TEXAS DEPARTMENT OF MOTOR VEHICLES
STRATEGIC PLAN
FISCAL YEARS 2011-2015

Texas Department
of Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW

STRATEGIC PLAN
FOR THE FISCAL YEARS 2011 - 2015

BY

THE TEXAS DEPARTMENT
OF
MOTOR VEHICLES

BOARD MEMBER	TERM EXPIRES	HOMETOWN
Victor Vandergriff, Chairman	February 1, 2015	Arlington, TX
Cheryl Johnson, Vice Chair	February 1, 2013	Friendswood, TX
Clifford Butler	February 1, 2013	Mount Pleasant, TX
Jim Campbell	February 1, 2011	Sachse, TX
Ramsay Gillman	February 1, 2013	Houston, TX
Janet Marzett	February 1, 2015	Keller, TX
Victor Rodriguez	February 1, 2015	McAllen, TX
Marvin Rush	February 1, 2011	San Antonio, TX
John Walker III	February 1, 2011	Houston, TX

JULY 2010

Signed _____

Edward Serna, Executive Director
Texas Department of Motor
Vehicles

Approved _____

Victor Vandergriff, Chairman
Texas Department of Motor
Vehicles

TABLE OF CONTENTS

Part I

Vision, Mission and Goals

Statewide Vision

Working together, I know we can address the priorities of our citizens. As my administration works to create greater opportunity and prosperity for our citizens, making our state and its people truly competitive in the global marketplace, we must remain focused on the following critical priorities:

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for productive citizens but also emphasizes excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy to secure Texas' global competitiveness, leading our people and a stable source of funding for core priorities;

Protecting and preserving the health, safety, and well-being of our citizens by ensuring healthcare is accessible and affordable and by safeguarding our neighborhoods and communities from those who intend us harm; and

Providing disciplined, principled government that invests public funds wisely and efficiently.

Rick Perry
Governor of Texas

The Mission of Texas State Government

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

The Philosophy of Texas State Government

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

• First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.

• Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.

• Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.

• Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

• Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.

• State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.

• Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Relevant Statewide Goals and Benchmarks

The Texas Department of Motor Vehicles (TxDMV) understands that the Statewide Benchmarks were developed as specific performance indicators and targets used to assess progress at the statewide level in achieving statewide goals. TxDMV has been initially designated as an Economic Development agency and will submit its Legislative Appropriations Request as an Article VII agency. As such, the TxDMV is attempting to align its strategic plan with the statewide goals and benchmarks established for Article VII, Economic Development agencies.

Additionally, TxDMV business operations support the statewide goals associated with Article VIII, Regulatory Agencies as well as Article I, General Government. For informational purposes, TxDMV has identified relevant statewide benchmarks for these goals.

Economic Development –

Goal: To provide an attractive economic climate for current and emerging industries that fosters economic opportunity, job creation, capital investment, and infrastructure development by:

- Promoting a favorable and fair system to fund necessary state services;
- Addressing transportation needs;
- Promoting a favorable business climate; and
- Developing a well trained, educated and productive workforce.

Relevant statewide benchmarks associated with the Economic Development Goal:

- Number of employees in targeted industry sectors - (TxDMV facilitates businesses related to the motor vehicle sales and distribution industry, the commercial carrier industry, household goods carriers, and facilitates business generally by providing vehicle titling and registration services.)
- Number of new small businesses created – (TxDMV facilitates businesses related to the motor vehicle sales and distribution industry, the commercial carrier industry, household goods carriers, and facilitates business generally by providing vehicle titling and registration services. As such, the TxDMV indirectly facilitates the creation of related small businesses that support our primary targeted industry sectors.)
- Number of new non-government, non-farm jobs created - (TxDMV facilitates businesses related to the motor vehicle sales and distribution industry, the commercial carrier industry, household goods carriers, and facilitates business generally by providing vehicle titling and registration services. As such, the TxDMV indirectly facilitates the creation of related small businesses that support our primary targeted industry sectors.)

Regulatory –

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

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

Relevant statewide benchmarks associated with the Regulatory Goal:

- Percentage of state professional licensee population with no documented violations – (TxDMV licenses the motor vehicle sales and distribution industry, grants operating authority to commercial motor carriers and household goods carriers through a registration process and licenses salvage vehicle dealers. As such TxDMV implements clear standards for licensure and registration to ensure compliance.)
- Percentage of new professional licensees as compared to the existing population - (TxDMV licenses the motor vehicle sales and distribution industry, grants operating authority to commercial motor carriers and household goods carriers through a registration process and licenses salvage vehicle dealers. As such TxDMV implements clear standards for licensure and registration to ensure compliance.)
- Percentage of documented complaints to professional licensing agencies resolved within six months – (TxDMV has enforcement authority regarding the motor vehicle sales and distribution industry, the commercial motor carrier and household goods carrier industry, and inspection authority over salvage vehicle dealers.)
- Percentage of new and renewed professional licenses issued via Internet – (TxDMV will use technology solutions to facilitate the licensure and registration of our targeted industry sector)
- Number of new business permits issued online – (TxDMV will use technology solutions to facilitate the licensure and registration of our targeted industry sector.)

General Government –

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

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

Relevant statewide benchmarks associated with the General Government Goal:

- Number of state employees per 10,000 population – (TxDMV is allocated 647 FTEs, the 2009 state population estimate (from the U.S. Census Bureau) was 24,782,302. The ratio of TxDMV employees per 10,000 population is 0.26 employees per 10,000 population.)
- Number of state services accessible by Internet – (TxDMV partners with local government to provide vehicle titling and registration services via the Internet; technology solutions are being developed to provide additional services to Texans via the Internet.)
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format – (TxDMV takes advantage of every opportunity to make reports, documents and offer services electronically, through the Internet and on our website. Additionally, technology solutions are being used and developed to facilitate the exchange of information electronically.)

Agency Vision and Mission

The Vision of Texas Department of Motor Vehicles (TxDMV)

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

The Mission of TxDMV

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

The Philosophy of TxDMV

To earn the trust and faith of all citizens of Texas by being transparent and accountable, cost effective, customer centric, trustworthy, performance driven, and progressive.

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

Part II

Internal/External Assessment

Overview of Agency Scope and Function

The Texas Department of Motor Vehicles was created by the 81st Legislature effective September 1, 2009 with component parts [four divisions from the Texas Department of Transportation (TxDOT)] transferring to TxDMV on November 1, 2009. House Bill (HB) 3097 amended the Transportation Code to create the TxDMV as an agency of the state. HB 3097 required the board to organize the TxDMV into divisions to accomplish the department's functions and the duties assigned to it, including divisions for administration, motor carriers, motor vehicles, and vehicle titles and registration. Additionally, HB 3097 created the Automobile Burglary and Theft Prevention Authority within the TxDMV.

Statutory Authority

Table 1 Statutory Citations for TxDMV Authority		
Statutory Citation	Chapter Title	Description
Transportation Code Chapter 501	Certificate of Title Act	The chapter establishes the Certificates of Title as an instrument issued by the department for the sale or transfer of a motor vehicle; also defines a lien as a security interest in a motor vehicle.
Transportation Code Chapter 502	Registration of Vehicles	The owner of a motor vehicle, trailer, or semitrailer will apply for annual registration for vehicles used on a public highway. Registration is made to the department through the county in which the owner resides.
Transportation Code Chapter 503	Dealer's and Manufacturer's Vehicle License Plates	This chapter establishes licensing and business operation requirements for used vehicle dealers.
Transportation Code Chapter 504	Specialty License Plates	Provisions of general applicability of specialty license plates including military plates, souvenir license plates and license plates used by persons with disabilities.
Transportation Code Chapter 520	Miscellaneous Provisions	This chapter states that titling and registration is accomplished through partnership with county tax assessor-collectors and sets requirements for motor numbers and title services operating in certain counties.
Transportation Code Chapter 551	Operation of Bicycles, Mopeds and Play Vehicles	Includes general operation and regulation of electric bicycles, neighborhood electric vehicles, and motor-assisted scooters.
Transportation Code Chapter 642	Identifying Markings on Commercial Motor Vehicles	Commercial motor vehicles must bear the name of the owner or operator and the motor carrier registration number.
Transportation Code Chapter 643	Motor Carrier Registration	This chapter sets registration requirements for commercial motor carriers.
Transportation Code Chapter 645	Single State Registration	This chapter describes how Texas may participate in a federal motor carrier registration program under the unified carrier registration system or a single state registration system established under federal law.
Transportation Code Chapter 646	Motor Transportation Brokers	A motor transportation broker who sells, offers for sale, provides, or negotiates for the transportation of cargo by a motor carrier operated by another person must be bonded.
Transportation Code Chapter 648	Foreign Commercial Motor Transportation	This chapter prescribes requirements for regulation of foreign commercial vehicles operating in border commercial zones.
Transportation Code Chapter 663	Certain Off-Highway Vehicles	Defines all-terrain vehicles and recreational off-highway vehicles; establishes required safety equipment.
Transportation Code Chapter 681	Privileged Parking	Issuance of disabled parking placards, including duties of county tax assessor-collectors.
Transportation Code Subtitle M (Chapters 1001 – 1005)	Department of Motor Vehicles	These chapters contain the enabling statute for the TxDMV describing the organization's, rulemaking authority, procedures, public access and

		standards of conduct.
Occupations Code Chapter 2301	Sale/Lease of Motor Vehicles	New motor vehicle dealers, and manufacturers, distributors, converters, lessors, lease facilitators and their representatives must be licensed to operate in Texas and meet minimum business requirements. This chapter also contains protections for new motor vehicle dealers.
Occupations Code Chapter 2302	Salvage Vehicle Dealers	This chapter requires licensure of salvage vehicle dealers and their agents.
Texas Civil Statutes, Article 4413 (37)	Automobile Burglary and Theft Prevention Authority	The ABPTA is established as an independent body, with an independent board, within the TxDMV .to analyze methods of combating motor vehicle burglary and theft, and to provide financial support to law enforcement agencies and others for programs designed to reduce economic automobile theft.

Historical Perspective

Prior to the creation of the TxDMV, the Governor requested TxDOT to examine the concept of restructuring the department's motorist related divisions into an independent state agency. TxDOT convened a workgroup composed of representatives from the constituent communities of the affected divisions, division staff, and staff from the Sunset Commission and legislative committee staff. Among other changes, the workgroup recommended the motorist related divisions be provided the tools and resources necessary to implement improvements in their operations regardless of where they are placed and that the divisions be afforded the opportunity to stand on their own merits in terms of financial and personnel needs and not be subjected to the dictates of blanket financial and personnel restrictions placed on TxDOT's road operations. As a result of the workgroup recommendations and those of the Sunset Commission, the 81st legislature passed HB 3097.

HB 3097 transferred vehicle registration and vehicle-related consumer protection and enforcement programs to the new agency. The TxDMV, with approximately 650 employees, oversees the state's motor vehicle services, including registering and titling passenger vehicles, granting operating authority to commercial motor carriers (oversize and overweight permits remain a TxDOT responsibility, including any administrative enforcement functions related to permitting), regulating the motor vehicle sales and distribution industry, and helping to prevent auto burglary and theft.

The following are services provided by the TxDMV:
- Vehicle titling and registration
- Registration Insignia
- Specialty License plates
- Disabled placard issuance
- Vehicle dealer licensing and enforcement
- Motor carrier operating authority, registration and regulation
- Grants to law enforcement to prevent vehicle burglaries and theft
- Administration of the Texas Lemon Law

In addition, the TxDMV provides consumer awareness and education initiatives on vehicle registration compliance, buying and selling a vehicle, household goods movers, and preventing automobile burglary and theft.

