TEXAS DEPARTMENT OF MOTOR VEHICLES

FY 2012 REPORT ON CUSTOMER SERVICE

June 1, 2012

Government and Strategic Communications Division

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EXECUTIVE SUMMARY

Since TxDMV's inception as a stand-alone agency, responding to the needs of the customer has been one of the driving forces in shaping the organization and its processes. Both the vision and the philosophy of the TxDMV reflect the importance of serving our customers and valuing stakeholder input. The TxDMV board and administration's emphasis and vision are to make TxDMV "…the most efficient, effective, transparent, and customer driven agency in Texas…" This direction has resulted in the agency making remarkable strides in how it approaches serving its customers and stakeholders over the last 18 months.

Specifically, the agency has:

- **Created the TxDMV Consumer Relations Division (CRD)**

  The agency reorganized its structure to create the Consumer Relations Division (CRD) by integrating the Vehicle Titling and Registration (VTR) Call Center, Motor Vehicle Division (MVD) Information Team Section, and VTR Correspondence Section in September 2010. This consolidation was created to provide customers and stakeholders with a single point-of-contact gateway for agency assistance.

- **Included the Goal—"Provide Quality Customer Service"—into the TxDMV 2013-17 Strategic Plan**

  Throughout the agency's strategic planning process, Board and executive leadership recognized the importance of meeting the needs of its customers. Consequently, the goal, "Provide Quality Customer Service" was developed to drive the agency in a customer-centric direction thereby aligning the agency with its mission, vision, values and philosophy.

- **Reached out to its customers through targeted training programs**

  TxDMV is committed to providing quality training programs whether by sharing information with dealers about vehicle dealer laws, training tax-assessor/collectors and other front-line staff about how to identify odometer fraud, or educating the public about potential scams. Attendees are surveyed to learn more about their experience with TxDMV and help the agency find ways of improving the way it provides training.

- **Reduced Dealer Licensing Backlog**

  TxDMV is proud to announce that as of April 2012 the agency has experienced a 75% decrease in the total number of dealer application backlog—going from a high of 2,531 applications in December 2011 of backlogged applications prior to streamlining efforts to only 626 backlogged applications in April 2012.

The following *FY 2012 Report on Customer Service* provides more detailed information concerning the key initiatives listed above, as well as additional information that demonstrates the commitment of TxDMV to its customers.

INTRODUCTION

TxDMV, created through the enactment of H.B. 3097 in 2009, is the state's agency responsible for vehicle registration and titling, issuing motor carrier operating authority, motor carrier enforcement, permitting services to transport oversize/overweight cargos, licensing vehicle dealers, awarding law enforcement agencies grants to reduce auto theft and increase public awareness, and much more.

All of these activities require continuous communication and interaction with our customers and stakeholders. In FY 2011, the agency responded to more than two million customers who called, wrote, or walked into our offices.

TxDMV strives for excellent customer service through our professional attitude, competence, and efficiency.   All customers can expect TxDMV to:
- ✓ Exercise courtesy and respect;
- ✓ Be fair, ethical, and professional;
- ✓ Provide timely and responsive service;
- ✓ Give clear, accurate, and consistent information;
- ✓ Follow through on our commitments;
- ✓ Strive for continuous improvement in all of our services; and,
- ✓ Go the extra mile in our efforts to serve.

TxDMV is able to best service its customers by proving them with the information they need to conduct their business with the agency as quickly and as efficiently as possible. TxDMV is committed to ensuring that the agency's customers are informed of their rights and responsibilities, as well as the agency's statutory duties and responsibilities.

Strategic Vision for Customer Service (FY 2013-2017)

TxDMV will coordinate its customer service efforts through the multiple service delivery options provided by the agency: TxDMV Contact Center, Technology Resources, and Regional Services.

TxDMV Contact Center

Customer feedback received through the Contact Center, located within the TxDMV Consumer Relations Division, enables the agency to develop and support continuous activities for improving the way it does business.   The TxDMV Contact Center serves as the consumer doorway to better, faster and more efficient customer service to the public and industries served by the agency.   Whether a consumer contacts the agency by phone, correspondence or e-mail, the CRD handles each call and inquiry in a professional manner that is tailored to the unique needs of each consumer.

