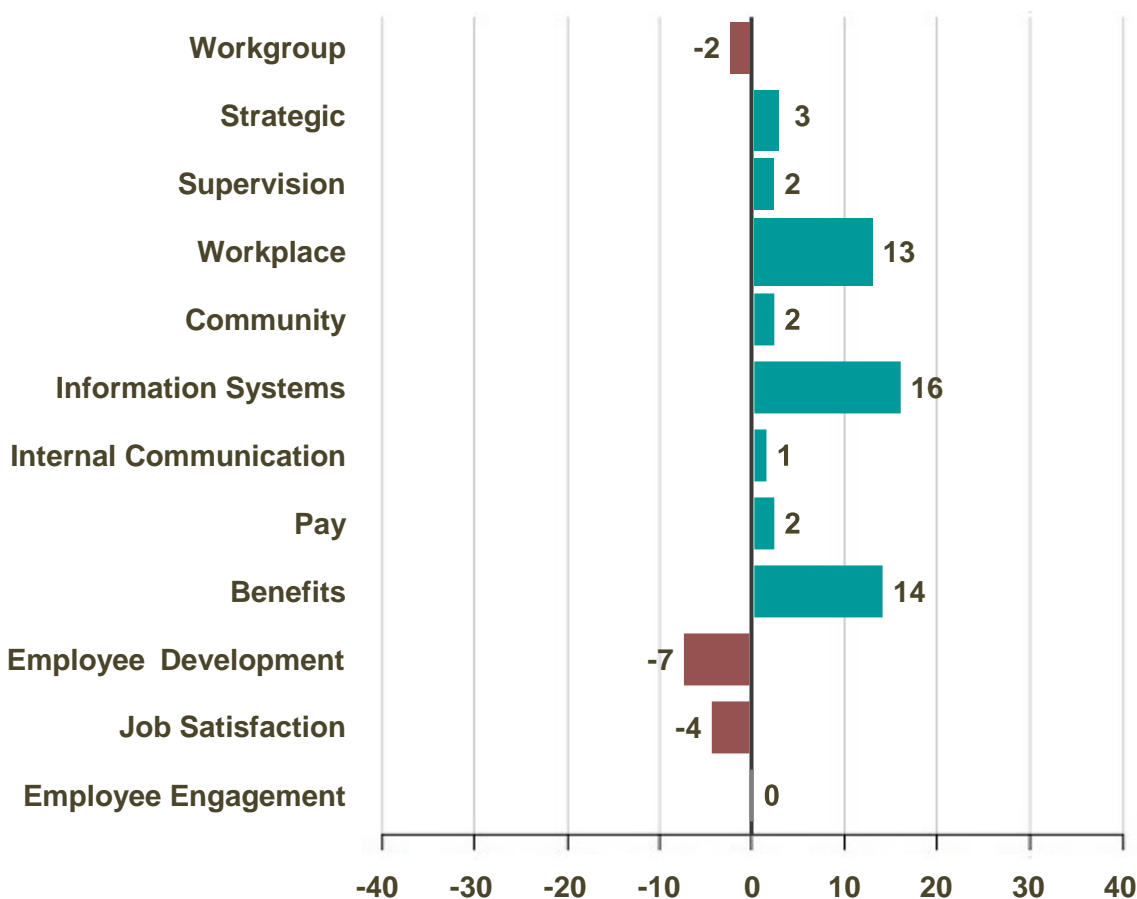
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational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

Has Change Occured?

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

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

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength



Strategic

Score: 399

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



Supervision

Score: 387

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



Workplace

Score: 386

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

Areas of Concern



Pay

Score: 243

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



Employee Development

Score: 346

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.



Internal Communication

Score: 347

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

Areas of Strength and Concern

About 9% of your employees intend to leave in 1 year.

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

1

Offer job training.

A learning organization is one that benefits from its employees continually expanding their knowledge and capacity. Offer and encourage training opportunities at every level, and formalize employee development plans with a mind towards promoting from within. Build opportunities for team learning, and make sure all supervisors are included in leadership training.

2

Allow opportunities for feedback on supervisor performance.

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

3

Encourage open and honest communication.

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

4

Offer salaries that are competitive with similar jobs.

The cost of turnover for each employee can amount to thousands of dollars lost to hiring, onboard training, and inefficiencies due to vacant roles. Research what other organizations offer for similar jobs to increase your chances of attracting and retaining talent. Higher salaries won't solve turnover issues alone, so thoroughly examine the other retention areas as well.

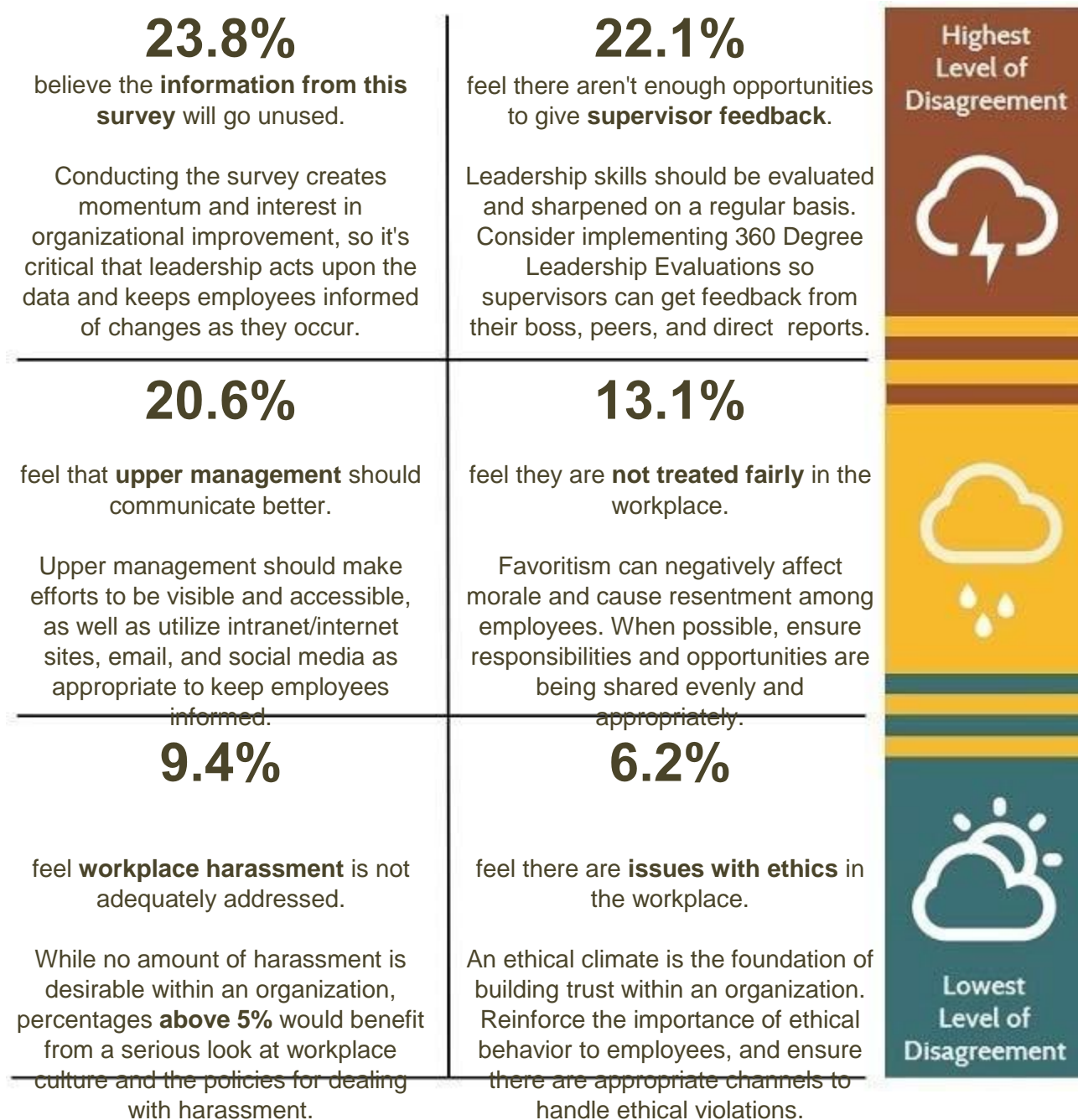
5

Treat employees fairly and without favoritism.

Maintaining fairness in the workplace will help make employees feel like they're working together on an even playing field. Set and communicate clear rules on policies and define clear career paths so that everyone is familiar with your expectations. Be open and honest about why certain employees are assigned tasks, and praise all employees when they're successful.

Climate

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



FOCUS FORWARD >>>

After the survey data has been compiled, the results are returned approximately one to two months after data collection stops. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.

Survey Results Received

Executive Summaries, Data Reports, and Excel data are provided for the organization as a whole and for breakout categories. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.



APR
2018

MAY
2018



Review Survey Data

Review the data and summaries with the executive staff, and develop a plan for circulating the data to all employees. Several types of benchmark scores provide relevant external comparisons, and breakdown categories can be used to make internal comparisons.

Share with All Employees

Share results by creating reports, newsletters, or PowerPoint presentations providing data along with illustrations pertinent to the organization. Have employees participate in small work unit groups to review reports as they are distributed.



JUN
2018

JUL
2018



Engage Employees in Change

Designate the Change Team composed of a diagonal slice across the organization that will guide the effort. Review the organization's strengths and brainstorm on how to best address weaknesses. Provide employees with comment cards to express their ideas.

Move Forward with Change

Have the Change Team compile the priority change topics and action points, and present them to the executive staff. Discuss the administrative protocols for implementing the changes. Determine the plan of action, set a reasonable timeline, and keep employees informed of changes.



SEP
2018

NOV
2018



Sharpen Your Focus

Further data breakdowns and custom reports are available. We also offer leadership assessments, employee pulse and exit surveys, and customer satisfaction surveys. Consultation time for presentations and focus groups is available as well. Please contact us at any time: www.survey.utexas.edu

Resurvey

Administer the Survey of Employee Engagement again to document the effectiveness of your change efforts.



JAN
2020

Demographic Items

Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. Response Rate is a good indicator of employees' willingness to engage in efforts to improve the organization. Scope of Participation is a gauge to see whether or not employees by demographic characteristics participated in the survey.

Response Rate

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

What is a good response rate?

If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

What about non-respondents?

First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

Scope of Participation

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items or select prefer not to answer. Both of these non-responses are combined to give a total "Prefer not to answer" count.

Demographic Items

Total Respondents: 573
 Surveys Distributed: 707
 Response Rate: 81.05%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My highest education level

Did not finish high school:	Less than 5	Not Available
High school diploma (or GED):	70	12.22%
Some college:	189	32.98%
Associate's Degree:	54	9.42%
Bachelor's Degree:	153	26.70%
Master's Degree:	50	8.73%
Doctoral Degree:	24	4.19%
Prefer not to answer:	32	5.58%

I am

Female:	324	56.54%
Male:	161	28.10%
Prefer not to answer:	88	15.36%

My annual salary (before taxes)

Less than \$15,000:	Less than 5	Not Available
\$15,000-\$25,000:	6	1.05%
\$25,001-\$35,000:	97	16.93%
\$35,001-\$45,000:	142	24.78%
\$45,001-\$50,000:	46	8.03%
\$50,001-\$60,000:	63	10.99%
\$60,001-\$75,000:	77	13.44%
More than \$75,000:	74	12.91%
Prefer not to answer:	65	11.34%

My age (in years)

16-29:	16	2.79%
30-39:	103	17.98%
40-49:	159	27.75%
50-59:	152	26.53%
60+:	82	14.31%
Prefer not to answer:	61	10.65%

Demographic Items

Total Respondents: 573
 Surveys Distributed: 707
 Response Rate: 81.05%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

Years of service with this organization

Less than 1:	40	6.98%
1-2:	85	14.83%
3-5:	111	19.37%
6-10:	123	21.47%
11-15:	47	8.20%
16+:	128	22.34%
Prefer not to answer:	39	6.81%

My race/ethnic identification

African-American or Black:	43	7.50%
Hispanic or Latino/a:	127	22.16%
Anglo-American or White:	276	48.17%
Asian:	11	1.92%
American Indian or Pacific Islander:	Less than 5	Not Available
Multiracial or Other:	31	5.41%
Prefer not to answer:	82	14.31%

I am currently in a supervisory role.

Yes:	86	15.01%
No:	446	77.84%
Prefer not to answer:	41	7.16%

I received a promotion during the past two years.

Yes:	77	13.44%
No:	462	80.63%
Prefer not to answer:	34	5.93%

I received a merit increase during the past two years.

Yes:	264	46.07%
No:	268	46.77%
Prefer not to answer:	41	7.16%

Demographic Items

Total Respondents: 573
 Surveys Distributed: 707
 Response Rate: 81.05%

	Number of Survey Respondents	Percent of Survey Respondents
--	---	--

I plan to be working for this organization in one year.

Yes:	428	74.69%
No:	52	9.08%
Prefer not to answer:	93	16.23%

I am eligible for retirement within the next two years.

Yes:	94	16.40%
No:	426	74.35%
Prefer not to answer:	53	9.25%

Primary Items

For the primary items (numbered 1-48), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable.