Major Events in TxDMV History

As required by Section 9.01(a) of HB 3097, TxDOT formed the Department of Motor Vehicles Transition Team to plan and make recommendations regarding the transfer of obligations, property, full-time equivalent positions, rights, powers, and duties from the TxDOT to the TxDMV. The team consisted of the division directors from Vehicle Titles and Registration (VTR), Motor Vehicles Division (MVD), Motor Carrier Division (MCD), and Automobile Burglary & Theft Prevention Authority (ABTPA). The TxDOT Assistant Executive Director for Support Operations was selected as the Transition Team Chair.

The Transition Team, along with the appointed Chairman worked to develop a Memorandum of Understanding (MOU) as required by HB 3097. The MOU established the roles and responsibilities of TxDOT and the TxDMV as the agency transitions to independence. The MOU provides TxDOT support to the transferring divisions until such time as the TxDMV hires staff to take over these responsibilities; funding to support the new agency as no legislative appropriations were made to the TxDMV for the FY 2010-2011 biennium; and vacant full-time-equivalent (FTE) positions to the TxDMV to staff the agency's indirect program activities. This support includes facilities, security, technology infrastructure support, processing of financial transactions, purchasing, and other general support functions necessary to operate the TxDMV.

TxDMV staff working in conjunction with TxDOT staff, the Legislative Budget Board and the Comptroller's office set up a budget structure, established appropriation numbers and corresponding accounts in the State Treasury for the processing of TxDMV expenditures and revenue collections.

HB 3097 required the transfer of personnel, furniture, computers, other property and equipment, files and related materials used by the transferring divisions as well as the unobligated and unexpended balance of any appropriations made to TxDOT in connection with or relating to the transferring divisions and the Automobile Burglary and Theft Prevention Authority (ABTPA) from the state fiscal biennium ending August 31, 2009. A contingency rider in the General Appropriations Act, Article IX, Section 17.30 (a) and (b) transferred all funds and FTE positions appropriated to TxDOT for fiscal years 2010 and 2011 that are directly associated with the programs and responsibilities required to be transferred under the provisions of HB 3097 plus any additional FTE positions and associated funding for personnel that primarily support the programs to be transferred to the TxDMV. These transfers were effective November 1, 2009.

HB 3097 requires the State Auditor's Office to conduct an audit of the TxDMV to establish financial benchmarks for the TxDMV on its overall status and condition in relation to funds on hand, equipment and other assets, pending matters and other issues considered appropriate by the State Auditor's Office. This audit began in April 2010 and a draft report is expected in September 2010.

Meyers v. Texas, 410 F.3d. 236 (5th Cir. 2005) (Order of Dismissal entered after remand pursuant to settlement agreement, No. A-00-CA-430-SS (W.D. Tex. Feb. 16, 2010)).

The Meyers lawsuit is a class action suit filed against TxDOT, Vehicle Titles and Registration Division, regarding the fee paid for a blue parking placard by persons with permanent disabilities.

The lawsuit claimed the State of Texas $5.00 fee for a blue parking placard utilized by persons with a permanent disability violated federal law. On July 7, 2008, a Federal Judge decided the fee was illegal and directed the parties to meet to discuss reimbursement to Class Members. The parties met and developed a plan that provided a settlement fund of $20,200,816.17 to reimburse persons charged the $5.00 fee between August 11, 1995 and July 7, 2008. During the first quarter of FY 2010, TxDOT paid $20,200,816.17 to the Meyers Settlement Fund on behalf of the TxDMV. In April, 2010, $2,062,357 was paid as attorney fees related to this lawsuit.

Main Functions

HB 3097 created the Texas Department of Motor Vehicles effective September 1, 2009 with component parts (four divisions from the Texas Department of Transportation) transferring to TxDMV on November 1, 2009. The legislation required the board to organize the department into divisions to accomplish the department's functions and duties assigned to it. As a result, the agency has been organized into the following divisions: Administration, Financial Services, Motor Carrier, Automobile Burglary and Theft Prevention Authority, Motor Vehicle, Enforcement, Consumer Relations and Vehicle Titles and Registration. These divisions allow the agency to align program areas along function lines to maximize operational efficiency and customer service.

- The Central Administration Division supports the agency across all program areas with information technology, human resources support, imaging and scanning operations and general support functions.
- The Financial Services Division provides accounting, budgeting and purchasing functions for the agency.
- The Motor Carrier Division provides credentialing services, the granting of operating authority, for motor carriers and household goods carriers and manages the International Registration Program for the state.
- The Automobile Burglary and Theft Prevention Authority provides grants to law enforcement jurisdictions to support auto theft and burglary task forces as well as providing theft prevention awareness outreach and education.
- The Motor Vehicle Division facilitates the licensing of motor vehicle dealers, manufacturers, and a variety of other entities engaged in the motor vehicle sales and distribution industry. Additionally, the Motor Vehicle division also licenses salvage vehicle dealer.
- The Enforcement Division regulates the motor vehicle sales and distribution industry, the motor carrier industry, leasing businesses and motor transportation brokers in order to protect the welfare of the public and ensure fair treatment of consumers by household goods carriers.
- The Consumer Relations Division administers the Texas Lemon Law Program and supports our customers through the efforts of its calls centers and correspondence sections.
- The Vehicle Titles and Registration Division provides vehicle title, registration and related services, including supporting the 254 county tax-assessor collectors and their agents that provide title, registration and license plate services to the public.

Geographic Aspects

The Texas Department of Motor Vehicles is headquartered in Austin, Texas and maintains sixteen (16) regional offices across the state to facilitate delivery of services to the motoring public.

Agency Headquarters

The TxDMV is co-located in facilities owned and maintained by the Texas Department of Transportation (TxDOT). The TxDMV central headquarters office is located at 4000 Jackson Avenue, Austin, Texas 78731. The TxDOT campus located at 4000 Jackson Avenue, commonly referred to as Camp Hubbard provides facilities for approximately 55% of the TxDMV staff. Additionally, the TxDMV occupies space at the TxDOT Riverside campus which provides facilities for approximately 15% of the TxDMV staff. Remaining staff are housed in facilities located in 16 regions across the state. Thirteen (13) of these regional offices are owned and maintained by TxDOT.

Facilities at Camp Hubbard
The TxDMV occupies approximately 72,000 square feet in Building 1, approximately 5,000 square feet in Building 5, and approximately 3,200 square feet in Building 6. The TxDMV currently occupies an additional 10,000 square feet in buildings located at TxDOT's Bull Creek location, adjacent to the Camp Hubbard buildings.

Facilities at Riverside
The TxDMV occupies approximately 18,700 square feet of office space in two TxDOT buildings located on the Riverside Campus; approximately 15,200 square feet in Building 150 and approximately 3,500 square feet in Building 200. TxDOT holds the leases on these facilities and is responsible for maintaining these buildings. The TxDMV pays an annual amount in rent to TxDOT for use of these facilities. The cost of rent for these facilities is addressed in the Memorandum of Understanding (MOU) between TxDOT and the TxDMV as required by HB 3097.

Regional Facilities

The TxDMV maintains sixteen (16) regional offices and warehouse space across the state to facilitate delivery of services to the motoring public. To support regional operations, the TxDMV occupies approximately 43,600 in TxDOT owned and maintained facilities as well as approximately 13,800 in commercially leased space as follows: Specifically:

- Abilene Regional Office is housed in approximately 1,900 square feet of TxDOT owned and maintained space;
- Amarillo Regional Office is is housed in approximately 2,200 square feet of TxDOT owned and maintained space;
- Austin Regional Office is housed in approximately 4,100 square feet of TxDOT owned and maintained space;
- Beaumont Regional Office is housed in approximately 2,500 square feet of TxDOT owned and maintained space;

17

- Corpus Christi Regional Office is housed in approximately 2,200 square feet of TxDOT owned and maintained space;
- Dallas Regional Office is housed in approximately 7,800 square feet of leased space. The TxDMV is responsible for the payment of rent for this facility;
- El Paso Regional Office is housed in approximately 3,700 square feet of leased space. The TxDMV is responsible for the payment of rent for this facility;
- Fort Worth Regional Office is house in approximately 5,700 square feet of TxDOT owned and maintained space. This office will be relocated in the fall of 2010 to 2425 Gravel Road, Fort Worth, Texas due to the deteriorating condition of the facilities as well as safety concerns for our staff and the public;
- Houston Regional Office is housed in approximately 7,300 square feet of TxDOT owned and maintained space;
- Huntsville Warehouse Office is housed in approximately 260 square feet of Texas Department of Criminal Justice (TDCJ) owned and maintained space;
- Longview Regional Office is housed in approximately 3,800 square feet of TxDOT owned and maintained space;
- Lubbock Regional Office is housed in approximately 1,900 square feet of TxDOT owned and maintained space;
- Midland/Odessa Regional Office is housed in approximately 2,200 square feet of TxDOT owned and maintained space;
- Pharr Regional Office is housed in approximately 3,800 square feet of TxDOT owned and maintained space;
- San Antonio Regional Office is housed in approximately 4,400 square feet of TxDOT owned and maintained space. The TxDMV San Antonio Regional office will be relocated by TxDOT later this fiscal year to the TransGuide Building in San Antonio. Relocation of the TxDMV Regional Office is necessary to accommodate repurposing of this facility for TxDOT use;
- Waco Regional Office is housed in approximately 2,300 square feet of lease space. The TxDMV is responsible for the payment of rent for this facility;
- Wichita Falls Regional Office is housed in approximately 1,600 square feet of TxDOT owned and maintained space.

The TxDMV occupies approximately 2,500 square feet of TxDOT commercially leased warehouse space, commonly referred to as the Centimeter Warehouse located in Austin, Texas. The TxDOT lease for this warehouse space will expire on October 31, 2011 and may be renewed by mutual consent of the parties. If TxDOT does not renew the lease for this warehouse space, TxDMV will need to acquire comparable warehouse facilities for file storage and retention. The 260 square feet of space in Huntsville is included in the overhead cost TDCJ charges for license plate production.

Security

The security of TxDMV facilities and staff is provided by TxDOT through the MOU. Security services provided by TxDOT include in addition to physical security of the buildings (controlled access to TxDMV office space during non-business hours, lighting and security cameras), keys for TxDMV facilities, contract security guards, parking, and the issuance of employee identification badges, which

are used to restrict employee access to TxDMV offices during non-business hours based on business need and employee responsibilities.

Accessibility

TxDMV attempts to provide facilities and maintain regional offices that are convenient and accessible to our customers. TxDMV business operations are housed primarily in TxDOT owned and maintained buildings. These buildings follow the Texas Accessibility Standards addressed in detail in Rule 68.21 of the Texas Department of Licensing and Regulation. Any future design, construction or alteration of these buildings or new buildings by or on behalf of the TxDMV will follow the regulations issued by the Texas Department of Licensing and Regulation, under the Architectural Barriers Act, codified as Article 9102, Texas Civil Statutes. Additionally, all of the TxDMV facilities, whether owned and maintained by TxDOT or leased through a commercial vendor, comply with the Americans with Disabilities Act (ADA) accessibility standards.

Capital Assets

The TxDMV, through the Vision 21 enterprise technology project is developing information technology assets to improve customer services and access to agency programs for our customers and the public. The first of these technology assets, the E-Tag system, an electronic system for generate a temporary registration tag for purchased vehicles (new and used vehicles purchased through licensed dealers) that allows vehicle ownership information to be entered into the TxDMV's Registration and Titling System in near real time.

TxDMV anticipates the development of additional technology assets during the current biennium that will enhance program service delivery providing improved customer service.

The agency also maintains a fleet of 43 motor vehicles used primarily to facilitate headquarter business operations, the regulation and enforcement of the agency's statutes and rules, and for use in regional operations.

Agency Fleet

All units were transferred from TxDOT as required by Transportation Code, Chapter 1001, Article 6, Sections 6.01(c) and 6.02(a). The fleet provided to TxDMV by TxDOT contains five (4) vans, 11 utility vehicles, 1 pickup and 27 sedans. Of these vehicles, 25.5% (11) are gasoline/electric hybrids. The table below provides a snapshot summary of the agency's fleet, including the make, model, age and odometer reading for each vehicle.