Technology Resources

Developing and expanding user-friendly, convenient, and efficient website applications allows for a fast and efficient way of doing business online. Since its emergence as a stand-alone agency in 2009, TxDMV has looked to enhance the way it does business internally and externally. TxDMV envisions an agency transformation supported by streamlined processes and enhanced automation.   As a result, Texas Automation System Project (TASP) is a major project for the agency that seeks to enhance existing technology, define business process improvements, and implement both technology and process

improvements. Essentially, TASP is an agency redesign that is supported by technology with an emphasis on offering customers an efficient and effective way of doing business.

Regional Services

Sixteen TxDMV regional offices help bring vehicle title and motor carrier services to customers across the state, as well as support county tax assessor-collectors. All walk-in customers are given the opportunity to provide feedback on their experience through a customer satisfaction survey that helps the agency improve the way it does business with communities throughout Texas.

2012 Report on Customer Service

In compliance with Section 2114 of the Texas Government Code, which requires state agencies to develop customer service standards and implement customer satisfaction assessment plans, TxDMV is submitting its *FY 2012 Report on Customer Service*. TxDMV's activities and reporting under this statute are guided by the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board.

The *FY 2012 Report on Customer Service* is a tool to assess how well the TxDMV is meeting the needs of its external and internal customers and partners. In addition, feedback received from survey respondents is a catalyst for driving change and improving agency processes.

This report contains customer satisfaction assessment information and agency initiatives/successes in the following areas:

- *Consumer Relations;*
- *Training; and,*
- *Additional Customer Service Initiatives.*

CONSUMER RELATIONS

Consumer Relations Division

Background

The FY 2010 reorganization of TxDMV included the establishment of the Consumer Relations Division (CRD) that serves as the consumer gateway to better, faster and more efficient customer service to the public and industries served by the agency. Whether a consumer contacts the agency by phone, correspondence or e-mail, the CRD handles each inquiry in a professional manner that is tailored to the unique needs of each consumer. Customers and industries served daily include the motoring public, dealers, law enforcement, local, state and federal agencies, dealer associations, manufacturers, distributors, lease facilitators, salvage yards, storage facilities, financial institutions and insurance entities, as well as various other persons.

The agency reorganized its structure to create the Consumer Relations Division (CRD) by integrating the Vehicle Titling and Registration (VTR) Call Center, Motor Vehicle Division (MVD) Information Team Section, and VTR Correspondence Section in September 2010. This met the agency commitment to ensure customers are provided the information they need on their initial contact with the agency. With every contact response, the CRD focuses on the customer having an "unconventional", positive government encounter.

The CRD staff strive to provide customers with accurate information on their first contact with TxDMV that ensures customers receive "One Touch" service, meaning, they only have to make one call. The agency will make every attempt to answer their questions and not pass them on, even if that means finding information not related to the agency.

The CRD is continuously finding ways to improve its business processes to ensure the agency is meeting customer needs because building a customer-centric culture is important to the success of TxDMV. Some of the business process improvement initiatives that have been implemented are as follows:

- Documented standard operating procedures to improve consistency across business operations;

- Extended Contact Center daily operating hours from 8am-5pm to 7:30am-5:30pm, CST, Monday through Friday, thereby providing customers with a 10-hour service window, and better serve customers in the Mountain time zone;

- Implemented the use of information technology (i.e., email, scanning documents) for faster communication with the general public, businesses, and other government organizations;

- Created a customer service liaison position to work with the Motor Vehicle Division to track and monitor pending dealer inquiries, increase turnaround times, and decrease follow-up telephone calls contributing to a significant decrease in dealer complaints; and,

- Eliminated the process of checks and money orders going through several stops in the agency which increases processing time, mitigates the risk of loss and delays and improves customer service.

Establishing a customer-centric culture also includes developing a positive work environment that supports the training and growth of its most vital resource—employees. Human resource initiatives that have been implemented are as follows:

- Developed clear and consistent performance plans, including setting performance standards that support the agency's vision and mission;

- Established sound personnel practices that include coaching, training, and skills development of staff;

- Cross-training staff to ensure the ability to respond to a vast array of issues inquired by consumers; and,

- Identifying staff professional career goals, as well as developing a Customer Service Representative Career path.

Methodology for Evaluating Customer Service

Instrument

The two primary instruments used to evaluate customer service for TxDMV include:

1) The **TxDMV Customer Relationship Management (CRM) Database** - Tracks customer complaints and suggestions for the agency.   The database is used to store and catalog all customer initiated complaints, compliments, and suggestions received by TxDMV.

