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

Strategic Plan

FY 2025-2029
JUNE 1, 2024

AGENCY STRATEGIC PLAN

FISCAL YEARS 2025 TO 2029

BY

TEXAS DEPARTMENT OF MOTOR VEHICLES

Board Member	Dates of Term	Hometown
Charles Bacarisse, Chair	Ends February 1, 2025	Houston
Tammy McRae, Vice Chair	Ends February 1, 2025	Conroe
Christian Alvarado	Ends February 1, 2027	Austin
Stacey Gillman	Ends February 1, 2025	Houston
Brett Graham	Ends February 1, 2029	Denison
Sharla Omumu	Ends February 1, 2027	Cypress
John M. Prewitt	Ends February 1, 2029	Cypress
Darren Schlosser	Ends February 1, 2027	Rosharon
Vacant	Ends February 1, 2029	

JUNE 1, 2024

Signed: _____

Approved: _____

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TEXAS DEPARTMENT OF MOTOR VEHICLES MISSION STATEMENT

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

GOALS AND ACTION PLAN

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

Goal: Optimize Services and Systems

As the department plans for the next biennium and beyond, a top priority will be assessing technological systems and platforms that support the integrity, capability, performance, and security of department applications. These underlying systems are integral to the day-to-day operations of the department and provide quality customer service to the public and stakeholders.

- **<u>Modernize the Legacy Registration and Title System (RTS)</u>** – The technology ecosystem in place at the Texas Department of Motor Vehicles (TxDMV) facilitates the delivery of the department's business services to its customers and key stakeholders. The core business technology system, the Registration and Title System (RTS), was originally put in service by the Texas Department of Transportation in the mid-1990s to process vehicle registration and title transactions across the state and maintain in-house transactional data for future reference and documentation of vehicle histories. RTS is used by individual Texans who access the system through online vehicle registration portals, county tax assessor-collector offices, automobile dealers, and other motor vehicle-related businesses. RTS has undergone continuous rebuilding, improvements, and process changes over time. While the system is currently stabilized for continued near-term use, advancements in technology and applications development are rendering this system obsolete. In the years since RTS was implemented, the cost of system maintenance has increased while the availability of qualified technicians to adapt and change the system has decreased, ultimately affecting the customer experience. For these reasons, the department is planning to replace RTS and its associated applications with a new, modernized system.

  RTS replacement is a large, complex project and will take several biennia to complete. Due to the complexities of implementing the replacement of the RTS environment, the department plans to execute a strategic, phased approach to implementing the new system as it transitions from the old. During that time, the current system must continue operating to safeguard continuity of services to TxDMV customers. To maintain the desired customer service standards throughout the transition, the department will need sufficient staffing to maintain technical support.

  Migrating data and other features from existing systems that are outdated to current versions presents a risk to the overall success of RTS modernization. To address this risk, several projects are underway and expected to continue into the FY 2026-2027 biennium to bring existing RTS platforms and infrastructure up to current versions. Additionally, significant data management activities will be required to reconcile and validate current data and address critical needs for data migration to the new system. Deliberate planning and design to include

data architecture, data modeling, and data flow design, are essential to effective data integration and interoperability with the new system. These activities will ensure that data in the new system is consistent with secure data quality management standards, fully addressing data privacy and security requirements related to data storage and operations. These activities are also underway and expected to continue into the FY 2026-2027 biennium.

Once implemented, the new system will align with and support the department's strategic goals by improving the efficiency, speed, consistency, and accuracy of services provided to the motoring public and motor vehicle industries seeking vehicle registration and title services. By leveraging scalable, modern technology, the department will be able to apply best practices to reduce system downtime, improve cybersecurity, optimize data management and analytics, and enhance the customer user experience. The new RTS will allow for agile project management to streamline application development and infrastructure deployment to provide optimal performance.