Table 1: TxDMV Fleet Composition

Unit #	Make	Model	Year	Mileage*
608-001-V	GMC	Van	1994	104,207
608-002-U	Jeep	Cherokee	1995	58,530
608-003-U	Jeep	Cherokee	1996	42,570
608-004-U	Jeep	Cherokee	1996	87,438
608-005-U	Jeep	Cherokee	1996	61,221
608-006-U	Jeep	Cherokee	1996	77,254
608-007-U	Jeep	Cherokee	1997	55,966
608-008-S	Dodge	Intrepid	1999	124,780
608-009-S	Chevrolet	Malibu	2001	86,676
608-010-S	Chevrolet	Malibu	2001	93,728
608-011-S	Chevrolet	Malibu	2001	73,575
608-012-S	Chevrolet	Malibu	2001	84,643
608-013-S	Chevrolet	Malibu	2001	106,220
608-014-S	Chevrolet	Malibu	2001	78,865
608-015-S	Chevrolet	Malibu	2001	63,916
608-016-S	Chevrolet	Malibu	2001	91,358
608-017-S	Chevrolet	Malibu	2001	45,423
608-018-S	Chevrolet	Malibu	2001	87,996
608-019-S	Chevrolet	Malibu	2001	74,495
608-020-S	Chevrolet	Malibu	2001	60,335
608-021-S	Chevrolet	Malibu	2001	76,600
608-022-S	Chevrolet	Malibu	2001	122,025
608-023-S	Chevrolet	Malibu	2001	95,271
608-024-S	Chevrolet	Malibu	2001	91,483
608-025-S	Chevrolet	Malibu	2001	79,070
608-026-S	Chevrolet	Malibu	2001	53,161
608-027-S	Chevrolet	Malibu	2001	85,116
608-028-V	Dodge	Van	2001	86,413
608-029-V	Dodge	Van	2001	66,823
608-030-S	Toyota	Prius	2002	74,082
608-031-S	Toyota	Prius	2004	78,292
608-032-S	Toyota	Prius	2004	85,106
608-033-U	Ford	Escape	2006	52,707
608-034-U	Ford	Escape	2006	47,976
608-035-S	Toyota	Prius	2007	38,074
608-036-S	Toyota	Prius	2007	19,133
608-037-S	Toyota	Prius	2007	41,513
608-038-S	Toyota	Prius	2007	36,384
608-039-U	Chevrolet	Suburban	2007	44,619
608-040-U	Ford	Escape	2008	14,251
608-041-U	Ford	Escape	2008	23,831
608-043-P	Ford	F-150	1996	47,272
608-044-V	Dodge	Van	1997	53,987

*Mileage data presented represents mileage report through March 31, 2010.

The TxDMV fleet is managed by an Interim Fleet Manager, a TxDOT employee, until such time as the TxDMV can hire its own fleet manager. The Fleet Manager is responsible for developing and maintaining the agency's fleet vehicle policies and procedures, reporting use and cost data to the Office of Vehicle Fleet Management (OVFM), and assisting with the development of replacement specifications. Monitoring of fleet usage is a critical component of fleet management. The OVFM has established minimum use guidelines for state agencies and institutions of higher education. The current minimum use mileage criteria are:

- 2,750 miles every three months;
- 5,500 miles every six month; and
- 11,000 miles annually.

To ensure all TxDMV fleet vehicles meet the minimum use requirements, the TxDMV fleet manager (currently the interim fleet manager) is responsible for rotating vehicles across the various program areas around the state.

The OVFM sets replacement goals for agency fleet vehicles. Current replacement thresholds recommend passenger vehicles to be replaced when they reach 6 years (72 months) of service or 100,000 miles, whichever comes first. Likewise, cargo vehicles should be replaced when they reach 8 years (96 months) of service or 100,000 miles. There may be circumstances in which vehicles may be replaced sooner (such as excessive maintenance or repair costs) or retained longer (such as unusually low maintenance costs). Fleet managers make this determination on a case-by-case basis. The OVFM guidelines also allow agencies to use the Texas Department of Transportation's equipment replacement model[1] in lieu of the above guidelines for establishing an alternative replacement threshold.

Under the replacement guidelines established by the OVFM, 70%, or 30 TxDMV fleet vehicles meet the replacement threshold for years of service; 9% or 4 TxDMV fleet vehicles meet both the replacement threshold for years of service as well as the threshold for miles driven.

---

[1] TxDOT Equipment Replacement Model (TERM) as of 10/08/2008). Available at http://crossroads/org/gsd/pdf/term_esq.pdf. Accessed 06/23/10.

Under the replacement guidelines established by TERM (See Table 2 below), 70% or 30 TxDMV fleet vehicles meet the replacement threshold for years of service; 16% or 7 TxDMV fleet vehicles meet both the replacement thresholds for years of service as well as the threshold for miles driven.

Table 2: TERM Replacement Thresholds

Vehicle Class	Mileage	Years of Service
Automobiles, Sedan, <113 inch wheel base	90,000	8
Automobiles, Sedan, >113 inch wheel base	90,000	8
Truck, 2WD Utility Vehicle, 3961-4850 GVWR	110,000	9
Truck, Carryall up to 6950 GVWR	110,000	9
Truck, Carryall 7000 + GVWR	110,000	9
Truck, Cargo or Window Van, 6200+ GVWR	110,000	9

TxDMV will need to replace 7 of the sedans currently in service during the next biennium. To replace these service vehicles with multi-purpose utility alternative fuel vehicles will cost on average $24,000 per vehicle. The total estimated cost for replacing 7 fleet vehicles is $168,000.

If the TxDMV effectively manages its fleet and all TxDMV vehicles acquire the minimum annual mileage (11,000), TxDMV will need to replace 7 vehicles during the 2012-2013 biennium, an additional 8 vehicles in the 2014-2015 biennium. For purposes of long term planning, TxDMV should plan to replace approximately 18% of its fleet vehicles each biennium.

Agency Workforce
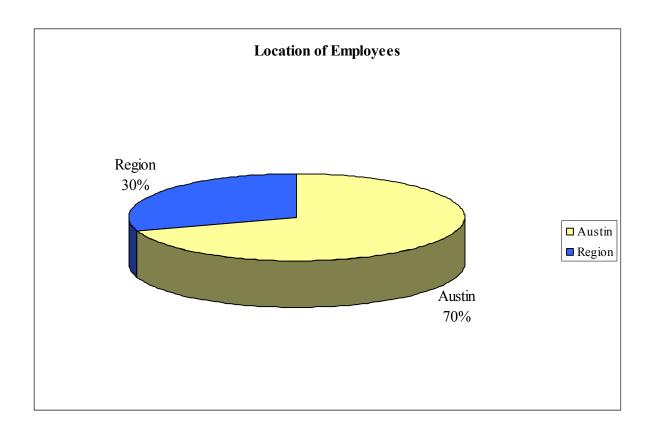
Size and Composition

This section describes the agency's current workforce by assessing whether current employees have the knowledge, skills and abilities needed to address critical business issues in the future.

As of May 31, 2010, TxDMV has a total headcount of 508 active employees on the payroll. The agency is authorized to have 647 total full-time equivalents (FTEs). HB 3097, 81st. Legislature, R.S. transferred the personnel allocated to the Motor Vehicle Division, the Vehicle Titles and Registration Division, the portion of the Motor Carrier Division and the Automobile Burglary and Theft Prevention Authority of the TxDOT to the TxDMV effective November 1, 2009. Additionally, the General Appropriations Act (GAA), Article IX, Section 17.30a, appropriated 4 FTEs to the TxDMV to implement the provisions of HB 3097. Section 17.30b of the GAA, Article IX, directed TxDOT to transfer additional FTE positions (not to exceed 75) that primarily supported TxDMV programs.

Location of Employees

The TxDMV employs staff in its central headquarters located in Austin and in 16 regional offices located across the state. (70% of staff is located in Austin and 30% are regionally deployed).

Location of Employees

Region
30%

Austin
70%

- Austin
- Region

Human Resources Policies and Procedures

The TxDMV administers the agency workforce through routine review and revision of human resource policies and procedures. As a result of HB 3097, the TxDMV is currently operating under human resource policies and procedures inherited from TxDOT. As the TxDMV staff its Human Resource section, existing policies and procedures will be reviewed for appropriateness and relevancy.

Equal Employment

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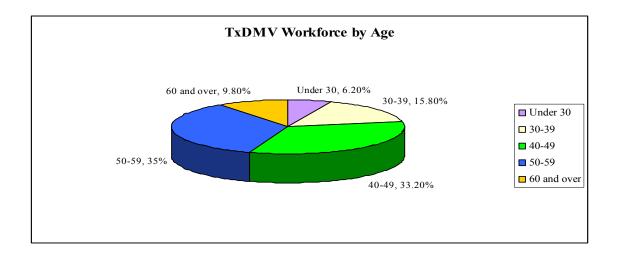
Workforce by Age

As of May 31, 2010, approximately 78% of the TxDMV workforce was over the age of 40. The average age of the TxDMV workforce is 47.5 years of age. This indicates that the workforce has a good level of overall work experience. The table below represents the TxDMV workforce by age category:

Table 3: Workforce Age

Age Group	Percentage
Under 30	6.2%
30-39	15.8%
40-49	33.2%
50-59	35%
60 and over	9.8%
Total	100%

Source: TxDOT Human Resources Division, HR Online Computer System. *TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010.

Employee Tenure

Approximately 22 percent of TxDMV employees have less than 5 years of state service, 16.7 percent have less than 10 years of experience, 17.3 percent have less than 15 years of experience, and the remaining 44 percent have more than 15 years of experience. The average number of years of service for a department employee is approximately 14 years. TxDMV will continue to promote agency policies that encourage retention and professional growth. TxDMV strives to ensure that employees are appropriately compensated; to improve internal communications through a variety of venues; to promote training and career development; and coordinate employee service recognition activities to motivate employees and improve employee retention.

The table below shows the experience levels of the TxDMV workforce in terms of tenure:

Table 4: Workforce by Tenure

Tenure Range	Percent of Total
<2 years	12%
2-4.99 years	10%
5-9.99 years	16.7%
10-14.99 years	17.3%
15 years +	44%
Totals	100%

Source: TxDOT Human Resources Division, HR Online Computer System. *TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010.

TxDMV's Workforce Compared with the Statewide Civilian Workforce

The tables and charts below compare the percentage of African American, Hispanic, and Female TxDMV employees (as of May 31, 2010) to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. Overall, the race and ethnic composition of the TxDMV workforce is diverse and tracks with the state percentage.

Table 5: TxDMV Workforce by Ethnicity and Gender

Equal Employment Opportunities (EEO) Categories*	African American		Hispanic		White		Other		Total	
	M	F	M	F	M	F	M	F	M	F
A – Administrators and Officials	1	0	1	1	5	7	0	0	7	8
P – Professionals	9	20	21	40	62	92	0	5	92	157
T – Technician	5	17	14	40	38	75	0	3	57	135
Q – Para-professionals	0	0	0	0	0	0	0	0	0	0
C – Administrative Support	0	3	3	18	1	27	1	0	5	48
Total by Race/Ethnicity & Gender	15	40	39	99	106	201	1	8	161	348
% of Total by Race/Ethnicity & Gender	9.3%	11.5%	24.2%	28.4%	65.9%	57.8%	0.6%	2.3%	100%	100%
Total by Race/Ethnicity	55		138		307		9		509	
% of Total by Race/Ethnicity	10.8%		27.1%		60.3%		1.8%		100%	

Source: TxDOT Human Resources Division, HR Online Computer System. TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010.