2) The **TxDMV Customer Satisfaction Survey** - Gives customers the opportunity to provide information regarding their customer service experience with TxDMV. The survey is available on the website, included with agency correspondence sent to the customer, and at the Regional Service Centers around the state.

TxDMV Customer Relationship Management (CRM) Database

Population Definition and Response Rate

The population consists of the general public, law enforcement entities, county tax assessor-collectors, motor vehicle industry representatives, and motor carrier industry representatives.

For the purposes of this report, the population is defined as any customer that initiated a contact with TxDMV to report a complaint, compliment, or suggestion.

❖ A total of 469 complaints, 349 compliments, and 53 suggestions were received in FY 2011.

Data Collection

Data for the *Customer Relations Management Database* is collected when any customer contacts the agency to provide a complaint, compliment, or suggestion. The information may be received via the website, email, correspondence, telephone, or walk-in.

The database serves strictly as a customer feedback repository designed to capture, track and report the opinions and viewpoints of those we serve. The feedback is recorded in the CRM. A direct link to DMVSuggestions@TxDMV.gov is provided at the end of the Customer Satisfaction Survey, which allows a customer who is taking the agency survey the opportunity to provide any additional feedback.
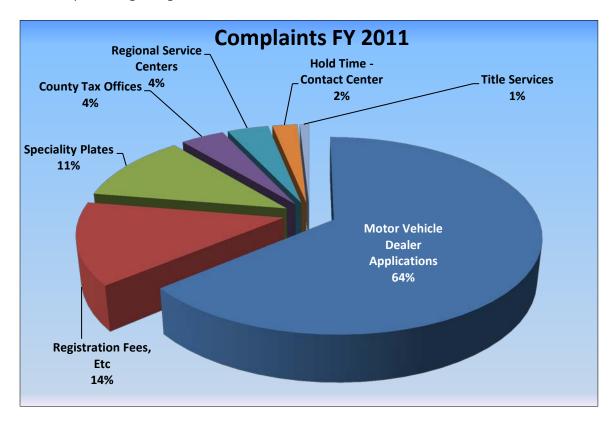
Data Limitations

The data included in this report was gathered solely through customer initiated complaints, compliments, and suggestions received by the agency.

Analysis

Complaints

A total of <u>469 customer reported complaints</u> against the agency were collected in FY 2011. These complaints include:

- 300 complaints regarding the processing time for motor vehicle dealer applications.

- 64 complaints regarding registration fees, stickers and other services.

- 53 complaints regarding license plates. Of the 53 complaints, 12 complaints concerned general plate design issues and 41 concerned specialty plates, MyPlates and fees issues.

- 19 complaints regarding services provided by the county tax offices. All of these complaints were referred to the local Regional Service Centers.

- 18 complaints regarding Regional Service Centers. All complaints were forwarded to the respective Regional Service Center manager.

- 11 complaints regarding hold time in the Contact Center.

- 4 complaints regarding title services.
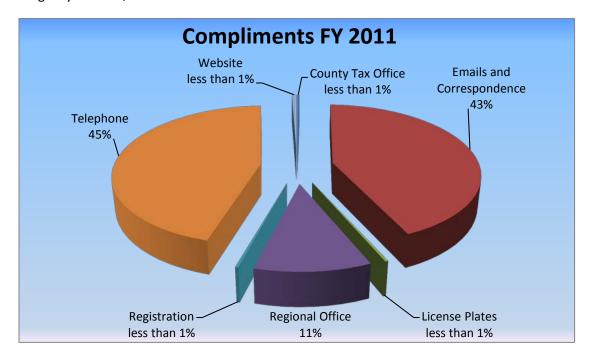
Compliments

A total of 349 compliments about the agency were received in FY 2011. Customers provided compliments concerning the following services:

- 157 compliments – Telephone;
- 150 - Emails/correspondence;
- 37 - Regional Service Centers;
- 2 - Agency website;
- 1 - County tax office
- 1 – Registration; and,
- 1 – License plates.
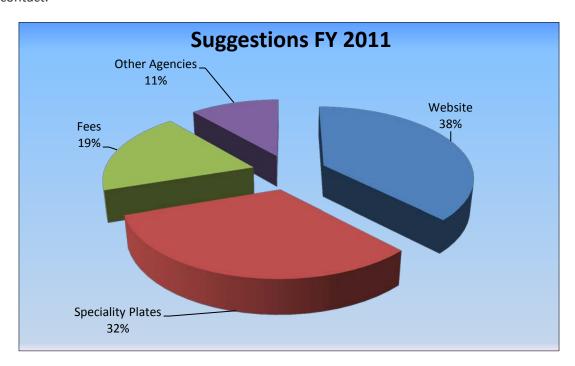
Compliments FY 2011