Where possible the department intends to leverage Artificial Intelligence (AI) technologies to reduce costs and maximize resources in the modernization efforts.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountability – The activities above show the department's commitment to the citizens of Texas through the prudent use of their dollars to provide reliable systems and meet the changing needs of the department's customers through enhanced technology.
2. Efficiency – These activities support the core functions of the department through streamlining operations and ensuring appropriate use of taxpayer dollars.
3. Effectiveness – These activities successfully support the core functions of TxDMV, improving methods of delivery to match the changing needs of department stakeholders and the motoring public.
4. Excellence in Customer Service –The department is customer oriented and committed to providing its stakeholders and the public with high quality services while incorporating customer feedback on how those services are delivered.
5. Transparency – The activities listed above improves the transparency of departmental operations and actions so they are easily accessed and understood.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

Goal: Protect the Public

Securing the future of Texans and ensuring the safety of its citizens now reaches beyond the traditional measures of the past. Enforcing the laws enacted to make Texas highways and roads safe and preventing motor vehicle crime is a top priority of the department. The department must also be vigilant in protecting the public from criminal activities through the illegal, unauthorized use of its technological systems.

- **Continue Fraud Mitigation Efforts Associated with Implementation of HB 718 Related to Dealer Metal Plate Inventory** - The 88th Texas Legislature passed HB 718, which eliminated most paper temporary tags (buyer's tags, internet down tags, one-trip permits, 30-day permits, dealer agent and dealer vehicle specific tags). In response, the department will:

  o Implement three new temporary metal license plates: the Out-of-State, Dealer Demo, and the Temporary Registration metal plates. Each plate will be designed to easily identify it as a temporary plate and to clearly distinguish it from the General Issue license plates. In addition to the three new temporary metal license plates required in HB 718, the department is also implementing a Buyer Provisional metal license plate with existing statutory authority. This plate will ensure a smooth transition to metal plates.

  o Replace temporary buyer's tags with permanent General Issue metal plates for all other customers.

  o Procure an inventory management system to support tracking of metal plates from manufacturing to issuance.

  o Expand the metal dealer plate program to maintain management and distribution of the current dealer metal plate, as well as the new dealer temporary metal plate. This expanded operation will manage an increased volume of dealer plate requests while adopting additional, internal anti-fraud measures.

  o Continue to employ a stringent license plate allocation formula based on the historic activity of each dealer.

  o Establish a new dealer inventory compliance section to conduct reviews to promote voluntary compliance and identity fraud, waste, and abuse occurring with metal plate inventory.

  o Pursue administrative enforcement actions against parties who violate the law under the department's authority.

  o Continue use of the TxDMV Closed Data Portal to provide law enforcement officers with access to metal plate data.

  o Provide all dealers an opportunity to receive in-depth webDEALER training to comply with HB 718 requirements.

The department will continue previously established methods for detecting fraudulent activity and further develop and improve fraud mitigation efforts. New efforts could include the enhanced use of data analytics and reporting, more stringent identity access and management, and leveraging automation to identify and mitigate fraud.

- **Securing Technology Resources and Customer Data** - Securing technology resources and customer data are critical to protecting and ensuring the public's trust. Organizations must continually improve the security and management of technology and data resources as bad actors constantly evolve and change their techniques and activities. TxDMV is continuously implementing security, data management, privacy, and fraud mitigation measures and intends to continue to grow its security, data management, and privacy programs during fiscal years 2025-2029 to address this issue.

  The department is exploring a continuity tool as a digital solution to assist in maintaining essential functions and services during a disruption that would provide functionalities such as communication coordination, resource management, exercise management, and recovery planning. This software would be beneficial in streamlining response efforts, improving coordination, and minimizing downtime by enhancing TxDMV's ability to uphold critical services. Investing in such a tool would help fortify preparedness efforts, bolster departmental resilience, and further support the security of resources and customer data.

  Included in this effort is the training of TxDMV employees and contractors to recognize and be alert to cybersecurity and data privacy threats. In accordance with Sections 2054.5191 and 2054.5192, Texas Government Code, TxDMV submits and receives certification from the Department of Information Resources for the completion of cybersecurity training by its employees and contractors each year. This training, as well as other educational activities, are critical components in being vigilant and pro-active to address future threats of the ever-changing technology landscape.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountability – The activities above show the department's commitment to the citizens of Texas through the prudent use of their dollars to protect the public from criminal activities and provide increased protection of their data.
2. Efficiency – These activities support core operations designed to protect the public from fraudulent and illegal activities that result in costs to the taxpayer.
3. Effectiveness – These activities successfully support the core functions of TxDMV, enforcing the statutes that improve methods of delivery with continuous improvements to ensure the motoring public and stakeholders operate in a safe environment.
4. Excellence in Customer Service – These activities illustrate the department's commitment to protecting the public, as well as data and customer information.
5. Transparency – Each activity listed above improves the transparency of department operations and actions, so they are easily accessed and understood.

REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE, OR REGULATION	Modernize the Legacy Registration and Title System (RTS)
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The technology ecosystem in place at the Texas Department of Motor Vehicles (TxDMV) facilitates the delivery of the department's business services to both customers and key industry stakeholders. The core business technology system, the Registration and Title System (RTS), was originally designed and built by the Texas Department of Transportation in the mid-1990s to process vehicle registration and title transactions across the state and maintain in-house transactional data for future reference and documentation of vehicle histories. The system is also used by county tax assessor-collector offices, automobile dealers, and other motor vehicle-related businesses to conduct motor vehicle transactions with individuals. The system has undergone continuous rebuilding, improvement, and process enhancement since its inception. While the system is stabilized for continued near-term use, advancements in technology and applications development have rendered the system obsolete. These issues are becoming more difficult to resolve as fewer staff are available with the necessary programming skills to maintain the system's software architecture. Recruiting and retaining technical employees with the skill sets and experience to support the system becomes more expensive each year. In the years since RTS was placed in service, the cost of system maintenance has increased while the availability of qualified technicians to adapt and change the system has decreased, ultimately affecting the customer experience. For these reasons, the outdated RTS and associated applications must be replaced. Without full modernization, the state faces the risk of not being able to process basic motor vehicle transactions handled daily by this system. The 88th Texas Legislature appropriated $6.75 million for FY 2024-25 to the department to plan and design a modern RTS replacement system. This work includes assessment of both the internal and external system environments, definition of the future system specifications, and projected costs. Concurrently, the department is undertaking version and security updates to RTS infrastructure and other related systems in preparation for the transition to a new system.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The department recommends modernizing the RTS ecosystem. This RTS ecosystem replacement will be completed in phases over the course of multiple biennia. The first phase is in progress and includes conducting research and developing an implementation

	plan in coordination with contract consultants. The department is also updating current systems to ensure they support continuity of operations as the full system is incrementally modernized. Data cataloging and other data planning activities have also begun, as well as a full assessment of the current legacy system to determine the functionality and system requirements needed to develop the software architecture of the system, describe its major components and their relationships, and how they interact with each other. These planning activities are expected to be complete by August 2025. Current systems updates and data readiness activities will continue into the FY 2026-2027 biennium. The second phase, to develop and implement a new RTS infrastructure, will begin in FY 2026. Throughout the project phases, the current system must continue to maintain TxDMV processes. To achieve desired customer service standards throughout the transition, the department will need sufficient staffing to deliver consistent technical support. Attempting to migrate data or other features from existing systems that are outdated to current versions presents a significant risk to department operations. To ensure the current systems function optimally during this transition, and to facilitate a successful migration to a new system, several related projects are underway, or planned, to bring existing RTS platforms and infrastructure up to current versions and operating standards. Additionally, significant data management activities will be required to reconcile existing data and address critical needs for migrating accurate data to the new system. Deliberate planning and design of data architecture, data modeling, and data flow are essential to the effective integration and interoperability of the new system. These activities will ensure that data in the new system is consistent with secure data quality management standards, fully addressing data privacy and security requirements related to data storage and operations.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Once implemented, the new system will align with and support the department's strategic goals by improving the efficiency, speed, consistency, and accuracy of services provided to the motoring public and motor vehicle industries seeking vehicle registration and title services. By leveraging modern technology, the department can apply best practices to reduce system downtime, improve cybersecurity, optimize data management and analytics, and enhance the user experience. A modern system will use agile project management to streamline application development and infrastructure deployment to provide optimal performance and reliability, responding to consumer needs more

	quickly and efficiently. Optimizing the use of data within the new system will provide opportunities to further develop automated business processes and lead to operational enhancements and improved reporting. The new system will address the costly overhead necessary to maintain legacy systems and allow the department to allocate resources to add value to the customer experience.

SUPPLEMENTAL SCHEDULES

BUDGET STRUCTURE

Agency: **608 Department of Motor Vehicles**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE	

1

SHORT NAME: OPTIMIZE SERVICES AND SYSTEMS

FULL NAME: Optimize Services and Systems

DESCRIPTION: Build a core infrastructure that promotes sound business processes and optimizes services related to motor vehicle registration, titles, license plates, motor vehicle licensing, and motor carrier services.