*EEO Job Categories:

A – Administrators and Officials: directors, employees establishing broad policy and exercising responsibility for execution of those policies;

P – Professionals: accounts, systems analysts, attorneys, occupations requiring specialized training or education;

T – Technician: computer technicians, occupations requiring basic scientific or technical knowledge;

Q – Para-professionals: persons performing some of the duties of professionals in a supportive role;

C – Administrative Support: these include clerical payroll clerks, legal assistants, office machine operators, statistical clerks and bookkeepers.

Table 6: Workforce by Race/Ethnicity and Gender Compared to Statewide Civilian Workforce

	TxDMV Workforce	Statewide Civilian Workforce
Male	31.6%	54.78%
Female	68.4%	45.22%
White	60.3%	51.21%
African American	10.8%	10.91%
Hispanic	27.1%	33.62%

Source: TxDOT Human Resources Division, HR Online Computer System. TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010. Statewide Civilian Workforce data from Equal Employment Opportunity and Minority Hiring Practices Report prepared by Texas Workforce Commission, Civil Rights Division. January, 2009.

Comparison of TxDMV workforce to Statewide Civilian workforce
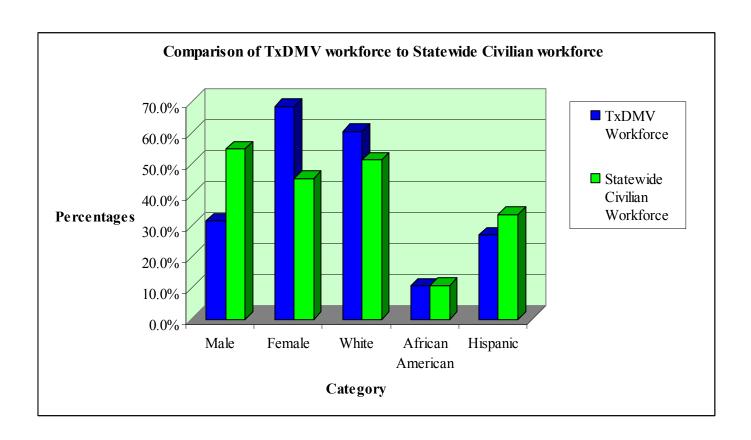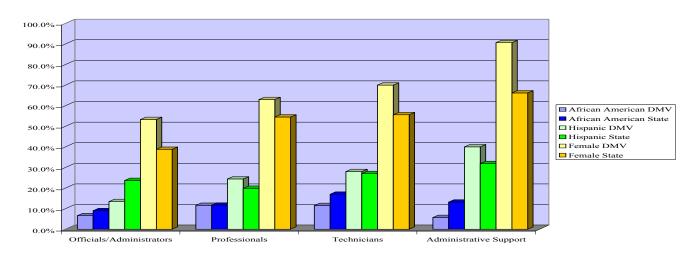
Table 7: TxDMV EEO and Statewide Employment Statistics

	African American		Hispanic		Female	
Job Category	TxDMV	State	TxDMV	State	TxDMV	State
Officials/Administrators	6.6%	9.0%	13.4%	23.7%	53.3%	38.8%
Professionals	11.6%	11.7%	24.4%	19.9%	63.0%	54.5%
Technicians	11.5%	17.0%	28.0%	27.0%	70.0%	55.6%
Administrative Support	5.7%	13.2%	40.0%	31.9%	90.6%	66.2%

Source: TxDOT Human Resources Division, HR Online Computer System. TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010. Statewide Civilian Workforce data from Equal Employment Opportunity and Minority Hiring Practices Report prepared by Texas Workforce Commission, Civil Rights Division. January, 2009.

TxDMV and Statewide EEO Employment Statistics

TxDMV will target recruitment resources that reach out to the workforce in the under represented categories so that future applicant pools represent the EEO goals of the state with regard to ethnicity and gender.

Agency Turnover

Percent of Workforce Eligible to Retire

Of the current 508 employees, there are 82 employees or 16% who are currently eligible to retire or will be eligible to retire at the end of fiscal year 2010 under the "Rule of Eighty." The majority of these employees are front line workers. Within the next fiscal year, FY 2011, twenty-two additional TxDMV employees will reach retirement eligibility. During the next biennium, an additional 40 employees will also reach retirement eligibility. If all TxDMV employees eligible to retire chose to do so, the TxDMV could experience the loss of 28% of its workforce with the majority of these workers performing front

line tasks. TxDMV Management is aware of the impact they will have on the loss of knowledge and skill base and is continually looking at methods to replace this knowledge through:
- Employee Development
- Mentoring Program
- Cross Divisional Training

TxDMV Employee Turnover Rate

No data are available to calculate a current turnover rate or project turnover rates over the next five years. The TxDMV began as a new state agency on November 1, 2009. Management recognizes the importance of this type of data for workforce development, planning and budgeting. TxDMV will collect and compile statistics on employee retirements, resignations and terminations that will allow for accurate reporting of employee turnover rates in future periods.

Challenges and Opportunities

Limited data are available to project future workforce needs. The TxDMV began as a new state agency on November 1, 2009. Management recognizes the importance of this type of data for workforce development, planning and budgeting. The TxDMV continues to work diligently to staff the agency at its allocated FTE level.

As TxDMV continues to build its workforce, TxDMV will review existing employee skill sets, the appropriateness of employee assigned job classifications and will consider this information as new employees are hired into the organization. A detailed review of existing skill sets will provide the TxDMV with information needed to determine changes to its workforce, the need for additional employees in a particular work unit to address workload levels and the need for additional or continued consultant services.

Historically Underutilized Business Plan

Department History

TxDMV is currently transitioning into an "independent" agency with operational support from the Texas Department of Transportation. As such the agency is in the process of creating policies and procedures, as well as gathering expenditure and financial statistics relating to the HUB program.

Program Overview

In accordance with Texas Government Code, Chapter 2161 and Texas Administrative Code, Section 20.11, and the State of Texas Disparity Study, the TxDMV is committed to supporting and promoting the State of Texas HUB program. The TxDMV subscribes to the HUB rules established in Section 2161.002 of the Government Code. TxDMV is determined to ensure that contracting opportunities for minority and female-owned businesses exist in all operational areas of the TxDMV.

In accordance with the State of Texas HUB Rules, 34 TAC 20.11-20.28, TxDMV will encourage the use of HUBs by implementing policies focusing on vendor outreach, education and recruitment. TxDMV will also work aggressively in staff education, training and methods of communication and distribution of HUB related information. In our efforts to build a strong HUB program, TxDMV will strive to ensure a good faith effort to utilize HUBs in all procurement opportunities.

TxDMV's Financial Services Division, Purchasing Section will be responsible for coordinating business opportunities for HUBs, as well as Disadvantaged Business Enterprises (DBEs) under the federal DBE Program with contractors, TxDMV purchasers and TxDMV contract staff. The TxDMV will employ a HUB coordinator who will be 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, Texas Comptroller of Public Accounts, and the Legislative Budget Board.

HUB Program Initiatives

TxDMV is developing internal policies and procedures and will coordinate 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;
6. Participate in external HUB Economic Opportunity Forums.

HUB Goals by Procurement Categories

In procuring goods and services through contracts, TxDMV will make a good faith effort to meet or exceed the statewide goals for HUB participation for the contracts that the department expects to award in any appropriation year.

In accordance with H.B. 3560, 80th Legislature, Regular Session, state agencies are required to develop their own HUB goals in accordance with the State's Disparity Study. The Comptroller of Public Accounts, Statewide HUB Program and oversight agency, has instructed all agencies to use the current HUB utilization goals identified in 34 Texas Administrative Code section 20.13 until further notice. The table below indicates these statewide goals as they relate to TxDMV procurement opportunities.

Table 8: TxDMV HUB Goals

PROCUREMENT CATEGORIES	UTILIZATION GOALS
Commodity Contracts	12.6%
Other Services Contracts	33.0%
Professional Services Contracts	20.0%

TxDMV will 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.

Fiscal Aspects

The FY 2010-2011 budget structure facilitated the transfer of appropriations from TxDOT to the TxDMV as required by the contingency rider in the General Appropriations Act (GAA), Article IX, Section 17.30 but combines program areas within a single appropriation strategy. The TxDMV requested changes to its strategic budget structure to ensure funding is better aligned with the agency's program areas and provides transparency as required by the strategic planning process.

The TxDMV received no legislative appropriations for the FY 2010-2011 biennium. The agency will rely on appropriation transfers of approximately $150 million per year from TxDOT. The TxDMV is primarily supported by fee revenue deposited to Fund 6 State Highway. Total revenue generated from tile and registration-related activities in FY 2009 was $3.9 Billion. This revenue is distributed to General Revenue Fund 0001, the Highway Fund 006, the 254 counties, and other states for apportioned motor carriers. The $1.5 Billion registration revenue is split between the Highway Fund 006 and the counties.

Impact of Federal, State and Legal Actions

The 81st Legislature

The Texas Department of Motor Vehicles was created by the 81st Legislature effective September 1, 2009.

Examples of Bills from the 81st Legislature Affecting the TxDMV

During the last legislative session the following bills had a significant impact on the TxDMV:

HB 3097, effective September 1, 2009, relating to the creation, organization, governance, duties and functions of the Texas Department of Motor Vehicles, including the transfer of certain duties to the Texas Department of Motor Vehicles and the Texas Department of Licensing and Regulation.

This bill amended the Transportation code, creating the TxDMV by transferring the motorist services divisions from TxDOT effective November 1, 2009. HB 3097 required the board to organize the TxDMV into divisions to accomplish the department's functions and duties assigned to it, including divisions for administration, motor carriers, motor vehicles, and vehicle titles and registration.

Additionally, HB 3097 created the Automobile Burglary and Theft Prevention Authority within the TxDMV.

HB 2553, effective September 1, 2009, relating to the registration and operation of certain motor vehicles.

This bill amends the Transportation Code making the fee for registration of a motorcycle also apply to the registration of a moped and establishes registration fees for passenger cars, buses, commercial motor vehicles, truck-tractors, and trailers based on the vehicle's gross weight over, at, or under 6,000 pounds, rather than the vehicle's model year or gross weight and tire equipment. The bill establishes separate provisions for the issuance of replacement license plates and replacement registration insignia and sets the fee for both at $6, plus an additional fee of $1 for services related to the titling of vehicles. The bill authorizes a person to use license plates that were issued in Texas in the same year as the model year of a classic motor vehicle if the plates are approved for the vehicle before January 1, 2011. The bill establishes that there is no fee, rather than a specified fee, for issuance of specialty license plates for classic motor vehicles, travel trailers, cotton vehicles, forestry vehicles, tow trucks, and vehicles carrying mobile amateur radio equipment and reduces the fee for issuance of license plates for golf carts. The bill authorized the department to require a nonrefundable design fee for the redesign of an existing specialty license plate at the request of the sponsor. The bill makes the provisions in this paragraph take effect September 1, 2011.

Significant Court Case
Decided Legal Case

Meyers v. Texas, 410 F.3d 236 (5th Cir. 2005) (Order of Dismissal entered after remand pursuant to settlement agreement, No. A-00-CA-430-SS (W.D. Tex. Feb. 16, 2010))

The Meyers lawsuit is a class action suit filed against TxDOT regarding the fee paid for a blue parking placard by persons with permanent disabilities.

The lawsuit claimed the State of Texas $5.00 fee for a blue parking placard utilized by persons with a permanent disability violated federal law. On July 7, 2008 a Federal Judge decided the fee was illegal and directed the parties to meet to discuss reimbursement to Class Members. The parties met and developed a plan that provided a settlement fund of $20,200,816.17 to reimburse persons charged the $5.00 fee between August 11, 1995 and July 7, 2008. During the first quarter of FY 2010, TxDOT paid $20,200,816.17 to the Meyers. Settlement Fund on behalf of the TxDMV. In April, 2010, $2,062,357 was paid as attorney fees related to this lawsuit.

Federal Activities

The agency will monitor federal legislation and activities as it impacts the agency.