Website less than 1%

County Tax Office less than 1%

Emails and Correspondence 43%

Telephone 45%

Registration less than 1%

Regional Office 11%

License Plates less than 1%

Suggestions for Improvement

A total of 53 suggestions regarding agency operations were received in FY 2011:

- 20 suggestions regarding the agency website:
  - Common suggestions included improving the ability to access forms in a PDF format, and adding additional features on the agency website such as: fee calculators, farm trailer renewals, and improving the overall layout of the website

- 17 suggestions regarding specialty plate availability and pricing.

- 10 suggestions regarding fees from customers upset with the recent fee changes effective September 1, 2011.

- The remaining 6 suggestions concerned other agencies and improvements they could make to road layouts or driver license services. Customers were referred to the appropriate agency at point of contact.

Suggestions FY 2011

Other Agencies 11%
Fees 19%
Website 38%
Speciality Plates 32%

TxDMV Customer Satisfaction Survey

Population Definition and Response Rate

The population consists of the general public, law enforcement entities, county tax assessor-collectors, motor vehicle industry representatives, and motor carrier industry representatives. For the purposes of this report, the population is defined as any customer that took the survey on the TxDMV website at http://www.surveymonkey.com/s/TxDMVsurvey or filled out a survey at a Regional Service Center.

❖ The following lists the number of customers who responded to the Customer Satisfaction Survey by type of customer service received:

- o 9,182 walk-in customers;

- o 626 telephone customers;

- o 553 email customers; and,

- o 159 on-line customers.

Data Collection

Data from the **Customer Satisfaction Survey** is gathered when customers respond to the agency survey during walk-in visits at a Regional Service Center, by phone, or online via email or via the agency's online website in which the survey is administered through Survey Monkey.

The survey is designed in such a way as to ask a particular set of questions concerning the customer's experience with TxDMV based on their type of interaction (email/correspondence, telephone, walk-in, or online).

Data Limitations

Survey respondents were not randomly selected. Instead, customers are given the option to complete a survey after their interaction with a customer service representative. Therefore, responses are limited to only those customers who opted to participate in the survey.

Additionally, FY 2011 was the first year the survey was administered. During the pilot of the survey in FY 2011, respondents were able to provide more than one answer per question. Therefore, the combined percentages for a particular survey question do not total 100%. The survey no longer allows for more than one answer per question. The intent during the pilot was to gather as much information from the customers as possible without asking too many questions.

Analysis

- ➢ Among the four methods of interaction, the walk-in face-to-face appointments at Regional Service Centers received the highest percentage for customers who believed information was provided to them in a simple, clear, and complete manner.
- ➢ While survey results describe a positive experience among the majority of customers served, the analysis indicates a need for the agency to improve its online services—as only 36% of respondents felt information was being presented in a simple, clear, and complete manner—the lowest percentage among the four methods of customer interaction.
- ➢ Telephone customers responding to the survey actually must make the effort to log on to the TxDMV website and fill out the form. There is no built in telephone survey tool at this time.

The information below summarizes the data collected from the Customer Relations Management Database for FY 2011. To view all FY 2011 results, please refer to **Appendix A** of this document.

Customer Interaction	# of Respondents	Survey Results
Walk-In	**9,182**	❖ The top four Regional Service Centers in which customers responded to the TxDMV Customer Satisfaction Survey were Dallas (18%), Austin (13%), San Antonio (11%), and Abilene (10%). ❖ 86% of customers felt that the Regional Service Center was easily accessible. ❖ 89% of customers were provided information in a simple, clear, and complete manner. ❖ 90% of customers experienced a faster than expected speed of service. ❖ 97% of customers experienced a pleasant office experience. ❖ 58% of customers would prefer information by walk-in appointment in the future.
Telephone	**626**	❖ 97% of customers had their questions answered; to include 15% responded they were pointed in the right direction when the inquiry could not be answered by a TxDMV agent. ❖ 78% of customers were provided information in a simple, clear, and complete manner. ❖ 70% of customers experienced a faster than expected speed of service. ❖ 77% of customers believed their transaction went smoothly. ❖ 69% of customers would prefer information through telephone in the future.