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.




Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.
- **Organizational Categories** are benchmarked against the organization as a whole.




Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.




Primary Items

 <p>1. My work group cooperates to get the job done.</p> <p>83% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>212</td> <td>264</td> <td>48</td> <td>30</td> <td>11</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>37.06%</td> <td>46.15%</td> <td>8.39%</td> <td>5.24%</td> <td>1.92%</td> <td>1.22%</td> </tr> </table>	Respondents:	212	264	48	30	11	7	Percentage:	37.06%	46.15%	8.39%	5.24%	1.92%	1.22%	<p>83% Agreement</p> <p>SCORE: 4.13</p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 4.16</p> <p>Similar Mission: 4.15</p> <p>Similar Size: 4.21</p> <p>All Orgs: 4.18</p>
Respondents:	212	264	48	30	11	7									
Percentage:	37.06%	46.15%	8.39%	5.24%	1.92%	1.22%									
 <p>2. In my work group, my opinions and ideas count.</p> <p>70% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>165</td> <td>236</td> <td>86</td> <td>44</td> <td>33</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>28.85%</td> <td>41.26%</td> <td>15.03%</td> <td>7.69%</td> <td>5.77%</td> <td>1.40%</td> </tr> </table>	Respondents:	165	236	86	44	33	8	Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%	<p>70% Agreement</p> <p>SCORE: 3.81</p> <p>Std. Dev.: 1.12</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.89</p> <p>Similar Mission: 3.59</p> <p>Similar Size: 3.67</p> <p>All Orgs: 3.70</p>
Respondents:	165	236	86	44	33	8									
Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%									
<p>3. My work group regularly uses performance data to improve the quality of our work.</p> <p>55% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>115</td> <td>202</td> <td>119</td> <td>81</td> <td>33</td> <td>22</td> </tr> <tr> <td>Percentage:</td> <td>20.10%</td> <td>35.31%</td> <td>20.80%</td> <td>14.16%</td> <td>5.77%</td> <td>3.85%</td> </tr> </table>	Respondents:	115	202	119	81	33	22	Percentage:	20.10%	35.31%	20.80%	14.16%	5.77%	3.85%	<p>55% Agreement</p> <p>SCORE: 3.52</p> <p>Std. Dev.: 1.15</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.50</p> <p>Similar Mission: 3.58</p> <p>Similar Size: 3.57</p> <p>All Orgs: 3.60</p>
Respondents:	115	202	119	81	33	22									
Percentage:	20.10%	35.31%	20.80%	14.16%	5.77%	3.85%									
 <p>4. In my work group, there is a real feeling of teamwork.</p> <p>66% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>150</td> <td>224</td> <td>91</td> <td>63</td> <td>39</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>26.27%</td> <td>39.23%</td> <td>15.94%</td> <td>11.03%</td> <td>6.83%</td> <td>0.70%</td> </tr> </table>	Respondents:	150	224	91	63	39	4	Percentage:	26.27%	39.23%	15.94%	11.03%	6.83%	0.70%	<p>66% Agreement</p> <p>SCORE: 3.68</p> <p>Std. Dev.: 1.18</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 3.70</p> <p>Similar Mission: 3.76</p> <p>Similar Size: 3.86</p> <p>All Orgs: 3.82</p>
Respondents:	150	224	91	63	39	4									
Percentage:	26.27%	39.23%	15.94%	11.03%	6.83%	0.70%									





Primary Items

 <p>5. Our organization is known for the quality of work we provide.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>165</td> <td>242</td> <td>102</td> <td>38</td> <td>15</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>28.85%</td> <td>42.31%</td> <td>17.83%</td> <td>6.64%</td> <td>2.62%</td> <td>1.75%</td> </tr> </table>	Respondents:	165	242	102	38	15	10	Percentage:	28.85%	42.31%	17.83%	6.64%	2.62%	1.75%	<p>71% Agreement</p> <p>SCORE: 3.90</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.87</p> <p>Similar Mission: 3.91</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.93</p>
Respondents:	165	242	102	38	15	10									
Percentage:	28.85%	42.31%	17.83%	6.64%	2.62%	1.75%									
 <p>6. I know how my work impacts others in the organization.</p> <p>85% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>235</td> <td>253</td> <td>49</td> <td>25</td> <td>4</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>41.16%</td> <td>44.31%</td> <td>8.58%</td> <td>4.38%</td> <td>0.70%</td> <td>0.88%</td> </tr> </table>	Respondents:	235	253	49	25	4	5	Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%	<p>85% Agreement</p> <p>SCORE: 4.22</p> <p>Std. Dev.: 0.83</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 4.18</p> <p>Similar Mission: 4.10</p> <p>Similar Size: 4.09</p> <p>All Orgs: 4.12</p>
Respondents:	235	253	49	25	4	5									
Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%									
<p>7. My organization develops services to match the needs of our customers/clients.</p> <p>72% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>155</td> <td>255</td> <td>92</td> <td>41</td> <td>18</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>27.15%</td> <td>44.66%</td> <td>16.11%</td> <td>7.18%</td> <td>3.15%</td> <td>1.75%</td> </tr> </table>	Respondents:	155	255	92	41	18	10	Percentage:	27.15%	44.66%	16.11%	7.18%	3.15%	1.75%	<p>72% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 3.87</p> <p>Similar Mission: 3.94</p> <p>Similar Size: 3.98</p> <p>All Orgs: 3.97</p>
Respondents:	155	255	92	41	18	10									
Percentage:	27.15%	44.66%	16.11%	7.18%	3.15%	1.75%									
 <p>8. Our organization communicates effectively with the public.</p> <p>69% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>123</td> <td>271</td> <td>96</td> <td>47</td> <td>20</td> <td>11</td> </tr> <tr> <td>Percentage:</td> <td>21.65%</td> <td>47.71%</td> <td>16.90%</td> <td>8.27%</td> <td>3.52%</td> <td>1.94%</td> </tr> </table>	Respondents:	123	271	96	47	20	11	Percentage:	21.65%	47.71%	16.90%	8.27%	3.52%	1.94%	<p>69% Agreement</p> <p>SCORE: 3.77</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 568</p> <p>BENCHMARKS</p> <p>Past Score: 3.77</p> <p>Similar Mission: 3.87</p> <p>Similar Size: 3.91</p> <p>All Orgs: 3.97</p>
Respondents:	123	271	96	47	20	11									
Percentage:	21.65%	47.71%	16.90%	8.27%	3.52%	1.94%									









Primary Items

<p>9. I have a good understanding of our mission, vision, and strategic plan.</p> <p style="text-align: center;">86% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1"> <tr> <td>Respondents:</td> <td>221</td> <td>268</td> <td>47</td> <td>21</td> <td>9</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>38.84%</td> <td>47.10%</td> <td>8.26%</td> <td>3.69%</td> <td>1.58%</td> <td>0.53%</td> </tr> </table>	Respondents:	221	268	47	21	9	3	Percentage:	38.84%	47.10%	8.26%	3.69%	1.58%	0.53%	<p style="text-align: center;">86% Agreement</p> <p>SCORE: 4.19</p> <p>Std. Dev.: 0.86</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 4.09</p> <p>Similar Mission: 4.07</p> <p>Similar Size: 4.07</p> <p>All Orgs: 4.13</p>
Respondents:	221	268	47	21	9	3									
Percentage:	38.84%	47.10%	8.26%	3.69%	1.58%	0.53%									
<p> 10. My supervisor provides me with a clear understanding of my work responsibilities.</p> <p style="text-align: center;">78% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1"> <tr> <td>Respondents:</td> <td>206</td> <td>238</td> <td>64</td> <td>37</td> <td>22</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>36.01%</td> <td>41.61%</td> <td>11.19%</td> <td>6.47%</td> <td>3.85%</td> <td>0.87%</td> </tr> </table>	Respondents:	206	238	64	37	22	5	Percentage:	36.01%	41.61%	11.19%	6.47%	3.85%	0.87%	<p style="text-align: center;">78% Agreement</p> <p>SCORE: 4.00</p> <p>Std. Dev.: 1.04</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.95</p> <p>Similar Mission: 4.04</p> <p>Similar Size: 4.04</p> <p>All Orgs: 4.10</p>
Respondents:	206	238	64	37	22	5									
Percentage:	36.01%	41.61%	11.19%	6.47%	3.85%	0.87%									
<p> 11. My supervisor recognizes outstanding work.</p> <p style="text-align: center;">71% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1"> <tr> <td>Respondents:</td> <td>184</td> <td>222</td> <td>83</td> <td>50</td> <td>24</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>32.28%</td> <td>38.95%</td> <td>14.56%</td> <td>8.77%</td> <td>4.21%</td> <td>1.23%</td> </tr> </table>	Respondents:	184	222	83	50	24	7	Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%	<p style="text-align: center;">71% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 3.80</p> <p>Similar Mission: 3.88</p> <p>Similar Size: 3.95</p> <p>All Orgs: 3.95</p>
Respondents:	184	222	83	50	24	7									
Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%									
<p> 12. I am given the opportunity to do my best work.</p> <p style="text-align: center;">71% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1"> <tr> <td>Respondents:</td> <td>196</td> <td>212</td> <td>79</td> <td>52</td> <td>28</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>34.33%</td> <td>37.13%</td> <td>13.84%</td> <td>9.11%</td> <td>4.90%</td> <td>0.70%</td> </tr> </table>	Respondents:	196	212	79	52	28	4	Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%	<p style="text-align: center;">71% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 1.13</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 3.92</p> <p>Similar Mission: 4.01</p> <p>Similar Size: 4.07</p> <p>All Orgs: 4.09</p>
Respondents:	196	212	79	52	28	4									
Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%									




Primary Items

 <p>13. My supervisor is consistent when administering policies concerning employees.</p> <p>63% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>165</td> <td>192</td> <td>89</td> <td>75</td> <td>39</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>29.05%</td> <td>33.80%</td> <td>15.67%</td> <td>13.20%</td> <td>6.87%</td> <td>1.41%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	165	192	89	75	39	8	Percentage:	29.05%	33.80%	15.67%	13.20%	6.87%	1.41%	<p>63% Agreement</p> <p>SCORE: 3.66</p> <p>Std. Dev.: 1.23</p> <p>Total Respondents: 568</p> <p>BENCHMARKS</p> <p>Past Score: 3.67</p> <p>Similar Mission: 3.77</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.85</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	165	192	89	75	39	8																
Percentage:	29.05%	33.80%	15.67%	13.20%	6.87%	1.41%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p>75% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>191</td> <td>232</td> <td>68</td> <td>39</td> <td>21</td> <td>15</td> </tr> <tr> <td>Percentage:</td> <td>33.75%</td> <td>40.99%</td> <td>12.01%</td> <td>6.89%</td> <td>3.71%</td> <td>2.65%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	191	232	68	39	21	15	Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%	<p>75% Agreement</p> <p>SCORE: 3.97</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 566</p> <p>BENCHMARKS</p> <p>Past Score: 3.93</p> <p>Similar Mission: 3.73</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.86</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	191	232	68	39	21	15																
Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%																
 <p>15. Given the type of work I do, my physical workplace meets my needs.</p> <p>82% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>185</td> <td>283</td> <td>54</td> <td>33</td> <td>11</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>32.51%</td> <td>49.74%</td> <td>9.49%</td> <td>5.80%</td> <td>1.93%</td> <td>0.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	185	283	54	33	11	3	Percentage:	32.51%	49.74%	9.49%	5.80%	1.93%	0.53%	<p>82% Agreement</p> <p>SCORE: 4.06</p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 3.92</p> <p>Similar Mission: 3.92</p> <p>Similar Size: 3.97</p> <p>All Orgs: 3.98</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	185	283	54	33	11	3																
Percentage:	32.51%	49.74%	9.49%	5.80%	1.93%	0.53%																
 <p>16. My workplace is well maintained.</p> <p>68% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>124</td> <td>264</td> <td>98</td> <td>67</td> <td>15</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>21.72%</td> <td>46.23%</td> <td>17.16%</td> <td>11.73%</td> <td>2.63%</td> <td>0.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	124	264	98	67	15	3	Percentage:	21.72%	46.23%	17.16%	11.73%	2.63%	0.53%	<p>68% Agreement</p> <p>SCORE: 3.73</p> <p>Std. Dev.: 1.02</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 3.59</p> <p>Similar Mission: 3.77</p> <p>Similar Size: 3.84</p> <p>All Orgs: 3.82</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	124	264	98	67	15	3																
Percentage:	21.72%	46.23%	17.16%	11.73%	2.63%	0.53%																