Part III

Current Activities and Opportunities for Improvement

CURRENT-YEAR ACTIVITIES

In its first year of operations, the TxDMV is developing its organizational structure to ensure oversight of the motoring public and its related businesses; to ensure a sound system of distributing and selling motor vehicles through licensing and regulation; to comply with manufacturer's warranties; to prevent frauds, unfair practices, discriminations, impositions and other abuses of our citizens; to ensure motor carriers meet minimum statutory insurance requirements; to protect the safety of the traveling public and our transportation infrastructure; and lastly, to ensure that motor carriers comply with consumer protection requirements. The TxDMV is guided by:

- A focus on customers
- Effective stewardship of public resources
- Transparent activities
- Cultural change and accountability

The TxDMV is governed by a nine-member board whose members are appointed by the governor to staggered six-year terms. The agency's executive director oversees daily operations. The agency has been organized into the following divisions: Administration, Financial Services, Motor Carrier, Automobile Burglary and Theft Prevention Authority, Motor Vehicle, Enforcement, Consumer Relations and Vehicle Titles and Registration. These divisions allow the agency to align program areas along function lines to maximize operational efficiency and customer service.

The next five years will involve continued growth and challenges for the new agency. Becoming an independent agency and transitioning from TxDOT's technology infrastructure will allow the agency to optimize its response to public and industry needs with respect to customer service, rule-making, timeliness of decision making, staffing implementation of technology initiatives, and the issuance of licenses and permits.

Part IV

Strategic Planning Structure
Goals, Objectives, and Strategies
Fiscal Years 2012 – 2013

The agency's Goals, Objectives and Strategies have not received formal approval from the Legislative Budget Board or the Governor's Office of Budget, Planning, and Policy at the time of this printing

Goals, Objectives and Strategies
Fiscal Years 2012-2013

A. Goal: Department of Motor Vehicles

The Texas Department of Motor Vehicles was created by the 81st Legislature effective September 1, 2009 with component parts [four divisions from the Texas Department of Transportation] transferring to TxDMV on November 1, 2009. HB 3097 amended the Transportation Code to create the TxDMV as an agency of the state. HB 3097 required the board to organize the TxDMV into divisions to accomplish the department's functions and the duties assigned to it, including divisions for administration, motor carriers, motor vehicle regulation, vehicle titles and registration. Additionally, HB 3097 created the Automobile Burglary and Theft Prevention Authority within the TxDMV.

The FY 2010-2011 budget structure facilitated the transfer of appropriations from TxDOT to the TxDMV as required by the contingency rider in the General Appropriations Act (GAA), Article IX, Section 17.30 but combines program areas within a single appropriation strategy. The TxDMV requested changes to its strategic budget structure to ensure funding is better aligned with the agency's program areas and provides transparency as required by the strategic planning process.

The TxDMV will direct program activities provided by the following divisions:

- Motor Carrier
- Motor Vehicle
- Enforcement
- Automobile Burglary and Theft Prevention Authority
- Consumer Relations
- Vehicle Titles and Registration

B. Goal: Indirect Administration

Objective: The TxDMV Indirect Administration activities are provided by the following divisions and sections:

- Central Administration
- Executive Administration
- Financial Services

Objectives and Outcome Measures

Objective 1: Vehicle Registration and Titling

Supporting Divisions

- Vehicle Titles and Registration
- Consumer Relations

Outcome Measure (Result / Impact):

Percent of Motor Vehicle Consumer Complaints Resolved

Objective 2: Promote the Health, Safety and Welfare of the Public

Supporting Divisions:

- Motor Vehicle
- Motor Carrier
- Enforcement

Objective 3: Automobile Burglary and Theft Prevention Authority

Supporting Division:

- Automobile Burglary Theft and Prevention Authority

Outcome Measure:
Number of Cars Stolen Per 100,000

Strategies and Output, Efficiency and Explanatory Measures

A.1.1 Strategy: Registration and Titling
Output Measures
Number of Vehicle Titles Issued
Total Number of Registered Vehicles

A.2.1 Strategy: Motor Vehicle Dealer Licensing and Regulation
Output Measure
Number of Motor Vehicle Consumer Complaints Resolved

Efficiency Measure:
Average Number of Weeks to Resolve a Motor Vehicle Complaint

A.2.2 Strategy: Motor Carrier Registration
Output Measure
Number of Enforcement Actions filed against Household Goods Carriers
Explanatory Measure
Number of Jurisdictional Complaints received against Household Goods Carriers

A.3.1 Strategy: Automobile Burglary and Theft Prevention
Efficiency Measure
ABTPA Administrative and Support Costs as Percentage of Total Expenditures

B.1.1 Strategy: Indirect Administration

Technology Resources Planning

The TxDMV was created as a new state agency effective September 1, 2009. HB 3097 which created the TxDMV by transferring the motorist services divisions from TxDOT, provided a mechanism to ensure TxDOT continued to support the new TxDMV until such time as the TxDMV could support itself and facilitate the sharing of information and data between the two agencies.

Planning for technology resources is a key component of the strategic plan. The TxDMV is establishing strategies to incorporate technology road maps which respond to key factors which will affect the agency over the next five years. The TxDMV technology infrastructure is intricately intertwined with the TxDOT technology infrastructure, which will be a factor as the agency moves forward.

Part I: Technology Assessment Summary

In order for TxDMV to complete projects and continue to take advantage of changing technological advances, the following critical success factors must be an integral part of all activities of the organization; maintaining an Information Technology (IT) organization that manages and readily adapts to continuous technological innovations and prevailing business trends; retaining qualified IT professionals; improving the procurement and project planning processes; and, creating an enterprise computing environment that promotes cross platform migration, uniform development, and a comprehensive technology infrastructure.

Critical IT success factors for the future involve ongoing support for doing business on the Web while focusing on transparency and accessibility; implementation of new technologies and procedures to effectively integrate geographic information systems (GIS) with business processes and applications; ongoing implementation and support of electronic document management, imaging, and electronic forms technologies; and, continued development of enterprise systems management.

Statewide Technology Goal 1

Strengthen and Expand the Use of Enterprise Services and Infrastructure
1.a. TxDMV plans to strengthen and expand its capabilities through the initiatives described in Statewide Technology Goal 1.
- Internally, the development and continuous improvement of the TxDMV enterprise technology architectures, standards, and infrastructure are critical and essential elements of IT business decisions, operations, and strategic IT objectives. These include processes that provide customers with secure and efficient application and data access across all technical platforms and integrate IT planning and budgeting.   These processes reduce costs, improve efficiency, increase user satisfaction, reduce development and implementation timelines, and improve the quality, value, delivery, and accountability of IT services at TxDMV.
- Another critical factor is data sharing and partnering. TxDMV develops partnerships and processes between IT providers, and TxDMV business areas with collaborative and innovative projects. TxDMV also collaborates with city, county, other state agencies, and the federal government. This

partnering ensures that the information provided is secure, accurate, relevant, trustworthy, and easily accessible for integrated business solutions.

1.b. TxDMV plans to strengthen and expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement efforts and strategies.

- TxDMV currently utilizes the TxDOT Technology Services Division (TSD) for information technology services and support. Protecting the data and investment in the agencies Information Technology (IT) systems and applications has become one of the most critical issues for IT staff. During the agency's initial start up period, TxDOT IT staff will continue to support TxDMV IT systems, applications, and operations. TxDOT's Information Resources Manager (IRM) also serves as the TxDMV's interim Chief Information Officer (CIO), and Information Security Officer (ISO) until the agency can hire its own CIO and ISO.
- TxDMV collaborates with the Texas Department of Insurance (TDI) and Texas Department of Public Safety (TxDPS) on the TexasSure project. The Texas Sure project is a new vehicle insurance verification system that will ultimately allow law enforcement and county tax officials to confirm whether a vehicle registered in Texas has the required personal auto liability insurance coverage. TxDMV also collaborates with city, county, state, and federal entities on many projects dealing with information contained with the Registration and Titling System (RTS).

Statewide Technology Goal 2

Secure and Safeguard Technology Assets and Information
2.a. Provide an update on the agency's progress in implementing strategies to align with the *State Enterprise Security Plan.* To facilitate the initial start up of the TxDMV and ensure continuity of services, TxDOT modified a number of its policies and procedures manuals to provide the TxDMV with initial baseline operating procedures. TxDMV will continue to operate under these modified procedures until it can staff, review and amend these Policies and Procedures to fit TxDMV operations exclusively.

- TxDMV's security program includes a comprehensive security policy for the agency located in the department's Information Security Manual. The manual is updated annually to ensure it is current and aligned with state laws and regulations. TxDMV also has training initiatives for employees concerning security issues. TxDMV requires that all new employees receive New Employee Orientation (NEO) training which includes a module on TxDMV's security policies and security awareness.
- TxDMV and TxDOT work closely with the Data Center Services (DCS) provider to ensure all systems meet the current ISeC (Information Security Policies) mandated by the DCS contract.
- Working together, TxDMV and TxDOT perform an annual penetration test to ensure network and public facing applications are properly protected. TxDMV also uses intrusion prevention systems to monitor and filter inbound and outbound Internet traffic. The agency has implemented a vulnerability management system to ensure workstations and other LAN attached IT resources are properly patched.
- TxDMV uses an enterprise class anti-virus and anti-malware solution on all workstations and servers to reduce the risk of virus or malware infection. Agency staff currently are evaluating enhanced security controls for mobile devices (such as laptop computers) to ensure an in depth approach and provide additional protection for data stored on these mobile devices.

2.b. Agency's identity management strategies in place and planned.

- TxDMV uses multiple identify management tools to protect TxDMV IT resources. For all environments except the mainframe, TxDMV has implemented the standard industry protocol LDAP (Lightweight Directory Access Protocol) to provide identity management. For the mainframe environment, TxDMV utilizes the TopSecret product for identity management. TxDMV has on ongoing project to add legacy applications into the identity management system.
- TxDMV maintains detailed access criteria documentation for all production applications which map job functions to application and data access level. These documents are used by TxDOT security administrators to provide guidance in defining a user's access to applications and data.
- TxDMV has implemented a comprehensive compliance monitoring system that continuously monitors both the LDAP and TopSecret user data to ensure identity data is accurate and up-to-date. This includes validating that terminated employees are removed and leveraging the access criteria data to ensure that an employee's job functions properly align with their data access.

Statewide Technology Goal 3

Serve Citizens Anytime, Anywhere

3.a. The Agency plans to expand and enhance access to its services and promote citizen engagement through online services and emerging technologies.

- TxDMV uses social media platforms such as FaceBook, Twitter, and YouTube to help disseminate important information to the public, to supplement traditional communication methods and to facilitate immediate responses and information-sharing. It allows TxDMV to actively seek out customer service opportunities through monitoring its social media channels. It provides timely and accurate information about department programs and activities. Social media provides interaction with the agency, and a way for people to provide input and be part of the decision-making process. Social media allows TxDMV to highlight the department's programs and activities in a quick, accessible, personable, and transparent manner.
- TxDMV social media sites:
  Twitter: http://twitter.com/txTxDMV
  Twitter: http://twitter.com/TXTXDMVDALLAS
  Twitter: http://twitter.com/TxAutoBurgTheft
  Facebook: http://www.facebook.com/TxTXDMV
  Facebook: http://www.facebook.com/pages/Protect-your-title-Texas/62456174759
  Facebook: http://www.facebook.com/pages/Registered-Texan/144174840248
  Facebook: http://www.facebook.com/pages/Austin/Texas-Auto-Burglary-and-Theft-Prevention-Authority/93858259025
  Youtube: http://www.youtube.com/user/TxTXDMV

3.b. Initiatives planned or in process that will facilitate access to agency information and public data. Vision 21 enterprise applications will facilitate this as well. TxDMV is currently working on the development of information technology assets through its enterprise application Vision 21 to improve and facilitate access to TxDMV information publications and public data.