Customer Interaction	# of Respondents	Survey Results
Email/ Correspondence	**553**	❖ 87% of customers believed the tone and language of the email or correspondence was pleasant. ❖ 79% of customers believed information was presented in a simple, clear, and complete manner. ❖ 92% of customers were satisfied with the speed of service they received. ❖ 90% of customers had their questions answered in the first correspondence exchange or after the agent completed their research. ❖ 64% of customers would prefer information through email/correspondence in the future.
Online Customers	**159**	❖ The top three services used online by customers included vehicle transfer notification (34%), registration renewal (19%), and specialty plates (6%) ❖ 36% of customers felt the information was presented simple, clear, and complete. ❖ 49% of customers believed the online information helped resolve their problems or situation or pointed them in the right direction. ❖ 41% of customers were satisfied with payment methods. ❖ 66% of customers would prefer information through online in the future.

TRAINING

Background

The TxDMV Enforcement Division is c h a r g e d w i t h conducting the following training programs:
- Dealer Training Seminars (DTS);
- Red Flag training; and,
- E-Tag training.

The Dealer Training Seminar (DTS) is designed to educate dealers about vehicle dealer laws. The basis for developing the seminar is to educate dealers about the regulatory requirements of TxDMV, Comptroller's Office, the Office of Consumer Credit Commission, and other key organizations in an effort to reduce the high number of minor enforcement actions against dealers. The seminar provides an opportunity for the regulators and licensees to meet in an informal setting and answer questions, exchange ideas, and discuss issues. The DTS completed its 12th year of educating dealers in the laws that govern their industry. In FY 2011, the seminars connected with 1,668 dealers, in ten different cities, bringing the total attendance to 14,720 since the seminar began in 1999.

The Red Flag training program is a specialized program presented by the TxDMV Enforcement Division to tax assessor-collectors and their staff. The program is designed to teach front-line agents to quickly recognize a title anomaly that would signal a possible odometer rollback. TxDMV investigators who are trained in odometer fraud have been conducting this popular training for the past nine years.

E-Tag training is generally provided to law enforcement and is designed to teach how to identify fraudulent e-tags. It allows vehicle dealers to print out temporary tags, owners to keep their plates when purchasing a new vehicle, and sellers to file a transfer notification online at no charge. While the use of e-tags is covered for dealers in the DTS, E-tag training is specific to law enforcement.

Dealer Training Seminars (DTS)

Methodology for Evaluating Training

Instrument

The agency utilized the survey instrument used in the past to allow respondents to rate the performance and effectiveness of the training and express their key concerns.

Population Definition and Response Rate

Attendance at DTS in FY 2011 ranged in size based on the city. Houston had the largest attendance with 391 attendees. The following cities were represented at DTS in FY 2011: Abilene, Amarillo, Austin, El Paso, Houston Lubbock, San Antonio, South Padre Island, Waco, and Wichita Falls.

The population for the dealer training seminar survey is comprised of franchise dealers, independent dealers, other licensee, other agency, and other unlicensed attendees. According to surveys completed, independent dealers composed the majority of attendees (66%).

The remaining business affiliations consisted of franchise dealers (13%) and other licensees, other agencies and other/unlicensed attendees (10%). Eleven percent (11%) did not respond to this question.

The following table lists the total number and percentage of attendees by city and business affiliation for DTS offered in FY 2011:

Business Affiliation by Percentage & City	Abilene	Amarillo	Austin	El Paso	Houston	Lubbock	San Antonio	South Padre Island	Waco	Wichita Falls	Totals	% of Total
Franchise	10	13	19	21	50	4	28	11	13	16	**185**	**13**
Independent	55	78	134	61	215	47	126	69	84	43	**912**	**66**
Other Licensee	2	4	5	1	13	5	6	0	4	2	**42**	**3**
Other Agency	0	3	5	4	8	1	2	8	2	1	**34**	**2**
Other/Unlicensed Attendees	6	5	9	3	11	6	8	0	4	6	**58**	**4**
No Response	7	7	21	11	40	13	16	17	12	6	**150**	**11**
Totals	**80**	**110**	**193**	**101**	**337**	**76**	**186**	**105**	**119**	**74**	**1381**	**100**

Data Collection

Data for the survey were collected by a web-based survey software program delivered to training participants via email.