Primary Items

	17. There are sufficient procedures to ensure the safety of employees in the workplace.	73% Agreement														
		SCORE: 3.80 Std. Dev.: 1.02 Total Respondents: 569														
<p style="text-align: center;"> Strongly Strongly Don't Response: Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" data-bbox="245 457 1013 531"> <thead> <tr> <th>Respondents:</th> <th>129</th> <th>287</th> <th>79</th> <th>41</th> <th>26</th> <th>7</th> </tr> </thead> <tbody> <tr> <td>Percentage:</td> <td>22.67%</td> <td>50.44%</td> <td>13.88%</td> <td>7.21%</td> <td>4.57%</td> <td>1.23%</td> </tr> </tbody> </table>		Respondents:	129	287	79	41	26	7	Percentage:	22.67%	50.44%	13.88%	7.21%	4.57%	1.23%	BENCHMARKS Past Score: 3.65 Similar Mission: 4.01 Similar Size: 4.01 All Orgs: 4.02
Respondents:	129	287	79	41	26	7										
Percentage:	22.67%	50.44%	13.88%	7.21%	4.57%	1.23%										
	18. I have adequate resources and equipment to do my job.	75% Agreement														
		SCORE: 3.84 Std. Dev.: 1.01 Total Respondents: 570														
<p style="text-align: center;"> Strongly Strongly Don't Response: Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" data-bbox="245 861 1013 934"> <thead> <tr> <th>Respondents:</th> <th>139</th> <th>287</th> <th>67</th> <th>54</th> <th>18</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Percentage:</td> <td>24.39%</td> <td>50.35%</td> <td>11.75%</td> <td>9.47%</td> <td>3.16%</td> <td>0.88%</td> </tr> </tbody> </table>		Respondents:	139	287	67	54	18	5	Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%	BENCHMARKS Past Score: 3.76 Similar Mission: 3.85 Similar Size: 3.85 All Orgs: 3.91
Respondents:	139	287	67	54	18	5										
Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%										
	19. The people I work with treat each other with respect.	73% Agreement														
		SCORE: 3.82 Std. Dev.: 1.07 Total Respondents: 571														
<p style="text-align: center;"> Strongly Strongly Don't Response: Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" data-bbox="245 1264 1013 1337"> <thead> <tr> <th>Respondents:</th> <th>150</th> <th>265</th> <th>79</th> <th>46</th> <th>28</th> <th>3</th> </tr> </thead> <tbody> <tr> <td>Percentage:</td> <td>26.27%</td> <td>46.41%</td> <td>13.84%</td> <td>8.06%</td> <td>4.90%</td> <td>0.53%</td> </tr> </tbody> </table>		Respondents:	150	265	79	46	28	3	Percentage:	26.27%	46.41%	13.84%	8.06%	4.90%	0.53%	BENCHMARKS Past Score: 3.74 Similar Mission: 3.81 Similar Size: 3.93 All Orgs: 3.87
Respondents:	150	265	79	46	28	3										
Percentage:	26.27%	46.41%	13.84%	8.06%	4.90%	0.53%										
	20. My organization works to attract, develop, and retain people with diverse backgrounds.	55% Agreement														
		SCORE: 3.48 Std. Dev.: 1.18 Total Respondents: 570														
<p style="text-align: center;"> Strongly Strongly Don't Response: Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" data-bbox="245 1667 1013 1740"> <thead> <tr> <th>Respondents:</th> <th>108</th> <th>204</th> <th>137</th> <th>49</th> <th>53</th> <th>19</th> </tr> </thead> <tbody> <tr> <td>Percentage:</td> <td>18.95%</td> <td>35.79%</td> <td>24.04%</td> <td>8.60%</td> <td>9.30%</td> <td>3.33%</td> </tr> </tbody> </table>		Respondents:	108	204	137	49	53	19	Percentage:	18.95%	35.79%	24.04%	8.60%	9.30%	3.33%	BENCHMARKS Past Score: 3.44 Similar Mission: 3.65 Similar Size: 3.71 All Orgs: 3.76
Respondents:	108	204	137	49	53	19										
Percentage:	18.95%	35.79%	24.04%	8.60%	9.30%	3.33%										





Primary Items

 <p>21. The people I work with care about my personal well-being.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>140</td> <td>260</td> <td>95</td> <td>50</td> <td>16</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>24.69%</td> <td>45.86%</td> <td>16.75%</td> <td>8.82%</td> <td>2.82%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	140	260	95	50	16	6	Percentage:	24.69%	45.86%	16.75%	8.82%	2.82%	1.06%	<p>71% Agreement</p> <p>SCORE: 3.82</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.84</p> <p>Similar Mission: 3.93</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.98</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	140	260	95	50	16	6																
Percentage:	24.69%	45.86%	16.75%	8.82%	2.82%	1.06%																
 <p>22. I trust the people in my workplace.</p> <p>59% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>110</td> <td>224</td> <td>141</td> <td>54</td> <td>35</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>19.33%</td> <td>39.37%</td> <td>24.78%</td> <td>9.49%</td> <td>6.15%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	110	224	141	54	35	5	Percentage:	19.33%	39.37%	24.78%	9.49%	6.15%	0.88%	<p>59% Agreement</p> <p>SCORE: 3.57</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 3.59</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	110	224	141	54	35	5																
Percentage:	19.33%	39.37%	24.78%	9.49%	6.15%	0.88%																
<p>23. My work group uses the latest technologies to communicate and interact.</p> <p>59% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>77</td> <td>259</td> <td>106</td> <td>99</td> <td>19</td> <td>9</td> </tr> <tr> <td>Percentage:</td> <td>13.53%</td> <td>45.52%</td> <td>18.63%</td> <td>17.40%</td> <td>3.34%</td> <td>1.58%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	77	259	106	99	19	9	Percentage:	13.53%	45.52%	18.63%	17.40%	3.34%	1.58%	<p>59% Agreement</p> <p>SCORE: 3.49</p> <p>Std. Dev.: 1.04</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 3.42</p> <p>Similar Mission: 3.53</p> <p>Similar Size: 3.58</p> <p>All Orgs: 3.58</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	77	259	106	99	19	9																
Percentage:	13.53%	45.52%	18.63%	17.40%	3.34%	1.58%																
 <p>24. Our computer systems provide reliable information.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>77</td> <td>328</td> <td>90</td> <td>45</td> <td>20</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>13.58%</td> <td>57.85%</td> <td>15.87%</td> <td>7.94%</td> <td>3.53%</td> <td>1.23%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	77	328	90	45	20	7	Percentage:	13.58%	57.85%	15.87%	7.94%	3.53%	1.23%	<p>71% Agreement</p> <p>SCORE: 3.71</p> <p>Std. Dev.: 0.93</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.53</p> <p>Similar Mission: 3.72</p> <p>Similar Size: 3.75</p> <p>All Orgs: 3.80</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	77	328	90	45	20	7																
Percentage:	13.58%	57.85%	15.87%	7.94%	3.53%	1.23%																





Primary Items

 <p>25. Support is available for the technologies we use.</p> <p>65% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>82</td> <td>285</td> <td>112</td> <td>62</td> <td>21</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>14.46%</td> <td>50.26%</td> <td>19.75%</td> <td>10.93%</td> <td>3.70%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	82	285	112	62	21	5	Percentage:	14.46%	50.26%	19.75%	10.93%	3.70%	0.88%	<p>65% Agreement</p> <p>SCORE: 3.61</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.49</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	82	285	112	62	21	5																
Percentage:	14.46%	50.26%	19.75%	10.93%	3.70%	0.88%																
<p>26. Our computer systems enable me to quickly find the information I need.</p> <p>67% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>78</td> <td>302</td> <td>103</td> <td>57</td> <td>21</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>13.76%</td> <td>53.26%</td> <td>18.17%</td> <td>10.05%</td> <td>3.70%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	78	302	103	57	21	6	Percentage:	13.76%	53.26%	18.17%	10.05%	3.70%	1.06%	<p>67% Agreement</p> <p>SCORE: 3.64</p> <p>Std. Dev.: 0.97</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.37</p> <p>Similar Mission: 3.53</p> <p>Similar Size: 3.51</p> <p>All Orgs: 3.61</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	78	302	103	57	21	6																
Percentage:	13.76%	53.26%	18.17%	10.05%	3.70%	1.06%																
<p>27. The communication channels I must go through at work are reasonable.</p> <p>63% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>82</td> <td>274</td> <td>100</td> <td>74</td> <td>34</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>14.41%</td> <td>48.15%</td> <td>17.57%</td> <td>13.01%</td> <td>5.98%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	82	274	100	74	34	5	Percentage:	14.41%	48.15%	17.57%	13.01%	5.98%	0.88%	<p>63% Agreement</p> <p>SCORE: 3.52</p> <p>Std. Dev.: 1.08</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 3.49</p> <p>Similar Mission: 3.58</p> <p>Similar Size: 3.61</p> <p>All Orgs: 3.70</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	82	274	100	74	34	5																
Percentage:	14.41%	48.15%	17.57%	13.01%	5.98%	0.88%																
 <p>28. My work atmosphere encourages open and honest communication.</p> <p>58% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>101</td> <td>231</td> <td>96</td> <td>76</td> <td>61</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>17.78%</td> <td>40.67%</td> <td>16.90%</td> <td>13.38%</td> <td>10.74%</td> <td>0.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	101	231	96	76	61	3	Percentage:	17.78%	40.67%	16.90%	13.38%	10.74%	0.53%	<p>58% Agreement</p> <p>SCORE: 3.42</p> <p>Std. Dev.: 1.23</p> <p>Total Respondents: 568</p> <p>BENCHMARKS</p> <p>Past Score: 3.43</p> <p>Similar Mission: 3.50</p> <p>Similar Size: 3.57</p> <p>All Orgs: 3.57</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	101	231	96	76	61	3																
Percentage:	17.78%	40.67%	16.90%	13.38%	10.74%	0.53%																

Primary Items

<p> 29. The communications I receive at work are timely and informative.</p> <p>58% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>86</td> <td>246</td> <td>120</td> <td>74</td> <td>37</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>15.14%</td> <td>43.31%</td> <td>21.13%</td> <td>13.03%</td> <td>6.51%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	86	246	120	74	37	5	Percentage:	15.14%	43.31%	21.13%	13.03%	6.51%	0.88%	<p>58% Agreement</p> <p>SCORE: 3.48</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 568</p> <p>BENCHMARKS</p> <p>Past Score: 3.47</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	86	246	120	74	37	5																
Percentage:	15.14%	43.31%	21.13%	13.03%	6.51%	0.88%																
<p> 30. My pay keeps pace with the cost of living.</p> <p>17% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>16</td> <td>80</td> <td>103</td> <td>167</td> <td>199</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>2.81%</td> <td>14.04%</td> <td>18.07%</td> <td>29.30%</td> <td>34.91%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	16	80	103	167	199	5	Percentage:	2.81%	14.04%	18.07%	29.30%	34.91%	0.88%	<p>17% Agreement</p> <p>SCORE: 2.20</p> <p>Std. Dev.: 1.15</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 2.18</p> <p>Similar Mission: 2.49</p> <p>Similar Size: 2.52</p> <p>All Orgs: 2.50</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	16	80	103	167	199	5																
Percentage:	2.81%	14.04%	18.07%	29.30%	34.91%	0.88%																
<p> 31. Salaries are competitive with similar jobs in the community.</p> <p>20% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>18</td> <td>98</td> <td>147</td> <td>153</td> <td>139</td> <td>15</td> </tr> <tr> <td>Percentage:</td> <td>3.16%</td> <td>17.19%</td> <td>25.79%</td> <td>26.84%</td> <td>24.39%</td> <td>2.63%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	18	98	147	153	139	15	Percentage:	3.16%	17.19%	25.79%	26.84%	24.39%	2.63%	<p>20% Agreement</p> <p>SCORE: 2.46</p> <p>Std. Dev.: 1.14</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 2.41</p> <p>Similar Mission: 2.63</p> <p>Similar Size: 2.58</p> <p>All Orgs: 2.56</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	18	98	147	153	139	15																
Percentage:	3.16%	17.19%	25.79%	26.84%	24.39%	2.63%																
<p> 32. I feel I am paid fairly for the work I do.</p> <p>28% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>21</td> <td>138</td> <td>128</td> <td>172</td> <td>106</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>3.69%</td> <td>24.25%</td> <td>22.50%</td> <td>30.23%</td> <td>18.63%</td> <td>0.70%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	21	138	128	172	106	4	Percentage:	3.69%	24.25%	22.50%	30.23%	18.63%	0.70%	<p>28% Agreement</p> <p>SCORE: 2.64</p> <p>Std. Dev.: 1.15</p> <p>Total Respondents: 569</p> <p>BENCHMARKS</p> <p>Past Score: 2.63</p> <p>Similar Mission: 2.84</p> <p>Similar Size: 2.88</p> <p>All Orgs: 2.81</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	21	138	128	172	106	4																
Percentage:	3.69%	24.25%	22.50%	30.23%	18.63%	0.70%																

Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <p>64% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>74</td> <td>289</td> <td>122</td> <td>40</td> <td>22</td> <td>20</td> </tr> <tr> <td>Percentage:</td> <td>13.05%</td> <td>50.97%</td> <td>21.52%</td> <td>7.05%</td> <td>3.88%</td> <td>3.53%</td> </tr> </table>	Respondents:	74	289	122	40	22	20	Percentage:	13.05%	50.97%	21.52%	7.05%	3.88%	3.53%	<p>64% Agreement</p> <p>SCORE: 3.65</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.56</p> <p>Similar Mission: 3.71</p> <p>Similar Size: 3.78</p> <p>All Orgs: 3.78</p>
Respondents:	74	289	122	40	22	20									
Percentage:	13.05%	50.97%	21.52%	7.05%	3.88%	3.53%									
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>107</td> <td>297</td> <td>105</td> <td>26</td> <td>22</td> <td>11</td> </tr> <tr> <td>Percentage:</td> <td>18.84%</td> <td>52.29%</td> <td>18.49%</td> <td>4.58%</td> <td>3.87%</td> <td>1.94%</td> </tr> </table>	Respondents:	107	297	105	26	22	11	Percentage:	18.84%	52.29%	18.49%	4.58%	3.87%	1.94%	<p>71% Agreement</p> <p>SCORE: 3.79</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 568</p> <p>BENCHMARKS</p> <p>Past Score: 3.56</p> <p>Similar Mission: 4.01</p> <p>Similar Size: 4.05</p> <p>All Orgs: 4.03</p>
Respondents:	107	297	105	26	22	11									
Percentage:	18.84%	52.29%	18.49%	4.58%	3.87%	1.94%									
 <p>35. Benefits can be selected to meet individual needs.</p> <p>69% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>83</td> <td>311</td> <td>107</td> <td>41</td> <td>15</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>14.64%</td> <td>54.85%</td> <td>18.87%</td> <td>7.23%</td> <td>2.65%</td> <td>1.76%</td> </tr> </table>	Respondents:	83	311	107	41	15	10	Percentage:	14.64%	54.85%	18.87%	7.23%	2.65%	1.76%	<p>69% Agreement</p> <p>SCORE: 3.73</p> <p>Std. Dev.: 0.90</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.62</p> <p>Similar Mission: 3.86</p> <p>Similar Size: 3.92</p> <p>All Orgs: 3.92</p>
Respondents:	83	311	107	41	15	10									
Percentage:	14.64%	54.85%	18.87%	7.23%	2.65%	1.76%									
 <p>36. I believe I have a career with this organization.</p> <p>61% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <tr> <td>Respondents:</td> <td>117</td> <td>233</td> <td>127</td> <td>52</td> <td>33</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>20.53%</td> <td>40.88%</td> <td>22.28%</td> <td>9.12%</td> <td>5.79%</td> <td>1.40%</td> </tr> </table>	Respondents:	117	233	127	52	33	8	Percentage:	20.53%	40.88%	22.28%	9.12%	5.79%	1.40%	<p>61% Agreement</p> <p>SCORE: 3.62</p> <p>Std. Dev.: 1.09</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 3.68</p> <p>Similar Mission: 3.86</p> <p>Similar Size: 3.88</p> <p>All Orgs: 3.89</p>
Respondents:	117	233	127	52	33	8									
Percentage:	20.53%	40.88%	22.28%	9.12%	5.79%	1.40%									





Primary Items

<div data-bbox="186 199 251 273"></div> <p data-bbox="276 220 1031 252">37. Training is made available to me so that I can do my job better.</p> <div data-bbox="175 289 1075 342"> <p>56% Agreement</p> </div> <div data-bbox="240 388 1015 535"> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Disagree</td> <td>Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>101</td> <td>219</td> <td>117</td> <td>89</td> <td>41</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>17.72%</td> <td>38.42%</td> <td>20.53%</td> <td>15.61%</td> <td>7.19%</td> <td>0.53%</td> </tr> </tbody> </table> </div>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	101	219	117	89	41	3	Percentage:	17.72%	38.42%	20.53%	15.61%	7.19%	0.53%	<p data-bbox="1153 189 1396 220">56% Agreement</p> <p data-bbox="1112 252 1429 283">SCORE: 3.44</p> <p data-bbox="1112 294 1429 325">Std. Dev.: 1.16</p> <p data-bbox="1112 325 1429 357">Total Respondents: 570</p> <p data-bbox="1112 367 1291 399">BENCHMARKS</p> <p data-bbox="1112 409 1429 441">Past Score: 3.57</p> <p data-bbox="1112 441 1429 472">Similar Mission: 3.79</p> <p data-bbox="1112 472 1429 504">Similar Size: 3.77</p> <p data-bbox="1112 514 1429 546">All Orgs: 3.83</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	101	219	117	89	41	3																							
Percentage:	17.72%	38.42%	20.53%	15.61%	7.19%	0.53%																							
<div data-bbox="186 598 251 672"></div> <p data-bbox="276 609 974 661">38. Training is made available to me for personal growth and development.</p> <div data-bbox="175 693 1075 745"> <p>50% Agreement</p> </div> <div data-bbox="240 787 1015 934"> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Disagree</td> <td>Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>98</td> <td>188</td> <td>128</td> <td>96</td> <td>53</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>17.28%</td> <td>33.16%</td> <td>22.57%</td> <td>16.93%</td> <td>9.35%</td> <td>0.71%</td> </tr> </tbody> </table> </div>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	98	188	128	96	53	4	Percentage:	17.28%	33.16%	22.57%	16.93%	9.35%	0.71%	<p data-bbox="1153 598 1396 630">50% Agreement</p> <p data-bbox="1112 661 1429 693">SCORE: 3.32</p> <p data-bbox="1112 703 1429 735">Std. Dev.: 1.22</p> <p data-bbox="1112 735 1429 766">Total Respondents: 567</p> <p data-bbox="1112 777 1291 808">BENCHMARKS</p> <p data-bbox="1112 819 1429 850">Past Score: 3.34</p> <p data-bbox="1112 850 1429 882">Similar Mission: 3.63</p> <p data-bbox="1112 882 1429 913">Similar Size: 3.61</p> <p data-bbox="1112 924 1429 955">All Orgs: 3.66</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	98	188	128	96	53	4																							
Percentage:	17.28%	33.16%	22.57%	16.93%	9.35%	0.71%																							
<div data-bbox="186 1008 251 1081"></div> <p data-bbox="276 1018 1006 1071">39. My work environment supports a balance between work and personal life.</p> <div data-bbox="175 1102 1075 1155"> <p>66% Agreement</p> </div> <div data-bbox="240 1197 1015 1344"> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Disagree</td> <td>Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>114</td> <td>259</td> <td>94</td> <td>61</td> <td>35</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>20.07%</td> <td>45.60%</td> <td>16.55%</td> <td>10.74%</td> <td>6.16%</td> <td>0.88%</td> </tr> </tbody> </table> </div>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	114	259	94	61	35	5	Percentage:	20.07%	45.60%	16.55%	10.74%	6.16%	0.88%	<p data-bbox="1153 997 1396 1029">66% Agreement</p> <p data-bbox="1112 1060 1429 1092">SCORE: 3.63</p> <p data-bbox="1112 1102 1429 1134">Std. Dev.: 1.11</p> <p data-bbox="1112 1134 1429 1165">Total Respondents: 568</p> <p data-bbox="1112 1176 1291 1207">BENCHMARKS</p> <p data-bbox="1112 1218 1429 1249">Past Score: 3.68</p> <p data-bbox="1112 1249 1429 1281">Similar Mission: 3.91</p> <p data-bbox="1112 1281 1429 1312">Similar Size: 3.90</p> <p data-bbox="1112 1323 1429 1354">All Orgs: 3.88</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
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<div data-bbox="186 1407 251 1480"></div> <p data-bbox="276 1428 673 1459">40. I feel free to be myself at work.</p> <div data-bbox="175 1501 1075 1554"> <p>60% Agreement</p> </div> <div data-bbox="240 1596 1015 1743"> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Disagree</td> <td>Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>106</td> <td>238</td> <td>109</td> <td>66</td> <td>47</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>18.60%</td> <td>41.75%</td> <td>19.12%</td> <td>11.58%</td> <td>8.25%</td> <td>0.70%</td> </tr> </tbody> </table> </div>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	106	238	109	66	47	4	Percentage:	18.60%	41.75%	19.12%	11.58%	8.25%	0.70%	<p data-bbox="1153 1396 1396 1428">60% Agreement</p> <p data-bbox="1112 1459 1429 1491">SCORE: 3.51</p> <p data-bbox="1112 1501 1429 1533">Std. Dev.: 1.17</p> <p data-bbox="1112 1533 1429 1564">Total Respondents: 570</p> <p data-bbox="1112 1575 1291 1606">BENCHMARKS</p> <p data-bbox="1112 1617 1429 1648">Past Score: 3.62</p> <p data-bbox="1112 1648 1429 1680">Similar Mission: None</p> <p data-bbox="1112 1680 1429 1711">Similar Size: None</p> <p data-bbox="1112 1722 1429 1753">All Orgs: None</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	106	238	109	66	47	4																							
Percentage:	18.60%	41.75%	19.12%	11.58%	8.25%	0.70%																							

Primary Items

	41. The amount of work I am asked to do is reasonable.	64% Agreement																												
		SCORE: 3.58																												
		Std. Dev.: 1.06																												
		Total Respondents: 565																												
		BENCHMARKS																												
		Past Score: 3.60																												
		Similar Mission: 3.75																												
		Similar Size: 3.77																												
		All Orgs: 3.71																												
<table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>92</td> <td>271</td> <td>95</td> <td>78</td> <td>25</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>16.28%</td> <td>47.96%</td> <td>16.81%</td> <td>13.81%</td> <td>4.42%</td> <td>0.71%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	92	271	95	78	25	4	Percentage:	16.28%	47.96%	16.81%	13.81%	4.42%	0.71%	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Respondents:	92	271	95	78	25	4																								
Percentage:	16.28%	47.96%	16.81%	13.81%	4.42%	0.71%																								
	42. I am proud to tell people that I work for this organization.	66% Agreement																												
		SCORE: 3.81																												
		Std. Dev.: 1.03																												
		Total Respondents: 561																												
		BENCHMARKS																												
		Past Score: 3.79																												
		Similar Mission: 3.84																												
		Similar Size: 3.99																												
		All Orgs: 3.97																												
<table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>157</td> <td>214</td> <td>120</td> <td>50</td> <td>15</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>27.99%</td> <td>38.15%</td> <td>21.39%</td> <td>8.91%</td> <td>2.67%</td> <td>0.89%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	157	214	120	50	15	5	Percentage:	27.99%	38.15%	21.39%	8.91%	2.67%	0.89%	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Respondents:	157	214	120	50	15	5																								
Percentage:	27.99%	38.15%	21.39%	8.91%	2.67%	0.89%																								
	43. Harassment is not tolerated at my workplace.	78% Agreement																												
		SCORE: 4.05																												
		Std. Dev.: 1.02																												
		Total Respondents: 564																												
		BENCHMARKS																												
		Past Score: 3.95																												
		Similar Mission: 4.08																												
		Similar Size: 4.15																												
		All Orgs: 4.15																												
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	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Respondents:	212	230	61	34	19	8																								
Percentage:	37.59%	40.78%	10.82%	6.03%	3.37%	1.42%																								
	44. Employees are generally ethical in my workplace.	80% Agreement																												
		SCORE: 4.03																												
		Std. Dev.: 0.89																												
		Total Respondents: 563																												
		BENCHMARKS																												
		Past Score: 3.96																												
		Similar Mission: 3.98																												
		Similar Size: 4.07																												
		All Orgs: 4.06																												
<table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>166</td> <td>286</td> <td>68</td> <td>22</td> <td>13</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>29.48%</td> <td>50.80%</td> <td>12.08%</td> <td>3.91%</td> <td>2.31%</td> <td>1.42%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	166	286	68	22	13	8	Percentage:	29.48%	50.80%	12.08%	3.91%	2.31%	1.42%	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Percentage:	29.48%	50.80%	12.08%	3.91%	2.31%	1.42%																								

Primary Items

 <p>45. I believe we will use the information from this survey to improve our workplace.</p> <p>52% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>104</td> <td>192</td> <td>126</td> <td>66</td> <td>68</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>18.44%</td> <td>34.04%</td> <td>22.34%</td> <td>11.70%</td> <td>12.06%</td> <td>1.42%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	104	192	126	66	68	8	Percentage:	18.44%	34.04%	22.34%	11.70%	12.06%	1.42%	<p>52% Agreement</p> <p>SCORE: 3.36</p> <p>Std. Dev.: 1.26</p> <p>Total Respondents: 564</p> <p>BENCHMARKS</p> <p>Past Score: 3.21</p> <p>Similar Mission: 3.43</p> <p>Similar Size: 3.50</p> <p>All Orgs: 3.57</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	104	192	126	66	68	8																
Percentage:	18.44%	34.04%	22.34%	11.70%	12.06%	1.42%																
 <p>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</p> <p>58% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>118</td> <td>208</td> <td>99</td> <td>75</td> <td>50</td> <td>16</td> </tr> <tr> <td>Percentage:</td> <td>20.85%</td> <td>36.75%</td> <td>17.49%</td> <td>13.25%</td> <td>8.83%</td> <td>2.83%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	118	208	99	75	50	16	Percentage:	20.85%	36.75%	17.49%	13.25%	8.83%	2.83%	<p>58% Agreement</p> <p>SCORE: 3.49</p> <p>Std. Dev.: 1.23</p> <p>Total Respondents: 566</p> <p>BENCHMARKS</p> <p>Past Score: 3.48</p> <p>Similar Mission: 3.46</p> <p>Similar Size: 3.44</p> <p>All Orgs: 3.47</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	118	208	99	75	50	16																
Percentage:	20.85%	36.75%	17.49%	13.25%	8.83%	2.83%																
 <p>47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.</p> <p>58% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>109</td> <td>220</td> <td>109</td> <td>68</td> <td>48</td> <td>9</td> </tr> <tr> <td>Percentage:</td> <td>19.36%</td> <td>39.08%</td> <td>19.36%</td> <td>12.08%</td> <td>8.53%</td> <td>1.60%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	109	220	109	68	48	9	Percentage:	19.36%	39.08%	19.36%	12.08%	8.53%	1.60%	<p>58% Agreement</p> <p>SCORE: 3.49</p> <p>Std. Dev.: 1.19</p> <p>Total Respondents: 563</p> <p>BENCHMARKS</p> <p>Past Score: 3.47</p> <p>Similar Mission: 3.61</p> <p>Similar Size: 3.56</p> <p>All Orgs: 3.68</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	109	220	109	68	48	9																
Percentage:	19.36%	39.08%	19.36%	12.08%	8.53%	1.60%																
 <p>48. I am treated fairly in my workplace.</p> <p>69% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>132</td> <td>255</td> <td>97</td> <td>50</td> <td>24</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>23.45%</td> <td>45.29%</td> <td>17.23%</td> <td>8.88%</td> <td>4.26%</td> <td>0.89%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	132	255	97	50	24	5	Percentage:	23.45%	45.29%	17.23%	8.88%	4.26%	0.89%	<p>69% Agreement</p> <p>SCORE: 3.75</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 563</p> <p>BENCHMARKS</p> <p>Past Score: 3.75</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	132	255	97	50	24	5																
Percentage:	23.45%	45.29%	17.23%	8.88%	4.26%	0.89%																