1

SHORT NAME: IMPROVE TXDMV PROCESSES AND SYSTEMS

FULL NAME: Improve TxDMV Processes and Systems

DESCRIPTION: Improve processes and systems for the delivery of vehicle registration, titles, license plates, vehicle industry licensing, and motor carrier services by enhancing technology and ensuring the timely collection of authorized fees, with a focus on enhancing the customer experience for greater effectiveness and efficiency.

1

SHORT NAME: TITLES, REGISTRATIONS, AND PLATES

FULL NAME: Title, Registration, and License Plate Services

DESCRIPTION: Administer statutes governing the issuance of vehicle titles, 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.

2

SHORT NAME: VEHICLE INDUSTRY LICENSING

FULL NAME: Motor Vehicle Industry Licensing

DESCRIPTION: Facilitate licensing of motor vehicle dealers, manufacturers, distributors, converters, independent GDN (general distinguishing number) dealers, franchised dealers, salvage dealers, and other entities engaged in the motor vehicles sales and distribution industry.

3

SHORT NAME: MOTOR CARRIER SERVICES

FULL NAME: Motor Carrier Permits, Operating Authority, and Fleet Registration

DESCRIPTION: Provide permits to transport oversize/overweight cargos; grant operating authority for motor carriers and household goods carriers; provide fleet registration; and manage apportioned registration through the International Registration Plan for the state.

4

SHORT NAME: TECHNOLOGY ENHANCEMENT & AUTOMATION

FULL NAME: Technology Enhancement & Automation

Agency Goal/Objective/Strategy
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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Agency: **608 Department of Motor Vehicles**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE		

| | | | DESCRIPTION: | Build and maintain a core infrastructure that leverages the latest proven technology to develop innovative solutions to improve operational efficiencies and online services offered by the department to its customers and stakeholders. |

		5	SHORT NAME:	CUSTOMER CONTACT CENTER
			FULL NAME:	Customer Contact Center
			DESCRIPTION:	Maintain excellent customer service through a centralized Customer Contact Center that serves as the first point of contact and support center to the general public and other external customers.

2			SHORT NAME:	PROTECT THE PUBLIC
			FULL NAME:	Protect the Public
			DESCRIPTION:	Protect the safety of the public by administering statutes related to the regulation of entities engaged in motor vehicle sales and motor carrier services, investigating complaints, and pursuing administrative remedies related to those licensees believed to have violated the statutes and rules under the jurisdiction of the department. Provide financial assistance to local law enforcement agencies and communities to combat and prevent statewide motor vehicle crime.

	1		SHORT NAME:	ADMINISTER ENFORCEMENT STATUTES
			FULL NAME:	Administer Enforcement Statutes
			DESCRIPTION:	Improve processes and procedures that support the timely and accurate completion of investigations and complaints, and enhance stakeholder training through continued support in staffing and streamlining of systems.

		1	SHORT NAME:	ENFORCEMENT
			FULL NAME:	Enforcement and Investigations
			DESCRIPTION:	Conduct investigations and prosecute violators of laws and rules relating to the regulation of motor vehicle dealers, manufacturers, distributors, franchised dealers, motor carriers, salvage dealers, and other entities engaged in the motor vehicle sales and distribution industry. Investigate complaints from the public, licensees, and government agencies regarding alleged violations of statutes and agency rules and orders and provide law enforcement entities with access to department records to assist in criminal investigations. Conduct compliance reviews at County Tax Assessor-Collector offices and motor vehicle dealer premises throughout the state to identify fraud, waste, and abuse.

Agency: **608 Department of Motor Vehicles**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE

2

SHORT NAME: PREVENT MOTOR VEHICLE CRIME

FULL NAME: Prevent Motor Vehicle Crime

DESCRIPTION: Improve processes and systems to prevent motor vehicle crime by assessing motor vehicle theft and fraud-related crime, analyzing methods to prevent those crimes, and providing financial and other support to local law enforcement entities and authorized state agencies to combat motor vehicle crime.

1

SHORT NAME: MOTOR VEHICLE CRIME PREVENTION

FULL NAME: Motor Vehicle Crime Prevention Authority Grants and Programs

DESCRIPTION: Assess motor vehicle theft and fraud-related crime and analyze methods to prevent those crimes; provide financial and other support to local law enforcement entities to combat motor vehicle crime; conduct educational programs to inform motor vehicle owners of methods to prevent motor vehicle crime; provide law enforcement training; and coordinate with other authorized state agencies to detect and prevent theft of catalytic converters.