Analysis

When polled on the importance of education to their industry, the majority of survey respondents, approximately 97%, favored continuing education for dealers. Over two-thirds of the attendees think continuing education should be mandatory. Approximately 80% of respondents believed that a dealer should be required to attend a DTS course before obtaining a license. Nearly 60% believed an applicant should be required to pass a test before receiving a license.

Overall, the majority of respondents ranked the seminar highly with approximately 92% survey respondents indicating the seminar was either good or excellent—with only 1 respondent out of 1,381 respondents ranking the seminar as poor.

Red Flag Training

Methodology for Evaluating Training

Instrument

The agency utilized the survey instrument used in the past to allow respondents to rate the performance and effectiveness of trainings and express their key concerns.

Population Definition and Response Rate

The population for the Red Flag training survey is generally comprised of representatives from county agencies, including tax assessor-collector employees, as well as law enforcement officials from across the state. Of the 29 surveys sent via email, 16 responded.

Data Collection

Data for the survey were collected by a web-based survey software program delivered to training participants via email.

Analysis

Per survey results obtained from Red Flag training provided in Pharr, TX in May 2012, 100% of respondents indicated that their training was excellent.

- 100% of survey respondents believed the information presented was educational, useful, clear, understandable, and that the time allotted for the course was sufficient.
- 100% of survey respondents felt the instructor was professional, courteous, interesting, and organized.
- 80% of survey respondents were first-time attendees to Red Flag training.
- 50% of survey respondents represented government entities.
- Comments received were positive:
  - *"Very informative, enjoyable; I learned a lot …"*
  - *"It was better than expected."*
  - *"Interesting!"*

E-Tag Training

Methodology for Evaluating Training

Instrument

The agency utilized the survey instrument used in the past to allow respondents to rate the performance and effectiveness of trainings and express their key concerns.

Population Definition and Response Rate

The population for the E-tag training survey is generally comprised of law enforcement officials from across the state, but may also include tax assessor-collector employees. In December 2011, surveys were sent via email with a 100% response rate.

Data Collection

Data for the survey were collected by a web-based survey software program delivered to training participants via email.

Analysis

Per survey results obtained from E-Tag training provided in Dallas, TX in December 2011, over 90% of respondents indicated that their training was good or excellent. No respondents indicated dissatisfaction.

- 100% of survey respondents believed the information presented was educational, useful, clear, understandable, and that the time allotted for the course was sufficient.
- 100% of survey respondents felt the instructor was professional, courteous, interesting, and organized.
- 50% of survey respondents were first-time attendees to E-Tag training.
- Comments received were positive:
  - *"Good information."*
  - *"Information was very helpful and will help me when I'm out in the field. I learned the difference in salvage and re-built salvaged titles."*
  - *"Very informative, great for updates to changes in E-tags."*

Other Training Initiatives

Additional training programs provided by the TxDMV included, <u>but are not limited</u>, to:

Household Goods Mover Training Program: Provides those household good carrier companies with a half-day training regarding the various laws that govern this industry.

Household Goods Consumer Education Program: Equips consumers with necessary information regarding licensed movers, as well as how to avoid moving company scams.

Oversize/Overweight Motor Carrier Permitting Training Program: A training program currently in the planning phase that is intended to educate motor carrier companies on the various laws that govern this industry.

TxDMV Online Learning Center – An online training program offered to TxDMV and county tax assessor-collectors and their staffs that provides such information as registration basics, temporary permits, registration corrections, address changes, title errors, sales tax and presumptive value, and additional information that includes forms, publications, references, and bulletins/email notices. To access the TxDMV Online Learning Center, please visit the following web address: (http://www.txdmv.gov/tac/learning_center.htm)

Automobile Burglary and Theft Prevention Authority: Conducts educational programs designed to inform automobile owners of methods of preventing vehicle burglary and theft, as well as grant training workshops for grant awardees.

ADDITIONAL CUSTOMER SERVICE INITIATIVES

Providing Quality Customer Service to the Motor Vehicle Industry

TxDMV understands the importance of providing quality customer service to the industries it serves. And while the majority of customers provide feedback to the TxDMV Consumer Relations Division, additional customer service initiatives are underway in the Motor Vehicle Division (MVD).