Primary Items

<p>49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.</p> <p style="text-align: center;">86% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Disagree Know/NA Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Respondents:</td> <td>178</td> <td>307</td> <td>52</td> <td>10</td> <td>9</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>31.56%</td> <td>54.43%</td> <td>9.22%</td> <td>1.77%</td> <td>1.60%</td> <td>1.42%</td> </tr> </table>	Respondents:	178	307	52	10	9	8	Percentage:	31.56%	54.43%	9.22%	1.77%	1.60%	1.42%	<p style="text-align: center;">86% Agreement</p> <p>SCORE: 4.14</p> <p>Std. Dev.: 0.78</p> <p>Total Respondents: 564</p> <p>BENCHMARKS</p> <p>Past Score: None</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Respondents:	178	307	52	10	9	8									
Percentage:	31.56%	54.43%	9.22%	1.77%	1.60%	1.42%									
<p>50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.</p> <p style="text-align: center;">81% Agreement</p> <p style="text-align: center;"> Strongly Agree Agree Neutral Disagree Disagree Know/NA Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA </p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Respondents:</td> <td>153</td> <td>305</td> <td>76</td> <td>18</td> <td>4</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>27.13%</td> <td>54.08%</td> <td>13.48%</td> <td>3.19%</td> <td>0.71%</td> <td>1.42%</td> </tr> </table>	Respondents:	153	305	76	18	4	8	Percentage:	27.13%	54.08%	13.48%	3.19%	0.71%	1.42%	<p style="text-align: center;">81% Agreement</p> <p>SCORE: 4.05</p> <p>Std. Dev.: 0.78</p> <p>Total Respondents: 564</p> <p>BENCHMARKS</p> <p>Past Score: None</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Respondents:	153	305	76	18	4	8									
Percentage:	27.13%	54.08%	13.48%	3.19%	0.71%	1.42%									

Additional Items

Organizations participating in the Survey are invited to submit up to 20 additional items for inclusion in the Survey. These items are included at the end of the online survey or are printed on an insert and included in each employee's survey packet. Please refer to the survey customization sheet that has been included later in this report for more information on additional items submitted by this organization.

*Additional Items are not included if none were submitted.

Each additional item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to additional items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

Benchmark and over time data are not available for Additional Items.





Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.





Additional Items

<p>1. TxDMV is a good steward of state resources.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>134</td> <td>271</td> <td>99</td> <td>44</td> <td>18</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>23.43%</td> <td>47.38%</td> <td>17.31%</td> <td>7.69%</td> <td>3.15%</td> <td>1.05%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	134	271	99	44	18	6	Percentage:	23.43%	47.38%	17.31%	7.69%	3.15%	1.05%	<p>71% Agreement</p> <p>SCORE: 3.81</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 572</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	134	271	99	44	18	6																
Percentage:	23.43%	47.38%	17.31%	7.69%	3.15%	1.05%																
<p>2. I am evaluated on how I am contributing to the strategic goals of the agency.</p> <p>62% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>112</td> <td>239</td> <td>125</td> <td>58</td> <td>15</td> <td>19</td> </tr> <tr> <td>Percentage:</td> <td>19.72%</td> <td>42.08%</td> <td>22.01%</td> <td>10.21%</td> <td>2.64%</td> <td>3.35%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	112	239	125	58	15	19	Percentage:	19.72%	42.08%	22.01%	10.21%	2.64%	3.35%	<p>62% Agreement</p> <p>SCORE: 3.68</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 568</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	112	239	125	58	15	19																
Percentage:	19.72%	42.08%	22.01%	10.21%	2.64%	3.35%																
<p>3. At TxDMV, we strive for continuous improvement.</p> <p>67% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>125</td> <td>255</td> <td>107</td> <td>51</td> <td>22</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>22.08%</td> <td>45.05%</td> <td>18.90%</td> <td>9.01%</td> <td>3.89%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	125	255	107	51	22	6	Percentage:	22.08%	45.05%	18.90%	9.01%	3.89%	1.06%	<p>67% Agreement</p> <p>SCORE: 3.73</p> <p>Std. Dev.: 1.03</p> <p>Total Respondents: 566</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	125	255	107	51	22	6																
Percentage:	22.08%	45.05%	18.90%	9.01%	3.89%	1.06%																
<p>4. I have the knowledge, skills, abilities and educational credentials to perform a higher classification position.</p> <p>83% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>222</td> <td>251</td> <td>69</td> <td>14</td> <td>4</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>39.08%</td> <td>44.19%</td> <td>12.15%</td> <td>2.46%</td> <td>0.70%</td> <td>1.41%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA	Respondents:	222	251	69	14	4	8	Percentage:	39.08%	44.19%	12.15%	2.46%	0.70%	1.41%	<p>83% Agreement</p> <p>SCORE: 4.20</p> <p>Std. Dev.: 0.80</p> <p>Total Respondents: 568</p>
	Strongly Agree	Agree	Neutral	Disagree	Disagree	Don't Know/NA																
Respondents:	222	251	69	14	4	8																
Percentage:	39.08%	44.19%	12.15%	2.46%	0.70%	1.41%																

Additional Items

<p>5. My division management communicates to all division employees.</p> <div style="text-align: center;">  <p>63% Agreement</p> </div> <table style="width: 100%; text-align: center;"> <thead> <tr> <th></th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>133</td> <td>224</td> <td>115</td> <td>60</td> <td>30</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>23.37%</td> <td>39.37%</td> <td>20.21%</td> <td>10.54%</td> <td>5.27%</td> <td>1.23%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	133	224	115	60	30	7	Percentage:	23.37%	39.37%	20.21%	10.54%	5.27%	1.23%	<p>63% Agreement</p> <p>SCORE: 3.66 Std. Dev.: 1.11 Total Respondents: 569</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	133	224	115	60	30	7																							
Percentage:	23.37%	39.37%	20.21%	10.54%	5.27%	1.23%																							
<p>6. At TxDMV, we put our customers and partners at the center of everything we do.</p> <div style="text-align: center;">  <p>72% Agreement</p> </div> <table style="width: 100%; text-align: center;"> <thead> <tr> <th></th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>161</td> <td>249</td> <td>84</td> <td>47</td> <td>21</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>28.35%</td> <td>43.84%</td> <td>14.79%</td> <td>8.27%</td> <td>3.70%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	161	249	84	47	21	6	Percentage:	28.35%	43.84%	14.79%	8.27%	3.70%	1.06%	<p>72% Agreement</p> <p>SCORE: 3.86 Std. Dev.: 1.04 Total Respondents: 568</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	161	249	84	47	21	6																							
Percentage:	28.35%	43.84%	14.79%	8.27%	3.70%	1.06%																							
<p>7. In my division, I am notified of policies and procedures in a timely manner.</p> <div style="text-align: center;">  <p>69% Agreement</p> </div> <table style="width: 100%; text-align: center;"> <thead> <tr> <th></th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>136</td> <td>256</td> <td>93</td> <td>52</td> <td>26</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>23.90%</td> <td>44.99%</td> <td>16.34%</td> <td>9.14%</td> <td>4.57%</td> <td>1.05%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	136	256	93	52	26	6	Percentage:	23.90%	44.99%	16.34%	9.14%	4.57%	1.05%	<p>69% Agreement</p> <p>SCORE: 3.75 Std. Dev.: 1.06 Total Respondents: 569</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	136	256	93	52	26	6																							
Percentage:	23.90%	44.99%	16.34%	9.14%	4.57%	1.05%																							
<p>8. TxDMV employees behave in an ethical and honest manner.</p> <div style="text-align: center;">  <p>76% Agreement</p> </div> <table style="width: 100%; text-align: center;"> <thead> <tr> <th></th> <th style="color: teal;">Strongly Agree</th> <th style="color: teal;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: teal;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Respondents:</td> <td>131</td> <td>302</td> <td>89</td> <td>25</td> <td>13</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>23.10%</td> <td>53.26%</td> <td>15.70%</td> <td>4.41%</td> <td>2.29%</td> <td>1.23%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:							Respondents:	131	302	89	25	13	7	Percentage:	23.10%	53.26%	15.70%	4.41%	2.29%	1.23%	<p>76% Agreement</p> <p>SCORE: 3.92 Std. Dev.: 0.88 Total Respondents: 567</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:																													
Respondents:	131	302	89	25	13	7																							
Percentage:	23.10%	53.26%	15.70%	4.41%	2.29%	1.23%																							





Additional Items

<p>9. In my division, decisions are made in a timely manner.</p> <div style="text-align: center;">  <p>56% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">98</td> <td style="text-align: center;">223</td> <td style="text-align: center;">125</td> <td style="text-align: center;">83</td> <td style="text-align: center;">36</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">17.16%</td> <td style="text-align: center;">39.05%</td> <td style="text-align: center;">21.89%</td> <td style="text-align: center;">14.54%</td> <td style="text-align: center;">6.30%</td> <td style="text-align: center;">1.05%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	98	223	125	83	36	6	Percentage:	17.16%	39.05%	21.89%	14.54%	6.30%	1.05%	<p>56% Agreement</p> <p>SCORE: 3.47 Std. Dev.: 1.13 Total Respondents: 571</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	98	223	125	83	36	6																							
Percentage:	17.16%	39.05%	21.89%	14.54%	6.30%	1.05%																							
<p>10. Employees in my division exhibit personal responsibility.</p> <div style="text-align: center;">  <p>68% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">116</td> <td style="text-align: center;">275</td> <td style="text-align: center;">107</td> <td style="text-align: center;">44</td> <td style="text-align: center;">21</td> <td style="text-align: center;">8</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">20.32%</td> <td style="text-align: center;">48.16%</td> <td style="text-align: center;">18.74%</td> <td style="text-align: center;">7.71%</td> <td style="text-align: center;">3.68%</td> <td style="text-align: center;">1.40%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	116	275	107	44	21	8	Percentage:	20.32%	48.16%	18.74%	7.71%	3.68%	1.40%	<p>68% Agreement</p> <p>SCORE: 3.75 Std. Dev.: 0.99 Total Respondents: 571</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	116	275	107	44	21	8																							
Percentage:	20.32%	48.16%	18.74%	7.71%	3.68%	1.40%																							
<p>11. At TxDMV, we are performance driven.</p> <div style="text-align: center;">  <p>68% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">139</td> <td style="text-align: center;">243</td> <td style="text-align: center;">105</td> <td style="text-align: center;">53</td> <td style="text-align: center;">18</td> <td style="text-align: center;">7</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">24.60%</td> <td style="text-align: center;">43.01%</td> <td style="text-align: center;">18.58%</td> <td style="text-align: center;">9.38%</td> <td style="text-align: center;">3.19%</td> <td style="text-align: center;">1.24%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	139	243	105	53	18	7	Percentage:	24.60%	43.01%	18.58%	9.38%	3.19%	1.24%	<p>68% Agreement</p> <p>SCORE: 3.77 Std. Dev.: 1.03 Total Respondents: 565</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	139	243	105	53	18	7																							
Percentage:	24.60%	43.01%	18.58%	9.38%	3.19%	1.24%																							
<p>12. My division management encourages others to express their views, even ones that challenge the status quo.</p> <div style="text-align: center;">  <p>56% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">105</td> <td style="text-align: center;">208</td> <td style="text-align: center;">95</td> <td style="text-align: center;">83</td> <td style="text-align: center;">61</td> <td style="text-align: center;">12</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">18.62%</td> <td style="text-align: center;">36.88%</td> <td style="text-align: center;">16.84%</td> <td style="text-align: center;">14.72%</td> <td style="text-align: center;">10.82%</td> <td style="text-align: center;">2.13%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	105	208	95	83	61	12	Percentage:	18.62%	36.88%	16.84%	14.72%	10.82%	2.13%	<p>56% Agreement</p> <p>SCORE: 3.39 Std. Dev.: 1.26 Total Respondents: 564</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	105	208	95	83	61	12																							
Percentage:	18.62%	36.88%	16.84%	14.72%	10.82%	2.13%																							