3

SHORT NAME: INDIRECT ADMINISTRATION

FULL NAME: Indirect Administration

DESCRIPTION: Indirect Administration.

1

SHORT NAME: INDIRECT ADMINISTRATION

FULL NAME: Indirect Administration

DESCRIPTION: Provide department-wide administrative, information technology, and operational support in an efficient and effective manner.

1

SHORT NAME: CENTRAL ADMINISTRATION

FULL NAME: Central Administration

DESCRIPTION: Provide department-wide administrative support functions, including the governing board and related support staff, executive management, human resources, internal audit, general counsel, financial services, government relations, strategic planning, and communications.

Agency: **608 Department of Motor Vehicles**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE		

		2	SHORT NAME:	INFORMATION RESOURCES
			FULL NAME:	Information Resources
			DESCRIPTION:	Provide department-wide information technology support. Excludes technology replacements and upgrades for counties and operating expenditures associated with the Technology Enhancement and Automation strategy.
		3	SHORT NAME:	OTHER SUPPORT SERVICES
			FULL NAME:	Other Support Services
			DESCRIPTION:	Provide department-wide operations support, including facilities management, fleet services, security, asset management, imaging, and mail services.

Performance Measure Definitions

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	1	Title, Registration, and License Plate Services
Measure Type	OP	
Measure No.	1	Number of Vehicle Title Transactions Processed

Calculation Method: C **Target Attainment: H** **Priority: H** Cross Reference: Agy 608 088-R-S70-1 01-01-01 OP 01

Key Measure: Y **New Measure: N** **Percentage Measure: N**

BL 2026 Definition
  The total number of motor vehicle titles transactions processed for the reporting period.

BL 2026 Data Limitations
 None.

BL 2026 Data Source
 The source of the data is the department's automated Registration and Title System ((RTS) or subsequent system).

BL 2026 Methodology
 Monthly reports from RTS are added together as of the end of the reporting period.

BL 2026 Purpose
 This measure is an indicator of the department's workload, as well as revenue to the State of Texas pursuant to the Transportation Code, Chapter 501.

BL 2027 Definition
  The total number of motor vehicle titles transactions processed for the reporting period.

BL 2027 Data Limitations
 None.

BL 2027 Data Source
 The source of the data is the department's automated Registration and Title System ((RTS) or subsequent system).

BL 2027 Methodology
 Monthly reports from RTS are added together as of the end of the reporting period.

BL 2027 Purpose
 This measure is an indicator of the department's workload, as well as revenue to the State of Texas pursuant to the Transportation Code, Chapter 501.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	1	Title, Registration, and License Plate Services
Measure Type	OP	
Measure No.	2	Total Number of Registered Vehicles

Calculation Method: N   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 01-01-01 OP 02

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition
    The total number of registered vehicles in Texas at the end of the reporting period.

BL 2026 Data Limitations
 None.

BL 2026 Data Source
 The data is retrieved from two sources: 1) the Cognos report generated from the Registration Cube "Active Current Registration Cube" and 2) the Monthly Rental Trailers Registered Report prepared by Explore, Inc.

BL 2026 Methodology
 The number of registered vehicles from the Cognos report and the Rental Trailer report at the end of the reporting period are totaled.

BL 2026 Purpose
 This measure is an indicator of the department's workload, as well as revenue to the State of Texas pursuant to Transportation Code, Chapter 502.

BL 2027 Definition
 The total number of registered vehicles in Texas at the end of the reporting period.

BL 2027 Data Limitations
 None.

BL 2027 Data Source
 The data is retrieved from two sources: 1) the Cognos report generated from the Registration Cube "Active Current Registration Cube" and 2) the Monthly Rental Trailers Registered Report prepared by Explore, Inc.

BL 2027 Methodology
 The number of registered vehicles from the Cognos report and the Rental Trailer report at the end of the reporting period are totaled.

BL 2027 Purpose

This measure is an indicator of the department's workload, as well as revenue to the State of Texas pursuant to Transportation Code, Chapter 502.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	2	Motor Vehicle Industry Licensing
Measure Type	OP	
Measure No.	1	Number of Motor Vehicle Industry Licenses Issued

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 01-01-02 OP 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition
    The total number of new and renewal motor vehicle and salvage industry licenses issued during the reporting period.