For every dealer license issued, a MVD Customer Satisfaction Survey is sent to the applicant to evaluate how well the division conducted business. This survey enables the customer to respond to the survey via fax, email, mail, or online. Questions in the survey include whether the applicant was satisfied with the amount of time needed to wait for or approve a license, if online forms were easy to access, if a licensing specialist was helpful, courteous, and knowledgeable, and much more.

Results from the survey are reviewed by division management each week. Although feedback is almost overwhelmingly positive, persons expressing dissatisfaction are contacted by the agency and input is gathered to determine if changes need to be made. This has made a significant impact on the agency's public perception.
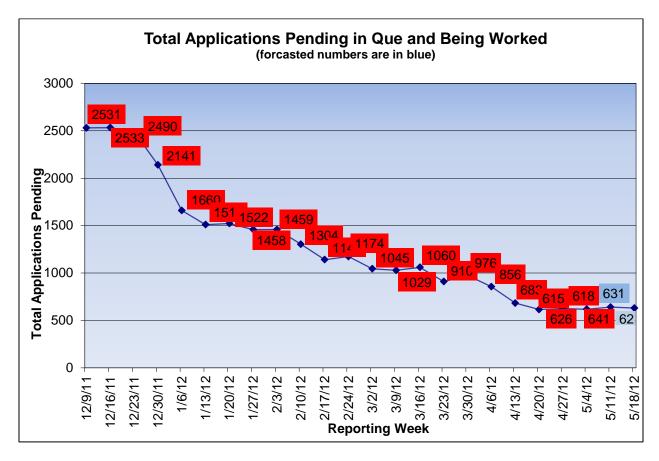
Additional efforts to improve customer service to the motor vehicle industry include:

The division, in coordination with the Communications and IT departments has developed a web-based Dealer Status Program. Accordingly, once an application is entered into the Division's computer system, the dealers will be e-mailed their assigned work-item number and provided a link so they can check the current status of their application at all times. The division anticipates launching this program in May 2012.

Reducing Licensing Backlog

Licensing requirements were analyzed to determine whether they met or exceeded statutory requirements and business processes were then refined and streamlined, which also included the manner in which deficiencies in business processes were dealt. Specifically, direct contact between the licensing specialists and the dealers was implemented to quickly resolve any business process deficiencies. This has made a significant impact on the public's perception of the division.

The graph below illustrates the remarkable improvements resulting from business improvement initiatives designed to reduce backlog:

Total Applications Pending in Que and Being Worked
(forcasted numbers are in blue)

As of April 2012, the division has experienced a 75% decrease in the total number of dealer application backlog—going from a high of 2,531 applications in December 2011 of backlogged applications prior to streamlining efforts to only 626 applications in April 2012. Of the 22 license application types that the division processes, 64% have no waiting time and are immediately processed by a license specialist once received. This is a significant change from waiting times (as high as 71 days in the past). Of the applications waiting to be processed, 95% are meeting the TxDMV's goal of being handled by a licensing specialist within the first five days of receipt.

The time to process an application from receipt to approval has been reduced dramatically as a result of the streamlining efforts. When comparing the current time to process applications for the same four month period the previous year, TxDMV has gone from an average processing time of 68 days down to only 27 days for a new General Distinguishing Number. This corresponds to a 61% reduction. Furthermore, the average processing time for a new franchise dealer license has been reduced by 62%, going from 90 days to process an application to 34 days. Virtually all application types have seen these positive changes in processing time with reductions up to 96%, as is the case with new distributor license applications.

To further support the streamlining of business processes, the Licensing Rules Workgroup made up of board and industry members was formed. Based on input from the Licensing Rule Workgroup, administrative rules that support the application streamlining efforts and clarify ambiguous rule sections were developed. Furthermore, the agency hired a technical writer who has begun revising all license applications to be consistent with the

license streamlining administrative rule changes. In addition, formal written procedures have and will continue to be developed to document the agency's processes that were not in place in the past.

Additional backlog initiatives completed include:

- The backlog of over 400 legal orders for the MVD director's review and approval was cleared. Orders are now up to date and kept current.

- The backlog of franchise protest notices was cleared. New streamline processes were put in place and franchise protest notices are now up to date and kept current.