Additional Items

<p>13. At TxDMV, employees are accountable for their behavior.</p> <p>62% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>113</td> <td>241</td> <td>114</td> <td>61</td> <td>34</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>19.86%</td> <td>42.36%</td> <td>20.04%</td> <td>10.72%</td> <td>5.98%</td> <td>1.05%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	113	241	114	61	34	6	Percentage:	19.86%	42.36%	20.04%	10.72%	5.98%	1.05%	<p>62% Agreement</p> <p>SCORE: 3.60 Std. Dev.: 1.11 Total Respondents: 569</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	113	241	114	61	34	6																
Percentage:	19.86%	42.36%	20.04%	10.72%	5.98%	1.05%																
<p>14. My division management ensures an environment free of prejudice and intolerant behavior.</p> <p>72% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>173</td> <td>234</td> <td>79</td> <td>42</td> <td>31</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>30.51%</td> <td>41.27%</td> <td>13.93%</td> <td>7.41%</td> <td>5.47%</td> <td>1.41%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	173	234	79	42	31	8	Percentage:	30.51%	41.27%	13.93%	7.41%	5.47%	1.41%	<p>72% Agreement</p> <p>SCORE: 3.85 Std. Dev.: 1.11 Total Respondents: 567</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	173	234	79	42	31	8																
Percentage:	30.51%	41.27%	13.93%	7.41%	5.47%	1.41%																
<p>15. In my division, our processes and the information we provide the public are easily understood.</p> <p>65% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>98</td> <td>269</td> <td>115</td> <td>65</td> <td>15</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>17.25%</td> <td>47.36%</td> <td>20.25%</td> <td>11.44%</td> <td>2.64%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	98	269	115	65	15	6	Percentage:	17.25%	47.36%	20.25%	11.44%	2.64%	1.06%	<p>65% Agreement</p> <p>SCORE: 3.66 Std. Dev.: 0.98 Total Respondents: 568</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	98	269	115	65	15	6																
Percentage:	17.25%	47.36%	20.25%	11.44%	2.64%	1.06%																
<p>16. I understand the core functions of the agency.</p> <p>93% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>197</td> <td>330</td> <td>33</td> <td>3</td> <td>2</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>34.68%</td> <td>58.10%</td> <td>5.81%</td> <td>0.53%</td> <td>0.35%</td> <td>0.53%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	197	330	33	3	2	3	Percentage:	34.68%	58.10%	5.81%	0.53%	0.35%	0.53%	<p>93% Agreement</p> <p>SCORE: 4.27 Std. Dev.: 0.62 Total Respondents: 568</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	197	330	33	3	2	3																
Percentage:	34.68%	58.10%	5.81%	0.53%	0.35%	0.53%																

Additional Items

<p>17. In my division, managers speak effectively in front of a group.</p> <div style="text-align: center;">  <p>76% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">171</td> <td style="text-align: center;">263</td> <td style="text-align: center;">74</td> <td style="text-align: center;">36</td> <td style="text-align: center;">15</td> <td style="text-align: center;">10</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">30.05%</td> <td style="text-align: center;">46.22%</td> <td style="text-align: center;">13.01%</td> <td style="text-align: center;">6.33%</td> <td style="text-align: center;">2.64%</td> <td style="text-align: center;">1.76%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	171	263	74	36	15	10	Percentage:	30.05%	46.22%	13.01%	6.33%	2.64%	1.76%	<p>76% Agreement</p> <p>SCORE: 3.96 Std. Dev.: 0.97 Total Respondents: 569</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
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Percentage:	30.05%	46.22%	13.01%	6.33%	2.64%	1.76%																							
<p>18. I can easily get the information I need to do my job well.</p> <div style="text-align: center;">  <p>66% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">122</td> <td style="text-align: center;">254</td> <td style="text-align: center;">111</td> <td style="text-align: center;">59</td> <td style="text-align: center;">17</td> <td style="text-align: center;">4</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">21.52%</td> <td style="text-align: center;">44.80%</td> <td style="text-align: center;">19.58%</td> <td style="text-align: center;">10.41%</td> <td style="text-align: center;">3.00%</td> <td style="text-align: center;">0.71%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	122	254	111	59	17	4	Percentage:	21.52%	44.80%	19.58%	10.41%	3.00%	0.71%	<p>66% Agreement</p> <p>SCORE: 3.72 Std. Dev.: 1.01 Total Respondents: 567</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
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<p>19. At TxDMV, we optimize services and innovation.</p> <div style="text-align: center;">  <p>62% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">104</td> <td style="text-align: center;">252</td> <td style="text-align: center;">121</td> <td style="text-align: center;">58</td> <td style="text-align: center;">26</td> <td style="text-align: center;">9</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">18.25%</td> <td style="text-align: center;">44.21%</td> <td style="text-align: center;">21.23%</td> <td style="text-align: center;">10.18%</td> <td style="text-align: center;">4.56%</td> <td style="text-align: center;">1.58%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	104	252	121	58	26	9	Percentage:	18.25%	44.21%	21.23%	10.18%	4.56%	1.58%	<p>62% Agreement</p> <p>SCORE: 3.62 Std. Dev.: 1.05 Total Respondents: 570</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	104	252	121	58	26	9																							
Percentage:	18.25%	44.21%	21.23%	10.18%	4.56%	1.58%																							
<p>20. In my division, I have opportunities to participate in continuous improvement projects.</p> <div style="text-align: center;">  <p>54% Agreement</p> </div> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;">Strongly Agree</th> <th style="text-align: center;">Agree</th> <th style="text-align: center;">Neutral</th> <th style="text-align: center;">Disagree</th> <th style="text-align: center;">Strongly Disagree</th> <th style="text-align: center;">Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Agree</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Disagree</td> <td style="text-align: center;">Know/NA</td> </tr> <tr> <td>Respondents:</td> <td style="text-align: center;">109</td> <td style="text-align: center;">197</td> <td style="text-align: center;">107</td> <td style="text-align: center;">87</td> <td style="text-align: center;">48</td> <td style="text-align: center;">19</td> </tr> <tr> <td>Percentage:</td> <td style="text-align: center;">19.22%</td> <td style="text-align: center;">34.74%</td> <td style="text-align: center;">18.87%</td> <td style="text-align: center;">15.34%</td> <td style="text-align: center;">8.47%</td> <td style="text-align: center;">3.35%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA	Respondents:	109	197	107	87	48	19	Percentage:	19.22%	34.74%	18.87%	15.34%	8.47%	3.35%	<p>54% Agreement</p> <p>SCORE: 3.42 Std. Dev.: 1.22 Total Respondents: 567</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																							
Response:	Agree	Agree	Neutral	Disagree	Disagree	Know/NA																							
Respondents:	109	197	107	87	48	19																							
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Engagement Items

Employee Engagement items span several constructs, and capture the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued.

Each engagement item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.





Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.





Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.





Engagement Items

 <p>2. In my work group, my opinions and ideas count.</p> <p>70% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>165</td> <td>236</td> <td>86</td> <td>44</td> <td>33</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>28.85%</td> <td>41.26%</td> <td>15.03%</td> <td>7.69%</td> <td>5.77%</td> <td>1.40%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	165	236	86	44	33	8	Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%	<p>70% Agreement</p> <p>SCORE: 3.81</p> <p>Std. Dev.: 1.12</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.89</p> <p>Similar Mission: 3.59</p> <p>Similar Size: 3.67</p> <p>All Orgs: 3.70</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	165	236	86	44	33	8																
Percentage:	28.85%	41.26%	15.03%	7.69%	5.77%	1.40%																
 <p>5. Our organization is known for the quality of work we provide.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>165</td> <td>242</td> <td>102</td> <td>38</td> <td>15</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>28.85%</td> <td>42.31%</td> <td>17.83%</td> <td>6.64%</td> <td>2.62%</td> <td>1.75%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	165	242	102	38	15	10	Percentage:	28.85%	42.31%	17.83%	6.64%	2.62%	1.75%	<p>71% Agreement</p> <p>SCORE: 3.90</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 572</p> <p>BENCHMARKS</p> <p>Past Score: 3.87</p> <p>Similar Mission: 3.91</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.93</p>
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Respondents:	165	242	102	38	15	10																
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 <p>6. I know how my work impacts others in the organization.</p> <p>85% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>235</td> <td>253</td> <td>49</td> <td>25</td> <td>4</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>41.16%</td> <td>44.31%</td> <td>8.58%</td> <td>4.38%</td> <td>0.70%</td> <td>0.88%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	235	253	49	25	4	5	Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%	<p>85% Agreement</p> <p>SCORE: 4.22</p> <p>Std. Dev.: 0.83</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 4.18</p> <p>Similar Mission: 4.10</p> <p>Similar Size: 4.09</p> <p>All Orgs: 4.12</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	235	253	49	25	4	5																
Percentage:	41.16%	44.31%	8.58%	4.38%	0.70%	0.88%																
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Engagement Items

 <p>11. My supervisor recognizes outstanding work.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">71% Agreement</div> <p style="text-align: center;"> Strongly Response: Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Respondents:</td> <td>184</td> <td>222</td> <td>83</td> <td>50</td> <td>24</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>32.28%</td> <td>38.95%</td> <td>14.56%</td> <td>8.77%</td> <td>4.21%</td> <td>1.23%</td> </tr> </table>	Respondents:	184	222	83	50	24	7	Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%	<p style="text-align: center; color: #008080; font-weight: bold;">71% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 3.80</p> <p>Similar Mission: 3.88</p> <p>Similar Size: 3.95</p> <p>All Orgs: 3.95</p>
Respondents:	184	222	83	50	24	7									
Percentage:	32.28%	38.95%	14.56%	8.77%	4.21%	1.23%									
 <p>12. I am given the opportunity to do my best work.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">71% Agreement</div> <p style="text-align: center;"> Strongly Response: Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Respondents:</td> <td>196</td> <td>212</td> <td>79</td> <td>52</td> <td>28</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>34.33%</td> <td>37.13%</td> <td>13.84%</td> <td>9.11%</td> <td>4.90%</td> <td>0.70%</td> </tr> </table>	Respondents:	196	212	79	52	28	4	Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%	<p style="text-align: center; color: #008080; font-weight: bold;">71% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 1.13</p> <p>Total Respondents: 571</p> <p>BENCHMARKS</p> <p>Past Score: 3.92</p> <p>Similar Mission: 4.01</p> <p>Similar Size: 4.07</p> <p>All Orgs: 4.09</p>
Respondents:	196	212	79	52	28	4									
Percentage:	34.33%	37.13%	13.84%	9.11%	4.90%	0.70%									
 <p>14. My supervisor evaluates my performance fairly.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">75% Agreement</div> <p style="text-align: center;"> Strongly Response: Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Respondents:</td> <td>191</td> <td>232</td> <td>68</td> <td>39</td> <td>21</td> <td>15</td> </tr> <tr> <td>Percentage:</td> <td>33.75%</td> <td>40.99%</td> <td>12.01%</td> <td>6.89%</td> <td>3.71%</td> <td>2.65%</td> </tr> </table>	Respondents:	191	232	68	39	21	15	Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%	<p style="text-align: center; color: #008080; font-weight: bold;">75% Agreement</p> <p>SCORE: 3.97</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 566</p> <p>BENCHMARKS</p> <p>Past Score: 3.93</p> <p>Similar Mission: 3.73</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.86</p>
Respondents:	191	232	68	39	21	15									
Percentage:	33.75%	40.99%	12.01%	6.89%	3.71%	2.65%									
 <p>18. I have adequate resources and equipment to do my job.</p> <div style="background-color: #008080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">75% Agreement</div> <p style="text-align: center;"> Strongly Response: Agree Agree Neutral Disagree Strongly Disagree Don't Know/NA </p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Respondents:</td> <td>139</td> <td>287</td> <td>67</td> <td>54</td> <td>18</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>24.39%</td> <td>50.35%</td> <td>11.75%</td> <td>9.47%</td> <td>3.16%</td> <td>0.88%</td> </tr> </table>	Respondents:	139	287	67	54	18	5	Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%	<p style="text-align: center; color: #008080; font-weight: bold;">75% Agreement</p> <p>SCORE: 3.84</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 570</p> <p>BENCHMARKS</p> <p>Past Score: 3.76</p> <p>Similar Mission: 3.85</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.91</p>
Respondents:	139	287	67	54	18	5									
Percentage:	24.39%	50.35%	11.75%	9.47%	3.16%	0.88%									

Engagement Items

 <p>21. The people I work with care about my personal well-being.</p> <p>71% Agreement</p> <p>Response: Strongly Agree Agree Neutral Disagree Disagree Know/NA</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>140</td> <td>260</td> <td>95</td> <td>50</td> <td>16</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>24.69%</td> <td>45.86%</td> <td>16.75%</td> <td>8.82%</td> <td>2.82%</td> <td>1.06%</td> </tr> </tbody> </table>		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	140	260	95	50	16	6	Percentage:	24.69%	45.86%	16.75%	8.82%	2.82%	1.06%	<p>71% Agreement</p> <p>SCORE: 3.82</p> <p>Std. Dev.: 1.00</p> <p>Total Respondents: 567</p> <p>BENCHMARKS</p> <p>Past Score: 3.84</p> <p>Similar Mission: 3.93</p> <p>Similar Size: 3.99</p> <p>All Orgs: 3.98</p>
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Constructs and Related Items

The Survey of Employee Engagement framework is composed of twelve Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-48). This Appendix contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

Your Data

Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration. "None" is reported if there is no past score, if the construct is new or consists of new items, or if no comparative data is available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.
- **Organizational Categories** are benchmarked against the organization as a whole.