BL 2026 Data Limitations
 The number of licenses issued is dependent on the number of individuals and business entities requesting a license, as well as the completeness of the application, criminal and disciplinary history of owners and authorized representatives, compliance with applicable premises rules, etc. Licenses cannot be issued until all required information is received, verified, and approved.

BL 2026 Data Source
 The source of the data is the eLICENSING software application, which has the capability to query all licensing information for the reporting period.

BL 2026 Methodology
 The total is derived from a single report from the eLICENSING system, run at the end of the reporting period, which includes motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, including manufacturers, distributors, converters, independent or (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, and lease facilitators. Independent GDN licenses include independent motor vehicle dealers, independent motorcycle dealers, travel trailer dealers, trailer/semitrailer dealers, wholesale dealers, independent mobility motor vehicle dealers and wholesale motor vehicle auctions.

BL 2026 Purpose
 Provides data relating to the number of individuals and business entities licensed under Occupations Code Chapter 2301, Occupations Code Chapter 2302, Transportation Code Chapter 503 and Transportation Code Chapters 1001-1005.

BL 2027 Definition
 The total number of new and renewal motor vehicle and salvage industry licenses issued during the reporting period.

BL 2027 Data Limitations
 The number of licenses issued is dependent on the number of individuals and business entities requesting a license, as well as the completeness of the application, criminal and disciplinary history of owners and authorized representatives, compliance with applicable premises rules, etc. Licenses cannot be issued until all required information is received, verified, and approved.

BL 2027 Data Source

The source of the data is the eLICENSING software application, which has the capability to query all licensing information for the reporting period.

BL 2027 Methodology

The total is derived from a single report from the eLICENSING system, run at the end of the reporting period, which includes motor vehicle licenses issued to individuals and business entities for a motor vehicle industry activity, including manufacturers, distributors, converters, independent or (general distinguishing number (GDN)) dealers, franchise dealers, salvage dealers, in-transit operators, lessors, and lease facilitators. Independent GDN licenses include independent motor vehicle dealers, independent motorcycle dealers, travel trailer dealers, trailer/semitrailer dealers, wholesale dealers, independent mobility motor vehicle dealers and wholesale motor vehicle auctions.

BL 2027 Purpose

Provides data relating to the number of individuals and business entities licensed under Occupations Code Chapter 2301, Occupations Code Chapter 2302, Transportation Code Chapter 503 and Transportation Code Chapters 1001-1005.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: **608**   Agency: **Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	3	Motor Carrier Permits, Operating Authority, and Fleet Registration
Measure Type	OP	
Measure No.	1	Number of Oversize/Overweight Permits Issued

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 01-01-03 OP 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

    The number of permits issued for the transport of oversize or overweight (OS/OW) loads.

BL 2026 Data Limitations

 None.

BL 2026 Data Source

 The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).

BL 2026 Methodology

 Total OS/OW permits are obtained from the TxPROS "Total Permits Issued" report. This report counts the number of permits issued for the reporting period and subtracts out test and voided permits to calculate the reported number.

BL 2026 Purpose

 Provides an economic indicator of regulatory compliance of transported loads. This measure also indicates overall business activity and correlates closely with state and national economies.

BL 2027 Definition

 The number of permits issued for the transport of oversize or overweight (OS/OW) loads.

BL 2027 Data Limitations

 None.

BL 2027 Data Source

 The data for this measure is maintained within the Texas Permitting & Routing Optimization System (TxPROS).

BL 2027 Methodology

 Total OS/OW permits are obtained from the TxPROS "Total Permits Issued" report. This report counts the number of permits issued for the reporting period and subtracts out test and voided permits to calculate the reported number.

Strategy-Related Measures Definitions
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Automated Budget and Evaluation System of Texas (ABEST)

BL 2027 Purpose

Provides an economic indicator of regulatory compliance of transported loads. This measure also indicates overall business activity and correlates closely with state and national economies.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	3	Motor Carrier Permits, Operating Authority, and Fleet Registration
Measure Type	OP	
Measure No.	2	Number of Motor Carrier Credentials Issued

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 01-01-03 OP 02

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

The number of Intrastate Operating Credentials issued to motor carriers. The number includes new registrations, renewals and re-registrations. The total also includes the amount of Unified Carrier Registration receipts issued for Texas-based Interstate Motor Carriers.