Statewide Technology Goal 4

Pursue Excellence and Foster Innovation across the Enterprise

4.a. The Agency plans to implement or enhance workplace productivity and to leverage collaboration tools.

- TxDMV working with TxDOT, are in the process of implementing a new software configuration management tool, MKS Integrity ALM software. This new tool allows many programmers to work collaboratively on a development effort. Program code is managed centrally while allowing many developers to check out code for modification. Checking code back is managed and merged so that no effort is lost.

- TxDMV's standard collaboration tool is Microsoft's SharePoint. SharePoint is used internally to collaborate on project activity (construction, maintenance, and information technology) and to provide technical reference resources for IT troubleshooting. SharePoint will be used to collaborate with external educational and private sector partners for research activities and project communication.

- WebEx and other virtual meeting tools are used to collaborate with internal and external entities.

4.b. Agency strategies to develop and deploy applications more efficiently.

- TxDMV has many large and core legacy systems that can not be replaced quickly. To make the core agency data that resides in these systems more accessible, the legacy data has been replicated into relational databases either on a SQL server platform or on an Oracle platform. The replicated data is available to new systems and for ad hoc reporting.

4.c. Agency strategies to enhance information asset management practices.

- Technology assets are tracked and monitored using a variety of automated and manual processes. TxDMV is currently using a mainframe-based property inventory system for financial reporting of capital assets and for reporting to the Comptroller SPA system developed and maintained by TxDOT. Desktop management products are used for a portion of TxDMV asset management. Software licenses are controlled by the offices of primary responsibility through manual tracking methods. The usage and status of service contracts are monitored through an Access database program. NetTrack is an in-house developed automated system used for discovery, tracking, and managing network hardware assets. The Automated Purchasing System is used to track software licenses purchased by TxDMV. In-scope assets are tracked via the DCS ticket tracking software Remedy.

- TxDMV applications and their associated data are tracked in the Data and Application Inventory System (DAIS) developed and maintained by TxDOT. A description of the application, details about the application, status, and metadata about the associated database or data store are maintained. The TxDMV uses the System Interface Diagrams (TSIDs) maintained in DAIS. TSIDs provide a graphical depiction of the interfaces of TxDMV applications with other TxDMV applications as well as external applications and reporting. DAIS provides planners, project teams, programmers, and auditors with a tool to decrease their workload while increasing their effectiveness.

- TxDMV is currently evaluating a more robust automated desktop management solution to improve asset tracking and software license management.

Part 2: Technology Initiative Alignment

The Technology Initiative Alignment is the strategic alignment of technology initiatives with agency business needs and priorities. Technology alignment with agency business needs is demonstrated by identifying technology initiatives both current and planned, in the context of agency objectives. The following table identifies and describes agency technology initiatives as they relate to agency objectives.

	TECHNOLOGY ALIGNMENT FOR TxDMV				
TECHNOLOGY INITIATIVE	**RELATED AGENCY OBJECTIVES/ GOALS**	**RELATED SSP STRATEGY(IES)**	**STATUS CURRENT OR PLANNED**	**ANTICIPATED BENEFIT(S)**	**INNOVATION, BEST PRACTICE, BENCHMARKING**
Support TxDMV's business needs with the highest and most secure level of information technology through the implementation and application of a well developed technology infrastructure.	All Goals	2.1, 2.2, 3.1, 3.2, 4.1, 4.2, 4.3, 4.4	Current	The timely and relevant support of the agency's core mission and goals and implementation of appropriate technology will result in improved transparency, accountability, customer service levels.	Best Practice: TxDMV strives to provide one of the best motor vehicle registration and titling systems in the country. Web access for customers.
Support technology initiatives through partnering and participating in managed services.	All Goals	1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 4.1, 4.2, 4.3, 4.4	Current	Participation in TEX-AN communications services, Texas Online; The TxDMV has deferred participating with the Texas Comptroller of Public Accounts in the implementation and deployment of the Statewide ERP System, ProjectONE. TxDMV plans to implement ProjectONE when the application is rolled out to medium sized agencies.	
Continue to partner with other state and federal agencies to share technology, information, resources, and data.	All Goals	1.1, 1.2, 1.3, 3.1, 3.2	Current	Continued collaboration with other state and federal agencies will result in effective and efficient use of state resources and improved technology, safety, and accountability.	
Vision 21 Enterprise Project will support all TxDMV business processes with technology projects including replacement and upgrades to the aging Registration & Title System (RTS).	All Goals	1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 4.2, 4.3, 4.4	Current	Provide the motoring public with improved access to vehicle information; improve responsiveness to law enforcement requests; increase the efficiency of revenue collection; enhance system security and data integrity; and improve law enforcement safety.	Best Practice: Web access for customers.

Appendices

A P P E N D I X A

Agency Planning Process

The budget process begins with the approval of strategic structure – When the agency was originally organized, a strategic structure identifying goals, objectives and strategies was developed and approved by the Legislative Budget Board (LBB) and the Governor's Office of Budget Planning and Policy (GOBPP).

The current strategic structure, created by the Legislative Budget Board (LBB) established two goals, two objectives and four strategies:

Goal 1: Department of Motor Vehicles
       Objective 1: Department of Motor Vehicles
              Strategy 1: Registration and Titling
              Strategy 2: Vehicle Dealer Regulation
              Strategy 3: Automobile Theft Prevention

Goal 2: Indirect Administration
       Objective 2: Indirect Administration
              Strategy 1: Indirect Administration

(Indirect Administration = Central Administration)

The agency budget is organized based on this strategic structure – its core functions; expenditures and revenues will be tracked at the program level based on this organizational schema.

Key performance measures are identified in the appropriation pattern for the agency. These are performance measures the legislature (LBB/GOBPP) have developed to track performance at the program level. The agency is required to report performance on its efficiency and output measures on a quarterly basis and report on its outcome measures annually. This is a required element for the agency's LAR.

There are three classes of performance measures agencies may be required to track, outcome, output and efficiency measures. The TxDMV has two outcome measures, three output measures and two efficiency measures considered key performance measures. The LBB requires agencies to collect, compile and report data for key performance measures on a quarterly basis.

TxDMV Outcome Measure:
- Percent of Motor Vehicle Consumer Complaints Resolved – Target performance = 64.8%
- Number of cars stolen per 100,000 population = 306

TxDMV Output Measures:
- Number of Vehicle Titles Issued – Target performance = 6,528,656
- Total Number of Registered Vehicles – Target performance = 23,271,018
- Number of Motor Vehicle Consumer Complaints Resolved – Target performance = 623
- Number of Complaints and Enforcement Actions against Household Goods Carriers = 600
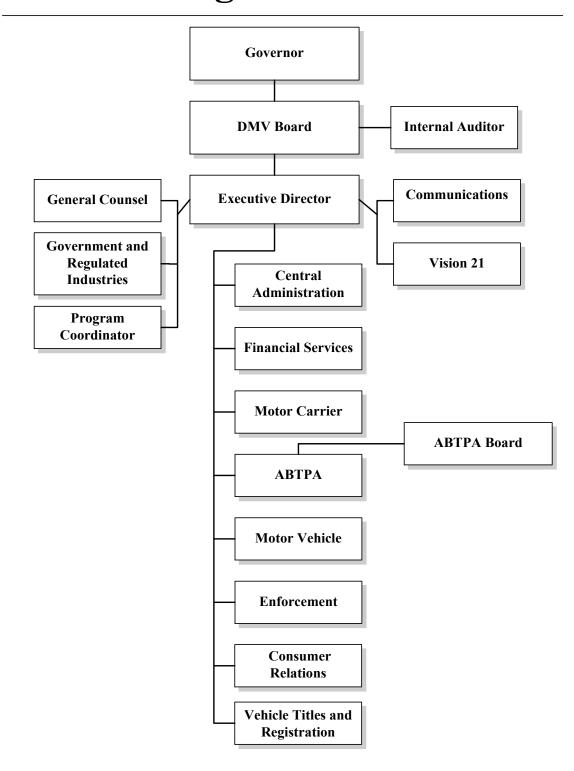
TxDMV Efficiency Measures:
- Average Number of Weeks to Resolve Motor Vehicle Complaint – Target performance = 24
- ABTPA Administration and Support Costs as a Percentage of Total Expenditures – Target performance = 6%

The Strategic Plan and biennial Legislative Appropriations request will be developed with the support of the TxDMV Board and Executive Management to ensure that agency policies address appropriate consumer protection and provide a cost effective process to meet agency goals and objectives. Each division will provide input into the external and internal assessment that is used to develop and maintain the goals, objectives, and strategies contained in the plan. In addition, the TxDMV Strategic Plan will communicate the agency's performance measures to ensure that the agency is the most efficient, transparent, and customer driven agency in Texas providing excellent service to all.

A P P E N D I X B

TxDMV Organizational Chart

```
                        ┌─────────────────┐
                        │     Governor     │
                        └─────────────────┘
                                 │
                        ┌─────────────────┐        ┌─────────────────┐
                        │    DMV Board     │────────│ Internal Auditor │
                        └─────────────────┘        └─────────────────┘
                                 │
┌─────────────────┐    ┌─────────────────┐        ┌─────────────────┐
│ General Counsel  │────│ Executive Director│──────│  Communications  │
└─────────────────┘    └─────────────────┘        └─────────────────┘
┌─────────────────┐             │                  ┌─────────────────┐
│ Government and   │─────────────┤                  │    Vision 21     │
│   Regulated      │    ┌─────────────────┐        └─────────────────┘
│   Industries     │    │     Central      │
└─────────────────┘    │  Administration  │
┌─────────────────┐    └─────────────────┘
│    Program       │─────────────┤
│  Coordinator     │    ┌─────────────────┐
└─────────────────┘    │Financial Services│
                       └─────────────────┘
                                 │
                       ┌─────────────────┐
                       │  Motor Carrier   │
                       └─────────────────┘
                                 │               ┌─────────────────┐
                                 │               │   ABTPA Board    │
                       ┌─────────────────┐───────└─────────────────┘
                       │      ABTPA       │
                       └─────────────────┘
                                 │
                       ┌─────────────────┐
                       │  Motor Vehicle   │
                       └─────────────────┘
                                 │
                       ┌─────────────────┐
                       │   Enforcement    │
                       └─────────────────┘
                                 │
                       ┌─────────────────┐
                       │    Consumer      │
                       │    Relations     │
                       └─────────────────┘
                                 │
                       ┌─────────────────┐
                       │ Vehicle Titles and│
                       │   Registration   │
                       └─────────────────┘
```

A P P E N D I X C

Projections of Outcomes for 2011 - 2015

Outcome	2011	2012	2013	2014	2015
Percent of Motor Vehicles Consumer Complaints Resolved	**70%**	**70%**	**70%**	**70%**	**70%**
Number of Cars Stolen Per 100,000	**306**	**303**	**300**	**297**	**294**

A P P E N D I X D

Performance Measure Definitions

> The agency's performance measures and definitions have not received formal approval from the Legislative Budget Board or the Governor's Office of Budget, Planning, and Policy at the time of this printing.