What is a good score?

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. In general, most scores are between 300 and 400. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.



Constructs and Related Items



Workgroup

Construct Score: 379

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.13	0.91
2. In my work group, my opinions and ideas count.	3.81	1.12
3. My work group regularly uses performance data to improve the quality of our work.	3.52	1.15
4. In my work group, there is a real feeling of teamwork.	3.68	1.18



Strategic

Construct Score: 399

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	3.90	0.99
6. I know how my work impacts others in the organization.	4.22	0.83
7. My organization develops services to match the needs of our customers/clients.	3.87	1.00
8. Our organization communicates effectively with the public.	3.77	1.00
9. I have a good understanding of our mission, vision, and strategic plan.	4.19	0.86



Supervision

Construct Score: 387

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.00	1.04
11. My supervisor recognizes outstanding work.	3.87	1.10
12. I am given the opportunity to do my best work.	3.87	1.13
13. My supervisor is consistent when administering policies concerning employees.	3.66	1.23
14. My supervisor evaluates my performance fairly.	3.97	1.05



Workplace

Construct Score: 386

The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.06	0.91
16. My workplace is well maintained.	3.73	1.02
17. There are sufficient procedures to ensure the safety of employees in the workplace.	3.80	1.02
18. I have adequate resources and equipment to do my job.	3.84	1.01

Constructs and Related Items



Community

Construct Score: 367

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.	Score	Std. Dev.
19. The people I work with treat each other with respect.	3.82	1.07
20. My organization works to attract, develop, and retain people with diverse backgrounds.	3.48	1.18
21. The people I work with care about my personal well-being.	3.82	1.00
22. I trust the people in my workplace.	3.57	1.10



Information Systems

Construct Score: 361

The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.49	1.04
24. Our computer systems provide reliable information.	3.71	0.93
25. Support is available for the technologies we use.	3.61	0.99
26. Our computer systems enable me to quickly find the information I need.	3.64	0.97



Internal Communication

Construct Score: 347

The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	3.52	1.08
28. My work atmosphere encourages open and honest communication.	3.42	1.23
29. The communications I receive at work are timely and informative.	3.48	1.10



Pay

Construct Score: 243

The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	2.20	1.15
31. Salaries are competitive with similar jobs in the community.	2.46	1.14
32. I feel I am paid fairly for the work I do.	2.64	1.15

Constructs and Related Items



Benefits

Construct Score: 372

The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.

	Score	Std. Dev.
33. Retirement benefits are competitive with similar jobs in the community.	3.65	0.94
34. Health insurance benefits are competitive with similar jobs in the community.	3.79	0.94
35. Benefits can be selected to meet individual needs.	3.73	0.90



Employee Development

Construct Score: 346

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

	Score	Std. Dev.
36. I believe I have a career with this organization.	3.62	1.09
37. Training is made available to me so that I can do my job better.	3.44	1.16
38. Training is made available to me for personal growth and development.	3.32	1.22



Job Satisfaction

Construct Score: 363

The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.

	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	3.63	1.11
40. I feel free to be myself at work.	3.51	1.17
41. The amount of work I am asked to do is reasonable.	3.58	1.06
42. I am proud to tell people that I work for this organization.	3.81	1.03



Climate

While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.

	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	4.05	1.02
44. Employees are generally ethical in my workplace.	4.03	0.89
45. I believe we will use the information from this survey to improve our workplace.	3.36	1.26
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.49	1.23
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.49	1.19
48. I am treated fairly in my workplace.	3.75	1.05

Constructs and Related Items



Cybersecurity

While not scored as a construct, the following two items assess the cybersecurity in which employees work.	Score	Std. Dev.
49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.	4.14	0.78
50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.05	0.78

Constructs and Related Items



Employee Engagement

Construct Score: 380

Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.

	Score	Std. Dev.
2. In my work group, my opinions and ideas count.	3.81	1.12
5. Our organization is known for the quality of work we provide.	3.90	0.99
6. I know how my work impacts others in the organization.	4.22	0.83
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.00	1.04
11. My supervisor recognizes outstanding work.	3.87	1.10
12. I am given the opportunity to do my best work.	3.87	1.13
14. My supervisor evaluates my performance fairly.	3.97	1.05
18. I have adequate resources and equipment to do my job.	3.84	1.01
21. The people I work with care about my personal well-being.	3.82	1.00
22. I trust the people in my workplace.	3.57	1.10
37. Training is made available to me so that I can do my job better.	3.44	1.16
38. Training is made available to me for personal growth and development.	3.32	1.22

Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Headquarters 102 - Regions

Organizational Category Codes: Category 2

201 - Board Reports 202 - Executive Team
 203 - Enterprise Project Management Office 204 - Office of General Counsel
 205 - Government and Strategic Communications Division 206 - Human Resources Division
 207 - Compliance and Investigations Division 208 - Consumer Relations Division
 209 - Enforcement Division 210 - Finance and Administrative Services Division
 211 - Information Technology Services Division 212 - Motor Carrier Division
 213 - Motor Vehicle Division 214 - Vehicle Titles and Registration Division

Organizational Category Codes: Category 3

301 - ENF Supervisors 302 - ENF Headquarters
 303 - ENF Region Investigators 304 - FAS Financial Services
 305 - FAS Administrative Operations 306 - ITSD Support Services
 307 - ITSD Applications Services 308 - ITSD Infrastructure Services
 309 - ITSD Security Management Services 310 - MCD Management
 311 - MCD Program Coordination and Support 312 - MCD OSOW Permits
 313 - MCD Commercial Fleet Services 314 - MCD Credentialing
 315 - MVD Licensing 316 - MVD Administration
 317 - MVD Management and Legal 320 - VTR Headquarters Management
 321 - VTR Region Management 322 - VTR Data Management and Special Plates
 323 - VTR Registration Policy and Procedure 324 - VTR Title Control Systems
 325 - VTR Title Policy and Procedure 326 - VTR Regions North
 327 - VTR Regions South

Organizational Category Codes: Category 4

401 - FAS CFO 402 - FAS AP & Purchasing
 403 - FAS GL & Revenue 404 - FAS Support Services
 405 - FAS Imaging & Inventory

Additional Items

1. TxDMV is a good steward of state resources.
2. I am evaluated on how I am contributing to the strategic goals of the agency.
3. At TxDMV, we strive for continuous improvement.
4. I have the knowledge, skills, abilities and educational credentials to perform a higher classification position.
5. My division management communicates to all division employees.
6. At TxDMV, we put our customers and partners at the center of everything we do.
7. In my division, I am notified of policies and procedures in a timely manner.
8. TxDMV employees behave in an ethical and honest manner.
9. In my division, decisions are made in a timely manner.
10. Employees in my division exhibit personal responsibility.
11. At TxDMV, we are performance driven.
12. My division management encourages others to express their views, even ones that challenge the status quo.
13. At TxDMV, employees are accountable for their behavior.
14. My division management ensures an environment free of prejudice and intolerant behavior.
15. In my division, our processes and the information we provide the public are easily understood.
16. I understand the core functions of the agency.

17. In my division, managers speak effectively in front of a group.
18. I can easily get the information I need to do my job well.
19. At TxDMV, we optimize services and innovation.
20. In my division, I have opportunities to participate in continuous improvement projects.

Schedule F: TxDMV Report on Customer Service

Texas Department of Motor Vehicles
Report on Customer Service
Fiscal Years 2016 – 2017

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



Texas Department *of* Motor Vehicles
HELPING TEXANS GO. HELPING TEXAS GROW.

Performance Driven • Optimized Service & Innovation • Customer Centric

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Executive Summary

The Texas Department of Motor Vehicles (TxDMV) is a dynamic state agency dedicated to “setting the standard as the premier provider of customer service in the nation” and has adopted this as its vision statement. The TxDMV Board has adopted, as one of the department’s strategic goals, being customer centric through committing to offer TxDMV services utilizing ever-changing technology, increasing transparency and using customer feedback to improve service delivery.

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

During Fiscal Years 2016 and 2017, TxDMV used two primary methods to collect data regarding customer satisfaction: the TxDMV Customer Relationship Management (CRM) Database and TxDMV Customer Satisfaction Surveys. The CRM serves as the repository for capturing, tracking and reporting the feedback of the department’s customers as a whole, with TxDMV’s Consumer Relations Division (CRD) serving more than 465,000 customers each year of the 2016-2017 biennium. Additionally, TxDMV Customer Satisfaction Surveys captured division-specific customer satisfaction feedback and provided valuable content for this report.

TxDmv strives to provide customers with information on accessing needed services and accurate information during their initial encounter with the department. The department has determined that it needs to refine the methods and approaches used to obtain customer feedback in order to enhance the services provided. Actions identified to be taken by the department include increasing the scope of the customers it surveys and standardizing surveys (to the extent possible) to gather more uniform customer feedback data.

Further, the department is improving customers’ access to services by upgrading its telephone system to offer enhanced features, scheduled to be completed by the end of 2019. Specifically, the changes include transitioning to a cloud-based telephony system; implementing and configuring several components including a quality monitoring system, a workforce management system, email routing, web chat and text messaging.

The department has set, as one of its key priorities, improving its complaint process and analyses of customer feedback for the Fiscal Years 2020-2021.

A more detailed analysis of Fiscal Years 2016-2017 external customer feedback results are presented in this report.

Summary of Trends Fiscal Years 2016-2017

On a department-wide basis, in Fiscal Year 2017, 91% of TxDMV's external customers who responded to a survey indicated an above average or better experience when dealing with the department, representing a two percent increase compared to Fiscal Year 2016's 89% of an above average or better experience.

Overall, department-wide complaints decreased by 45% in Fiscal Year 2017 compared to Fiscal Year 2016, likely due to such items as the full implementation of the Single Sticker initiative and Regional Service Centers (RSCs) providing call center assistance which resulted in reduced telephone wait/hold times.

On a division-specific basis, in Fiscal Years 2016-2017 TxDMV doubled the number of external customer surveys offered compared to those included in the *Report on Customer Service Fiscal Years 2014-2015*.

At the division-specific level, external customer responses indicated overall positive response rates ranging from a low of 86% to a high of 100%.

TxDMV Inventory of External Customers by Strategy

For Fiscal Years 2016-2017, TxDMV's bill pattern in the General Appropriations Act (GAA) provides the following strategies. The strategies by goal, TxDMV's key external customers and services provided to them are listed in the following table.

Fiscal Year 2016-2017 GAA Strategies by Goal	Key External Customers	Services Provided
A. GOAL: OPTIMIZE SERVICES AND SYSTEMS		
A.1.1. Strategy: TITLES, REGISTRATIONS, AND PLATES Provide Title, Registration, and Specialty License Plate Services	<ul style="list-style-type: none"> • Motoring Public • Tax Assessor-Collectors 	Issue new and certified copies of vehicle titles, vehicle registrations, license plates and disabled placards to ensure legal, documented motor vehicle ownership and operation
A.1.2. Strategy: VEHICLE DEALER LICENSING Motor Vehicle Dealer Licensing	<ul style="list-style-type: none"> • Motor Vehicle Dealers • Salvage Vehicle Dealers 	Issue and renew various licenses to support businesses operations including salvage dealers, motor vehicle manufacturers, distributors, representatives, in-transit operators, franchise dealers, converters, lease facilitators, lessors and used motor vehicle dealers
A.1.3. Strategy: MOTOR CARRIER PERMITS & CREDENTIALS	<ul style="list-style-type: none"> • Oversize/Overweight Permit Holders • Motor Carrier Commercial Credential Holders 	Issue oversize/overweight permits and safe, approve travel routes; issue Intrastate Operating Authority and Unified Carrier Registrations for interstate operating authority; issue apportioned, multi-year-fleet, token trailer, five-year rental trailer and forestry registrations to ensure legal, documented commercial vehicle operation
A.1.4. Strategy: TECHNOLOGY ENHANCEMENT & AUTOMATION	<ul style="list-style-type: none"> • Dealer Licensees • Tax Assessor-Collectors • Permit Holders • Motoring Public 	Engage in numerous technology projects including refactoring the Registration and Titling System; facilitating more web-based transactions with the new eLICENSING and eTAG systems for dealer licensees

Fiscal Year 2016-2017 GAA Strategies by Goal	Key External Customers	Services Provided
A. GOAL: OPTIMIZE SERVICES AND SYSTEMS (Continued)		
A.1.5. Strategy: CUSTOMER CONTACT CENTER	<ul style="list-style-type: none"> • All External Customers 	Provide a “one-stop” shop to consumers to obtain needed information, services and products
B: GOAL: PROTECT THE PUBLIC		
B.1.1. Strategy: ENFORCEMENT Conduct Investigations and Enforcement Activities	<ul style="list-style-type: none"> • Motoring Public • Law Enforcement Entities 	Respond to and investigate various consumer and industry complaints ensuring the motoring public’s rights are protected
B. 2.1. Strategy: AUTOMOBILE THEFT PREVENTION Motor Vehicle Burglary and Theft Prevention	<ul style="list-style-type: none"> • Motoring Public • Law Enforcement Entities 	Work with and support various law enforcement agencies by providing grants for anti-theft and anti-burglary initiatives
C: GOAL: INDIRECT ADMINISTRATION		
C.1.1. Strategy: CENTRAL ADMINISTRATION	<ul style="list-style-type: none"> • Third-Party Vendors • Historically Underutilized Businesses 	Provide internal support and services to ensure the department’s operations are efficient, effective, transparent and accountable to customers, business partners and department stakeholders
C.1.2. Strategy: INFORMATION RESOURCES	<ul style="list-style-type: none"> • Local and Other State Agencies • Motoring Public 	Promote improvements to internal-facing and external-facing information systems to support department staff in providing excellent customer services and products to other entities and the motoring public
C.1.3. Strategy: OTHER SUPPORT SERVICES	<ul style="list-style-type: none"> • Motoring Public 	Maintain the department’s infrastructure supporting the accomplishment of organizational goals and objectives to serve other entities and the motoring public

Fiscal Years 2016-2017 Methodology

Customers can provide feedback to TxDMV as a whole and to its divisions using several methods. The methods available to customers include completing an automated telephone survey, completing an online survey, sending an email, placing a phone call, mailing a letter or by completing a paper-based survey.