APPENDIX A – FY 2011 TxDMV CUSTOMER SERVICE SURVEY RESULTS

Walk-In: 9,182 Respondents

1) **Which TxDMV Regional Office did you visit today?**

Abilene	10%
Amarillo	0%
Austin	13%
Beaumont	6%
Corpus Christi	4%
Dallas	18%
El Paso	6%
Fort Worth	8%
Houston	6%
Longview	1%
Lubbock	0%
Midland/Odessa	2%
Pharr	3%
San Antonio	11%
Waco	1%
Wichita Falls	6%

2) **Our office is:**

Easily Accessible	86%
Adequately Accessible	9%
Difficult to Access	3%

3) **The information provided to you during the visit:**

Was simple, clear and complete	89%
Resolved your problem or situation	18%
Was bureaucratic and confusing	0%
Did not answer your question	0%

4) **Our speed of service:**

Was faster than expected	90%
Adequately met your needs	9%
Could be improved	0%

5) **Your office experience was:**

Pleasant	97%
Bureaucratic	1%
Unpleasant	0%

6) **Our payment methods:**

Satisfy your needs	89%
Need to offer more options	8%

7) **In the future, would you prefer information:**
    Walk-in   58%
    Online   34%
    E-mail   9%
    Mail   6%
    Telephone 6%

Telephone: 626 Respondents

1) **Which department did you require?**
    Consumer Relations   67%
    Motor Carrier Division   8%
    Motor Vehicle Dealers   9%
    Salvage Titles   3%
    Enforcement   1%
    Open Records   3%
    Driver License (Through DPS)   7%

2) **Your call was:**
    A new inquiry   80%
    A follow up to clarify information
       online or from correspondence   11%

3) **The customer service representative:**
    Answered your question with the first call   75%
    Pointed you in the right direction   15%
    Had to research your situation, but replied with an answer   7%
    Was unable to answer your question   5%

4) **The tone of the phone call was:**
    Pleasant   83%
    Unpleasant   4%
    Bureaucratic   3%

5) **The information provided to you during the call:**
    Was simple, clear and complete   78%
    Resolved your problem or situation 40%
    Did not answer your question   7%
    Was bureaucratic and confusing   3%

6) **Our speed of service:**
    Was faster than expected   70%
    Adequately met your needs   18%
    Could be improved   9%

7) **Today's transaction:**
   Went smoothly   77%
   Pointed you in the right direction   27%
   Did not go well   11%

8) **In the future, would you prefer information:**
   Telephone   69%
   Online   29%
   E-mail   16%
   Walk-in   3%
   Mail   3%

Email/Correspondence: **553 Respondents**

1) **The tone of the e-mail or correspondence I recently received was:**
   Pleasant   87%
   Bureaucratic   6%
   Unpleasant   0%

2) **The language of the e-mail or correspondence was:**
   Easy to understand   87%
   Adequate   9%
   Complicated   1%

3) **The information provided in the e-mail or correspondence:**
   Was simple, clear and complete   79%
   Resolved your problem or situation   29%
   Did not answer your question   6%
   Was bureaucratic and confusing   2%

4) **Our speed of service:**
   Was faster than expected   65%
   Adequately met your needs   27%
   Could be improved   5%

5) **The customer service representative:**
   Answered your question with the first e-mail or letter   76%
   Had to research your situation, but replied with an answer   14%
   Pointed you in the right direction   12%
   Was unable to answer your question   7%

6) **Today's transaction:**
   Went smoothly   75%
   Pointed you in the right direction   21%
   Did not go well   6%

7) **In the future, would you prefer information:**

E-mail	64%
Online	43%
Telephone	12%
Walk-in	3%
Mail	3%

Online Questions: 159 Respondents

1) **Which service did you utilize on our site?**

Vehicle Transfer Notification	34%
Registration Renewal	19%
Specialty Plates	6%
Address Change	3%

2) **The information provided to you on the site:**

Was simple, clear and complete	36%
Did not answer your question	28%
Was bureaucratic and confusing	13%
Resolved your problem or situation	11%

3) **The "Frequently Asked Questions" (FAQs) section of our Web site:**

Not used	37%
Did not answer your question	34%
Was very helpful	15%
Adequately met your needs	6%

4) **The "Forms" section of our Web site was:**

Not used	33%
Easily Accessible	29%
Difficult to Access	18%
Adequately Accessible	11%

5) **Our online information:**

Did not answer your question	37%
Pointed you in the right direction	27%
Helped resolve your problem or situation	22%

6) **Our payment methods:**

Satisfy your needs	41%
Need to offer more options	15%

7) **In the future, would you prefer information:**

Online	66%
E-mail	22%
Telephone	7%
Mail	4%
Walk-in	2%

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