Strategy: Vehicle Registration, Titling and Plates

Measure: Number of Vehicle Titles Issued

Short Definition	This measure shows the total number of all motor vehicle titles issued to vehicle owners (and lien holders) by the Vehicle Titles and Registration Division (VTR) of TxDMV in a given fiscal year. It includes all title applications processed through the County Tax Assessor-Collectors' offices, and the VTR regional and headquarters' offices. The following types of titles are included in this measure: certificates of Title (COT), Field Special COT, Title Only COT, Exempt COT, Corrected COT, Certified Copy of COT, Certificate of Authority, Salvage Vehicle Title, and Non-repairable Vehicle Title.
Purpose/Importance	This measure provides an understanding of the volume of all types of vehicle titles processed by the TxDMV and required by Texas laws.
Source/Collection:	The data for this measure is obtained from several sources, including a monthly report compiled by the VTR's Title Control Systems section titled, "VTR Title Production Report"; a monthly report compiled by the VTR Field Operation's Section combining the titles issued by the VTR regional offices; and a monthly exempt vehicle title report compiled by VTR's Special Plates Branch.
Method of Calculation:	The vehicle titles issued on the above reports are added together for a total. A projection for a future fiscal year is made through trend analysis using electronic spreadsheet software and using data from past fiscal years and current economic factors.
Data Limitation:	No significant limitations
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Target or Higher

Measure: Total Number of Registered Vehicles

Short Definition:	This measure shows the total number of registered vehicles in Texas at the end of each reporting period including those that are fee exempt. Registered vehicles in Texas are inclusive of registrations processed through the County Tax Assessor-Collectors' offices; and vehicle registrations processed directly by TxDMV's Vehicle Titles and Registration (VTR) Division.
Purpose/Importance:	This measure tracks output performance required to administer the provisions of the motor vehicle registration and titling statutes.
Source/Collection:	The data is retrieved from two sources: 1) the Registration and Titling System (RTS) – RTS 9526, Currently Registered Vehicles by Reg Plate code Report; and 2) the Monthly 5 Year Rental Trailers Registered Report prepared by Explore, Inc.
Method of Calculation:	The number of registered vehicles for each quarter will be extracted from the RTS 9526, Currently Registered Vehicles by Reg Plate code Report. The data reported will be derived from the total of the column entitled "reg vehicles all" in the report provided for the last month of each quarter. In addition, the number of 5 year rental trailers will be reported from the Monthly 5 Year Rental Trailer Registered Report provided by Explore, Inc. The sum of the two figures is the performance for the period.
Data Limitations:	None

Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher

Strategy: Motor Vehicle Dealer Licensing and Regulation

Measure: Percent of Motor Vehicle Consumer Complaints Resolved

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

Measure: Average Number of Weeks to Resolve a Motor Vehicle Complaint

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

Measure: Number of Motor Vehicle Consumer Complaints Resolved

Short Definition	The total of all consumer complaints resolved through informal actions, mediation and formal hearings. This includes Lemon Law complaints, warranty repair complaints and other written complaints received from consumers.
Purpose/Importance	The measure indicates the number of consumer complaints the agency resolves. In other words, the output of the agency.
Source/Collection:	Sources of data are the databases for Lemon Law complaint files warranty repair complaint files and other consumer complaint files showing disposition and resolution of complaints. Records are maintained by the Consumer Relations Division Consumer Affairs Section.
Method of Calculation:	Calculations are based on actual count of complaints resolved and closed during the

	period
Data Limitation:	Internal factors, such as, staffing, training and experience levels of the agency's personnel impact the number of complaints resolved. External factors, such as SOAH hearing processing times and the proactiveness of manufacturers, converters, distributors and dealers, impact the number of complaints resolved.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Higher

Strategy: Motor Carrier Registration and Regulation

Measure: Number of Jurisdictional Complaints received against Household Goods Carriers

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

Measure: Number of Enforcement Actions against Household Goods Carriers

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

Strategy: Automobile Burglary and Theft Prevention

Measure: Number of Cars Stolen Per 100,000

Short Definition	Number of cars reported stolen per 100,000 registered vehicles in the state.
Purpose/Importance	The purpose is to measure the performance of initiatives to reduce auto thefts in Texas.
Source/Collection of Data	The source of data is the Uniform Crime Reports (UCR) published by the Department of Public Safety (DPS) and the TxDMV Financial Services Division vehicle registration calendar year report. The UCR compiles statewide vehicle theft data that DPS has received from law enforcement entities. The Financial Services Division report compiles the vehicles registered statewide for the year.
Method of Calculation:	The auto theft rate is calculated by taking the total number of vehicles reported stolen in Texas from the DPS Uniform Crime Reports for the calendar year, divided by the total

	number of vehicles registered in Texas for the same calendar year, and multiplied by 100,000. To project performance targets for a future year, a trend analysis of vehicle thefts for the past five years and current economic factors are used to project the future number of stolen vehicles by calendar year. Then, the projected number of stolen vehicles is divided by the projected number of registered vehicles in the same calendar year, and multiplied by 100,000.
Data Limitation:	Currently, the DPS Uniform Crime Report compiles the vehicle theft data by calendar year instead of fiscal year and the data is not available on a quarterly basis. Therefore, the data reported in this measure is for the calendar year and cannot be reported until the fourth quarter of each fiscal year.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Target or Lower
Measure: ABTPA Administrative and Support Costs as a Percentage of Total Expenditures	
Short Definition	This key measure gives the percentage of all administrative and support costs associated with the total amount of expenditures in a given fiscal year by the Automobile Burglary and Theft Prevention Authority (ABTPA).
Purpose/Importance	This measure shows the proportionate cost on input resources required to administer the ABTPA program which shows the level of efficiency in reducing the statewide auto theft rate.
Source/Collection of Data	The source of the data is the monthly Budget Monitoring Reports of the ABTPA, maintained by the Financial Services Division, which identify current monthly expenditures.
Method of Calculation:	The percentage can be calculated by taking the total quarterly expenditures, less the dollar amount of grants expended for the quarter, divided by the total quarterly expenses, and multiplied by 100. Projections are based on historical expenditure records for administrative costs. A projection for a future fiscal year can be calculated by multiplying 8 percent per annum (the statutory cap on administrative and support costs) times the total projected ABTPA appropriations to be established by the Legislature for the fiscal year targeted.
Data Limitation:	This measure is dependent upon: 1) the level of funding received from legislative appropriations, 2) statutory provisions that allow unexpended ABTPA program dollars in a given fiscal year to be rolled forward to the next fiscal year within and between biennia, and 3) statutory provisions that allow grantees up to 90 days past the end of the fiscal year to request encumbered grant dollars. Thus, the target for this measure will not be met until December after the fiscal year's end.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Lower

A P P E N D I X E

TxDMV Workforce Plan
Fiscal Years 2011 - 2015

> *This document is also provided separately to the State Auditor's Office.*

Agency Workforce Plan

Introduction
Each state agency is required to conduct a strategic planning staffing analysis and develop a workforce plan that follows guidelines developed by the State Auditor. This workforce plan addresses the agency's critical staffing and training needs, including the need for experienced employees to impart knowledge to their potential successors pursuant to Section 2056.0021, Government Code.

Agency Overview
This section describes the mission, strategic goals, objectives, and business functions of the agency. Potential changes to these items over the next five years are also discussed.

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

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

TxDMV Philosophy
To earn the trust and faith of all citizens of Texas by being transparent and accountable, cost effective, customer centric, trustworthy, performance driven and progressive.
TxDMV will implement this philosophy in our daily business operations by providing our customers:

> Advocacy: The TxDMV will actively encourage, support, and promote an improved quality of customer safety and service for all Texans.
> Service: The TxDMV will be responsive to every constituent request and provide every customer with prompt, courteous service.
> Partnership: The TxDMV will foster an atmosphere that is conducive to encouraging and forming public and private partnerships that are responsive to the needs of all Texans.
> Equity: The TxDMV will establish processes for the public's full participation in programs and the fair allocation of resources.
> Respect: The TxDMV believes in the worth of all persons and their need to be treated courteously and with respect.

TxDMV will carry out its daily business operations adhering to the following principles:

Integrity: The TxDMV will conduct business openly, free of bias, and according to the highest ethical and professional standards.

Accountability: The TxDMV will be answerable and responsive to the Texas Legislature, external customers/consumers, and its various funding sources.

Efficiency: The work of the TxDMV will be accomplished in the most direct, cost-effective manner.

Leveraging: Each program will encourage public and private sector participation and the use of additional resources to maximize economic impact.

Diversity: The TxDMV recognizes the need for a diverse working environment. The TxDMV will strive to continue to recruit and retain a diverse workforce to reflect the diversity of Texas.

TxDMV will reinforce the agency mission and philosophy by promoting staff maintain the following standards:

Quality: TxDMV staff will be committed in providing extraordinary services to its customers and employees in the work they perform.

Creativity: TxDMV staff will continually seek innovative methods for performing work in their respective fields.

Respect: The TxDMV recognizes that its employees are the critical element in accomplishing its mission and goals. Therefore, it pledges to support their continued professional development and provide opportunities for reward based on their performance. In doing so, the agency pledges to promote a collaborative and positive work environment for all employees.

TxDMV's Goals, Objectives, and Strategies to Fulfill its Mission

Goal 1.
To provide all Texans with the highest quality customer service with regard to motor vehicle services, including motor vehicle registration and titling, commercial motor carrier operating authority, licensing and regulation of the motor vehicle sales and distribution industry and preventing automobile burglary and theft.

Objective 1. Efficiently provide vehicle title, registration and related services to the public.

Strategy 1. Provide vehicle registration, titling and license plate services in accordance with the provisions of the motor vehicle registration and titling statutes, support the Motor Vehicle Financial Responsibility program administered by the Texas Department of Insurance, support the Organ Donor program administered by the Texas Department of Public Safety through the driver license renewal and issuance program, support enhancements to the TxDMV automation upgrade initiatives, and to support the Specialty License Plate program.

Objective 2. Promote the health, safety and welfare of the motoring public.

Strategy 1. Provide licensing and regulation services for the motor vehicle sales and distribution industry and administer the Texas Lemon Law program.

Strategy 2. Provide operating authority for commercial motor carriers and household goods carriers and manage the International Registration Program.

Objective 3. Reduce motor vehicle theft in Texas through prevention efforts and by support law enforcement jurisdictions in enforcing motor vehicle theft laws.

Strategy 1. Provide grant opportunities and funding support to law enforcement jurisdictions to support auto burglary and theft task forces as well as providing theft prevention awareness outreach and education.

Core Business Functions
TxDMV business functions can be broadly grouped into four categories: motorist services, licensing and regulation, regional operations, and customer service outreach and education. To ensure the success of the TxDMV's efforts in these areas, a variety of supporting functions are required. These support areas include financial services, purchasing, human resources, information technology resources, communications, government and public affairs, and legal counsel.

Motorist Services
- Vehicle titling and registration;
- License Plates; and
- Disabled Placards.

Licensing and Regulation
- Motor vehicle dealer licensing
- Motor vehicle dealer regulation
- Motor carrier and household goods carrier credentialing (granting of operating authority)
- Motor carrier regulation
- Salvage dealer licensing
- International Registration Program

Regional Operations
- Supports TxDMV local partners (254 county tax assessor collectors and their agents that provide title, registration and license plate services to the public)

Customer Service Outreach and Education
- Automobile Burglary and Theft Prevention Grant Program
- Automobile burglary and theft prevention awareness outreach and education
- Administers the Texas Lemon Law Program
- Supports customers through the efforts of call centers and correspondence agents

In all of its activities, TxDMV strives to promote sound business policies; promote leveraging of state and local resources; prevent discrimination; and ensure the stability and continuity of services through a fair, nondiscriminatory and open process.

Anticipated Changes to the Mission, Strategies, and Goals over the Next Five Years
The TxDMV does not anticipate any significant changes of the mission, strategies and goals over the next five years.

Current Workforce Profile (Supply Analysis)
This section describes the agency's current workforce by assessing whether current employees have the knowledge, skills and abilities needed to address critical business issues in the future.

Demographic Information
As of May 31, 2010, TxDMV has a total headcount of 508 active employees on the payroll. The agency is authorized to have 647 total full-time equivalents (FTEs). HB 3097, 81st Legislature, Regular Session transferred the personnel allocated to the Motor Vehicle Division, the Vehicle Titles and Registration Division, the portion of the Motor Carrier Division and the Automobile Burglary and Theft Prevention Authority of the Texas Department of Transportation to the TxDMV effective November 1, 2009. Additionally, the General Appropriations Act (GAA), Article IX, Section 17.30a, appropriated 4 FTEs to the TxDMV to implement the provisions of HB 3097. Section 17.30b of the GAA, Article IX, directed TxDOT to transfer additional FTE positions (not to exceed 75) that primarily supported TxDMV programs.