Fiscal Years 2016-2017 Data Limitations

The primary limitation impacting TxDMV’s customer satisfaction data is the voluntary nature of the feedback provided. Further, customers do not respond to all survey questions in each survey creating variations in response rates to specific survey questions. Other limitations impacting the quality of data include lack of standardization of surveys, varying survey delivery mechanisms, response and scoring methods.

Fiscal Years 2016-2017 Data Analyses and Results: Department-Wide

**Fiscal Years 2016-2017
TxDMV Department-Wide Complaints Received by CRD’s Customer Contact Center**

Category/Topic	Fiscal Year 2016		Fiscal Year 2017	
	Number Received	Percent of Total	Number Received	Percent of Total
Contact Center Service	4	2%	4	3%
License Plates	6	3%	0	N/A
Regional Service Centers	20	10%	5	4%
Registration	20	10%	64	57%
Single Sticker	15	7%	0	N/A
Tax Assessor-Collectors Offices	35	17%	15	13%
Titles	7	3%	0	N/A
Telephone Wait Time/Technical Issues	45	21%	14	12%
Website	51	24%	7	6%
Other (Department of Public Safety, TexasSure, Motor Vehicle Division Turnaround Time/Service, Motor Carrier Division Service, etc.)	7	3%	6	5%
Total	210	100%	115	100%

CRD contacts all customers who have initiated a complaint regarding the service they received through CRD. CRD works with the customers to resolve their issue, if the complaint is under the jurisdiction of TxDMV. When customers report a poor experience regarding the handling of complaint by another TxDMV division, CRD will document the complaint and refer it to the responsible division to address. CRD follows-up with the division as to the disposition of the referred complaint to verify the customer has been contacted.

The CRD's quality management program ensures that CRD agents deliver accurate information that is relevant to customer needs in a professional and positive manner. The quality management program oversees the certification and evaluation of CRD staff knowledge, skills and abilities in regards to quality motor vehicle related services. CRD evaluates all its correspondence on a regular basis and runs reports to determine trends on CRD teams, agents, service quality and knowledge.

Fiscal Years 2016-2017
TxDMV Department-Wide Suggestions Received by CRD's Customer Contact Center

Category/Topic	Fiscal Year 2016		Fiscal Year 2017	
	Number Received	Percent of Total	Number Received	Percent of Total
Dealer	0	N/A	2	9%
License Plates	5	33%	3	13%
Placards	0	N/A	1	4%
Registration	6	40%	10	43%
Telephone	1	7%	5	22%
Titles	0	N/A	2	9%
Website	3	20%	0	N/A
Total	15	100%	23	100%

Fiscal Years 2016-2017
TxDMV Department-Wide Compliments Received by CRD's Customer Contact Center

Category/Topic	Fiscal Year 2016		Fiscal Year 2017	
	Number Received	Percent of Total	Number Received	Percent of Total
Customer Contact Center	1,684	81%	946	79%
License Plates (Including Specialty Plates)	1	<1%	1	<1%
Motor Carrier Division	1	<1%	0	N/A
Regional Service Centers	378	18%	240	20%
Registration	3	<1%	0	N/A
Website	7	1%	8	1%
Total	2,074	100%	1,195	100%

Fiscal Years 2016-2017
Department-Wide Detailed Selected Survey Responses

Type of Customer Service Received	Fiscal Year 2016		Fiscal Year 2017	
	Number of Respondents	Selected Survey Response Results	Number of Respondents	Selected Survey Response Results
Telephone	1,171	<ul style="list-style-type: none"> • 93% of customers felt the representative was professional and friendly • 91% of customers felt the representative was helpful • 91% of customers felt the representative provided clear and accurate information • 90% of customers rated their overall experience above average 	1,060	<ul style="list-style-type: none"> • 100% of customers rated their overall experience with the customer service representative above average • 96% of customers rated their overall telephone experience above average • 58% of customers who had an issue with telephone service was with the wait time • Top three reasons for above average rating: 96% friendly service, 81% obtaining the information needed and 68% quick response
Walk-In	523	<ul style="list-style-type: none"> • 93% of customers felt the RSC was easily or adequately accessible • 92% of customers felt the information provided resolved their problem or situation • 92% of customers were satisfied with the speed of service they received • 91% of customers experienced a pleasant office experience • 87% of customers were satisfied with payment methods 	483	<ul style="list-style-type: none"> • 97% of customers felt the information provided resolved their problem or situation • 95% of customers were satisfied with the speed of service they received • 95% of customers experienced a pleasant office experience • 94% of customers felt the RSC was easily or adequately accessible • 81% of customers were satisfied with payment methods

Fiscal Years 2016-2017 (Continued)
Department-Wide Detailed Selected Survey Responses

Type of Customer Service Received	Fiscal Year 2016		Fiscal Year 2017	
	Number of Respondents	Selected Survey Response Results	Number of Respondents	Selected Survey Response Results
Email	375	<ul style="list-style-type: none"> • 94% of customers indicated the information they received was clear and accurate • 94% of customers indicated the information they received was clear and accurate • 93% of customers rated their overall experience above average • 89% of customers indicated the tone of the correspondence they received was friendly and professional 	524	<ul style="list-style-type: none"> • 98% of customers rated their overall experience with the customer service representative above average • 97% of customers rated their overall email experience above average • Top three reasons for above average rating: 84% quick response, 67% obtaining the information needed and 65% friendly service
Online	345	<p>The top three services used online by customers included registration renewal (63%), vehicle transfer notification (21%) and specialty plates (11%)</p> <p>The 345 respondents provided feedback regarding the features they used and the online experience as follows:</p> <ul style="list-style-type: none"> • 138 agreed the online information helped resolve their problem or situation • 136 agreed they were satisfied with our payment methods 	165	<p>The top three services used online by customers included registration renewal (51%), vehicle transfer notification (26%) and address change (12%)</p> <p>The 165 respondents provided feedback regarding the features they used and the online experience as follows:</p> <ul style="list-style-type: none"> • 84 agreed they were satisfied with payment methods • 79 agreed the online information helped resolve their problem or situation

Fiscal Years 2016-2017 (Continued)
Department-Wide Detailed Selected Survey Responses

Type of Customer Service Received	Fiscal Year 2016		Fiscal Year 2017	
	Number of Respondents	Selected Survey Response Results	Number of Respondents	Selected Survey Response Results
Online Continued		<ul style="list-style-type: none"> • easily accessible or adequately accessible • 114 agreed the “Forms” section of our website was adequately accessible • 93 agreed the online information helped resolve their problem or situation • 49 agreed the “Frequently Asked Questions” (FAQs) section of our website was helpful and adequately met their needs 		<ul style="list-style-type: none"> • 74 agreed the “Forms” section of our website was easily accessible or adequately accessible • 73 agreed the “Frequently Asked Questions” (FAQs) section of our website was helpful and adequately met their needs
Total	2,414		2,232	

Note: Survey respondents did not respond to all survey questions and beginning January 1, 2017, a new department-wide survey for telephone and email respondents was implemented.

Fiscal Years 2016-2017 Data Analyses and Results: Division-Specific

Overview

TxDMV's divisions vary in their approaches to collecting external customer feedback. TxDMV's divisions survey various groups of customers on selected topics and use the data collected as detailed in the following table.

Division	External Customers Surveyed	Collection Method	Purpose of Data Collection
Enforcement	Licensees including motor vehicle dealers, advertising, salvage dealers, franchisees, commercial carriers and household goods carriers	Paper surveys distributed after training seminars	To assess the quality of the trainer, course materials and ways to improve training offered
Finance and Administrative Services	Vendors, third-party contractors and Historically Underutilized Businesses (HUBs)	Provide a link to an electronic survey in all division emails. For HUB activities, a paper survey distributed at the annual HUB event	To identify areas for improvement to better meet customers' needs
Motor Carrier	Licensees and permit holders including commercial carriers, household goods carriers, fleet operators and oversize/overweight permit holders	Electronic surveys sent via email after all transactions/interactions with the division	To identify areas for improvement to better meet customers' needs
Motor Vehicle	Licensees include motor vehicle dealers, salvage dealers, franchisees and manufacturers	Electronic surveys sent via email after completing a licensing transaction	To identify areas for improvement to better meet customers' needs
Office of Administrative Hearings	Participants in Lemon Law cases and Warranty Repairs	Electronic surveys sent to the parties prior to issuing a decision	To identify areas for improvement to better meet customers' needs

Enforcement (ENF) Division

ENF conducts three, separate paper-based surveys of external customer satisfaction to obtain feedback on training courses and seminars provided by the division. The following tables contain the detailed feedback and overall satisfaction with the division's external training activities.

Fiscal Years 2016-2017 Motor Vehicle Dealer, Advertising and Salvage Training Seminar Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Attendees	1,840	2,349
Total Number of Responses	1,267	1,638
Response Rate	69%	70%
Percent of Overall Good or Excellent Satisfaction	96%	97%
Comments	134	316
Compliments	31	93
Complaints	30	54
Suggestions	61	164

Fiscal Year 2016-2017 Motor Carrier Law Enforcement Training Seminar Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Attendees	117	209
Total Number of Responses	111	185
Response Rate	95%	89%
Percent of Overall Good or Excellent Satisfaction	100%	98%
Comments	24	62
Compliments	22	48
Complaints	0	0
Suggestions	2	14

Fiscal Year 2016-2017 Motor Carrier Mover Training Seminar Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Attendees	79	121
Total Number of Responses	72	57
Response Rate	91%	47%
Percent of Overall Good or Excellent Satisfaction	100%	100%
Comments	22	25
Compliments	11	7
Complaints	0	0
Suggestions	11	18

Finance and Administrative Services (FAS) Division

Fiscal Year 2016-2017 FAS External Customer Survey Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Responses	29	16
Percent of Overall Agree and Strongly Agree Satisfaction	96.29%	86.67%
Comments	17	14
Compliments	10	7
Complaints	1	1
Suggestions	5	4

Fiscal Years 2016-2017 FAS - Historically Underutilized Business Vendor Survey Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Surveys	100	175
Total Number of Responses	37	83
Response Rate	37%	47%
Percent of Overall Excellent and Good Rating	95%	95%

Motor Carrier Division (MCD)

Fiscal Year 2016-2017 MCD Customer Satisfaction Survey Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Responses	380	568
Percent of Overall General Level of Satisfaction Good or Better	90.0%	90.0%

Motor Vehicle Division (MVD)

Fiscal Year 2016-2017 MVD Licensee Customer Satisfaction Survey Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Responses	900	449
Percent of Overall Satisfied or Very Satisfied	96.7%	94.9%
Comments	414	296
Compliments	318	158
Complaints	42	67
Suggestions	54	71

Office of Administrative Hearings (OAH) Division

Fiscal Year 2016-2017 OAH Customer Satisfaction Survey Results		
	Fiscal Year 2016	Fiscal Year 2017
Total Number of Responses	162	103
Percent of Overall Satisfied or Very Satisfied	95%	89%
Comments	128	90
Compliments	74	58
Complaints	33	26
Suggestions	21	6

VTR's division-specific data is presented above in the *Data Analyses and Results: Department-Wide Data* section.

Cost per Customer Surveyed

TxDMV contracts with SurveyMonkey for the use of its services to survey external customers on a department-wide and division-specific basis. The average cost per customer survey in Fiscal Year 2016 was approximately \$0.24 and \$0.27 in Fiscal Year 2017. The increase in the cost is due to a lower number of survey responses received in Fiscal Year 2017, while SurveyMonkey costs remain fixed.