Workforce by Age
As of May 31, 2010, approximately 78% of the TxDMV workforce was over the age of 40. The average age of the TxDMV workforce is 47.5 years of age. This indicates that the workforce has a good level of overall work experience. The table below represents the TxDMV workforce by age category:

Table 9: Workforce Age

Age Group	Percentage
Under 30	6.2%
30-39	15.8%
40-49	33.2%
50-59	35%
60 and over	9.8%
Total	100%

Source: TxDOT Human Resources Division, HR Online Computer System. *TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010

Employee Tenure
Approximately 22 percent of TxDMV employees have less than 5 years of state service, 16.7 percent have less than 10 years of experience, 17.3 percent have less than 15 years of experience, and the remaining 44 percent have more than 15 years of experience. The average number of years of service for a department employee is approximately 14 years. TxDMV will continue to promote agency policies that encourage retention and professional growth. TxDMV strives to ensure that employees are appropriately compensated; to improve internal communications through a variety of venues; to promote training and career development; and coordinate employee service recognition activities to motivate employees and improve employee retention.

The table below shows the experience levels of the TxDMV workforce in terms of tenure:

Table 10: Workforce Tenure

Tenure Range	Percent of Total
<2 years	12%
2-4.99 years	10%
5-9.99 years	16.7%
10-14.99 years	17.3%
15 years +	44%
Totals	100%

Source: TxDOT Human Resources Division, HR Online Computer System. *TxDMV employment statistics represent averages of the first three quarters of fiscal year 2010, reported as of May 31, 2010.

TxDMV's Workforce Compared with the Statewide Civilian Workforce
The tables and charts below compare the percentage of African American, Hispanic, and Female TxDMV employees (as of May 31, 2010) to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. Overall, the race and ethnic composition of the TxDMV workforce is diverse and tracks with the state percentages.

Table 11: TxDMV Workforce by Ethnicity and Gender

Equal Employment Opportunities (EEO) Categories*	African American		Hispanic		White		Other		Total	
	M	F	M	F	M	F	M	F	M	F
A – Administrators and Officials	1	0	1	1	5	7	0	0	7	8
P – Professionals	9	20	21	40	62	92	0	5	92	157
T – Technician	5	17	14	40	38	75	0	3	57	135
Q – Para-professionals	0	0	0	0	0	0	0	0	0	0
C – Administrative Support	0	3	3	18	1	27	1	0	5	48
Total by Race/Ethnicity & Gender	15	40	39	99	106	201	1	8	161	348
% of Total by Race/Ethnicity & Gender	9.3%	11.5%	24.2%	28.4%	65.9%	57.8%	0.6%	2.3%	100%	100%
Total by Race/Ethnicity	55		138		307		9		509	
% of Total by Race/Ethnicity	10.8%		27.1%		60.3%		1.8%		100%	

 *EEO Job Categories:
A – Administrators and Officials: directors, employees establishing broad policy and exercising responsibility for execution of those policies;
P – Professionals: accounts, systems analysts, attorneys, occupations requiring specialized training or education;
T – Technician: computer technicians, occupations requiring basic scientific or technical knowledge;
Q – Para-professionals: persons performing some of the duties of professionals in a supportive role;
C – Administrative Support: these include clerical payroll clerks, legal assistants, office machine operators, statistical clerks and bookkeepers.

Table 12: TxDMV Workforce by Race/Ethnicity and Gender to Statewide Civilian Workforce

	TxDMV Workforce	Statewide Civilian Workforce
Male	31.6%	54.78%
Female	68.4%	45.22%
White	60.3%	51.21%
African American	10.8%	10.91%
Hispanic	27.1%	33.62%

Table 13: TxDMV EEO and Statewide Employment Statistics

	African American		Hispanic		Female	
Job Category	TxDMV	State	TxDMV	State	TxDMV	State
Officials/Administrators	6.6%	9.0%	13.4%	23.7%	53.3%	38.8%
Professionals	11.6%	11.7%	24.4%	19.9%	63.0%	54.5%
Technicians	11.5%	17.0%	28.0%	27.0%	70.0%	55.6%
Administrative Support	5.7%	13.2%	40.0%	31.9%	90.6%	66.2%

TxDMV will target recruitment resources that reach out to the workforce in the under represented categories so that future applicant pools represent the EEO goals of the state with regard to ethnicity and gender.

Agency Turnover

Percent of Workforce Eligible to Retire

Of the current 509 employees, there are 82 employees or 16% who are currently eligible to retire or will be eligible to retire at the end of fiscal year 2010 under the "Rule of Eighty." The majority of these employees are front line workers. Within the next fiscal year, FY 2011, twenty-two additional TxDMV employees will reach retirement eligibility. During the next biennium, an additional 40 employees will also reach retirement eligibility. If all TxDMV employees eligible to retire chose to do so, the TxDMV could experience the loss of 28% of its workforce with the majority of these workers performing front line tasks. TxDMV Management is aware of the impact they will have on the loss of knowledge and skill base and is continually looking at methods to replace the knowledge through:

- Employee Development
- Mentoring Program
- Cross Divisional Training

TxDMV Employee Turnover Rate

No data are available to calculate a current turnover rate or project turnover rates over the next five years. The TxDMV was created as a new state agency of November 1, 2009. Management recognizes the importance of this type of data for workforce development, planning and budgeting. TxDMV will collect and compile statistics on employee retirements, resignations and terminations that will allow for accurate reporting of employee turnover rates in future periods.

Workforce Skills Critical to the Mission and Goals of the Agency

Due to the complexity and shear volume of the regulations associated with the many functions and programs of the department, a depth of experience and skills are critical to accomplishing the mission and goals of the agency that include:

- Vehicle titling and registration
- License plates production
- Motor vehicle dealer licensing and regulation
- Registration and regulation of motor carriers
- Automobile burglary and theft prevention
- Texas Lemon Law

Other critical skills the Department's workforce needs in order to effectively accomplish its business functions and provide a high level of customer service include:

- Leadership and management skills
- Analysis/research/planning/problem solving
- Financial management, financial analysis, and accounting experience
- Knowledge of the legislative process
- Mentoring and coaching

- Marketing
- Multi-lingual
- Outreach and technical assistance
- Computer skills ranging from entry level data entry to highly skilled information systems programmers and developers
- Project management
- Customer service skills
- Legal analysis

Use of consultants

To effectively achieve its mission, TxDMV will continue to use consultants and contract workers in areas where their unique skills and experience represents the most effective use of the State's resources. TxDMV divisions that expect the greatest ongoing use of consultants are the Vehicle Titles and Registration, Motor Vehicle and the Central Administration Divisions.

The agency uses a significant number of project and program management consultants as well as information resource programmers, developers and systems architects. From time to time TxDMV divisions will contract with temporary workers to address seasonal workload issues, extended employee absences or as an interim measure during project start up and occasional urgent projects.

Future Workforce Profile (Demand Analysis)

This section describes the TxDMV's future business and staffing outlook. Limited data are available to project future workforce needs. The TxDMV was created as a new state agency of November 1, 2009. Management recognizes the importance of this type of data for workforce development, planning and budgeting. The TxDMV continues to work diligently to staff the agency at its allocated FTE level

As TxDMV continues to build its workforce, TxDMV will review existing employee skill sets, the appropriateness of employee assigned job classifications and will consider this information as new employees are hired into the organization. A detailed review of existing skill sets will provide the TxDMV with information needed to determine changes to its workforce, the need for additional employees in a particular work unit to address workload levels and the need for additional or continued consultant services.

Gap Analysis

The TxDMV was created as a new state agency on November 1, 2009. Limited data are available to conduct a meaningful gap analysis. However, management recognizes the importance of this type of data for workforce development, planning and budgeting. As the TxDMV builds its initial workforce and current skill sets are identified, the agency will be able to identify gaps that may exist in its workforce, including surplus or shortage of employees as well as any surplus or shortage of a particular skill set, and address them accordingly.

The TxDMV recognizes that as its existing workforce ages and becomes eligible to retire there may be a shortage of the following skills:

- Employees with valued institutional knowledge, program knowledge, expertise and experience;
- Information technology staff with advanced technological skills and the ability to identify the changing needs of technology for the TxDMV;
- Key management positions with the knowledge and skills to carry out the mission, goals and objectives of the TxDMV;
- Employees with skills to manage and work with a diverse and multi-generational workforce.

Strategy Development

This section describes strategies for workforce transition and identifies specific goals to address workforce competency gaps, surpluses or shortages. To plan for TxDMV's future workforce needs, the following goals have been developed.

Gap	Retention of institutional knowledge, program knowledge, expertise and experience
Goal	To retain a workforce of institutional knowledge, program knowledge, expertise and experience
Rationale	• As the TxDMV workforce ages, a number of employees will become eligible to retire that have extensive knowledge and skills in their respective areas of expertise • Transferring the knowledge of employees who are eligible to retire is critical to developing a skilled and experienced workforce • To develop and train staff to fill positions through attrition • To maintain a workforce that can carry out the mission, goals and objectives of the TxDMV
Action Steps	• Work with senior management to identify key positions in their divisions and determine critical competencies and skills needed for those positions and how senior management will develop or recruit for these positions • Provide employee training to develop critical skills needed • Encourage management to provide employees who are seeking new challenges with opportunities for cross/rotational training • Implement a mentoring program • Encourage experienced employees to participate in the mentoring program • Encourage management to create training and development plans to increase competency in those employees that have demonstrated the potential and interest to assume higher level positions as vacancies occur • Establish recruitment resources that market specific groups to gain a diverse pool of applicants • Work with senior management to fill critical positions quickly with the most qualified applicants • Conduct the Organizational Excellence Survey to determine trends in employee satisfaction and address areas or trends that could affect employee turnover • Provide diversity training for TxDMV staff periodically • Provide staff with flextime, telecommuting and other avenues to balance work and family needs

Gap	**Information technology staff with advanced technology skills**
Goal	To provide the TxDMV with technology that will increase efficiency of information for customers and staff, increase customer satisfaction, and provide for the streamlining of business processes using technology based programs
Rationale	• Training is needed to stay current with emerging technology and maintain needed skill sets to address increased requests for changes to IT systems to better serve our customers and staff
Action Steps	• Continue to develop information technology staff • Determine anticipated changes needed to systems and allow for training and staff development of new technologies • Cross functional training of IT staff • Develop plans for future needs of the TxDMV web-based programs.

Gap	**Key management positions with the knowledge and skills to carry out the mission, goals and objectives of the TxDMV**
Goal	Develop a succession plan to identify key management positions and develop an applicant pool of potential candidates to fill these management positions
Rationale	• Management in key positions is essential to carry out the goals and mission of the TxDMV without interruption to the program areas
Action Steps	• Encourage employees currently in a team leader, program manager and manager positions to attend training to increase leadership and management skills • Promote qualified, competent employees as opportunities present themselves • Conduct 360 surveys of management staff to identify gaps in leadership skills and focus on improving those skills • Identify key skills needed for key management positions and provide training opportunities, rotational/cross functional training • Encourage management to mentor employees with the potential and desire for leadership roles.

Gap	**Employees with skills to manage and work with a diverse and multi-generational workforce**
Goal	Ability to manage and lead a diverse workforce and continue to carry out the mission and goals of the TxDMV
Rationale	• As the workforce continues to change there is an increase in multi-generational and diverse backgrounds entering the workforce • Employees will need to be able to work with and manage people with differing opinions and work ethics and continue to recruit and retain employees
Action Steps	• Provide training to employees regarding a multi-generational workforce and how to work as a team with differing views • Conduct team building activities • Continue to celebrate multi-cultural events at the TxDMV to promote diversity and understanding and to provide an opportunity for staff to participate in these events.

Texas Department
of **Motor Vehicles**