BL 2026 Data Limitations
None.

BL 2026 Data Source
The data for this measure is maintained within the Motor Carrier Credentialing System (MCCS) or any future system used by the department for this purpose.

BL 2026 Methodology
The number of new motor carrier registrations, renewals, and re-registrations is derived from the Motor Carrier Credentialing System (MCCS). Unified Carrier Registration (UCR) numbers are derived from the Unified Carrier Registration System. The totals from the two systems are combined and reported.

BL 2026 Purpose
Provides economic indicators and trend information of regulatory compliance of Intrastate Operating Credentials issued to motor carriers and Texas domiciled interstate motor carriers properly registered with the Unified Carrier Registration System.

BL 2027 Definition

The number of Intrastate Operating Credentials issued to motor carriers. The number includes new registrations, renewals and re-registrations. The total also includes the amount of Unified Carrier Registration receipts issued for Texas-based Interstate Motor Carriers.

BL 2027 Data Limitations
None.

BL 2027 Data Source
The data for this measure is maintained within the Motor Carrier Credentialing System (MCCS) or any future system used by the department for this purpose.

BL 2027 Methodology
The number of new motor carrier registrations, renewals, and re-registrations is derived from the Motor Carrier Credentialing System (MCCS). Unified Carrier Registration (UCR) numbers are derived from the Unified Carrier Registration System. The totals from the two systems are combined and reported.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2027 Purpose

Provides economic indicators and trend information of regulatory compliance of Intrastate Operating Credentials issued to motor carriers and Texas domiciled interstate motor carriers properly registered with the Unified Carrier Registration System.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	1	Optimize Services and Systems
Objective No.	1	Improve TxDMV Processes and Systems
Strategy No.	5	Customer Contact Center
Measure Type	OP	
Measure No.	1	Number of Customers Served in Contact Center

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 01-01-05 OP 01

Key Measure: N   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

   The number of customers receiving a response to their request for services by telephone and email. The number excludes customers who abandoned their calls or were dropped from the system.

BL 2026 Data Limitations

 Customer counts may have a slight margin of error since services may be delivered by multiple means. For example, a customer may contact the division by email and by telephone for the same inquiry.

BL 2026 Data Source

 The call application system, currently known as Cisco Unified Intelligence Center, collects all relevant call data. The division manually collects and calculates the number of customers served by telephone and email and stores statistics in Excel worksheets.

BL 2026 Methodology

 The number of customers served by telephone and email are added together to calculate the total.

BL 2026 Purpose

 Provides a quantitative measure which notifies the department of the level of customer service provided through the Contact Center.

BL 2027 Definition

 The number of customers receiving a response to their request for services by telephone and email. The number excludes customers who abandoned their calls or were dropped from the system.

BL 2027 Data Limitations

 Customer counts may have a slight margin of error since services may be delivered by multiple means. For example, a customer may contact the division by email and by telephone for the same inquiry.

BL 2027 Data Source

 The call application system, currently known as Cisco Unified Intelligence Center, collects all relevant call data. The division manually collects and calculates the number of customers served by telephone and email and stores statistics in Excel worksheets.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2027 Methodology

 The number of customers served by telephone and email are added together to calculate the total.

BL 2027 Purpose

 Provides a quantitative measure which notifies the department of the level of customer service provided through the Contact Center.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	1	Administer Enforcement Statutes
Strategy No.	1	Enforcement and Investigations
Measure Type	EF	
Measure No.	1	Avg Number of Weeks of Close a Motor Vehicle Case (Lemon Law)

Calculation Method: N   **Target Attainment: L**   **Priority: H**   Cross Reference:

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

The average number of weeks for department staff to close a Lemon Law Program case through the case closure process, including issuance of a final decision. This includes Lemon Law cases and warranty performance cases.

BL 2026 Data Limitations

Complexity of the case will impact the time it takes to close a case.

BL 2026 Data Source

The eLICENSING database is the source for the dates for Lemon Law and warranty performance cases, showing the date the case is opened and the date of final order.

BL 2026 Methodology

Calculation is based on average number of weeks between the case filing fee date and the date of the final order for all Lemon Law and warranty performance cases closed during the period. Average number of weeks is calculated by taking the sum of the number of weeks for all closed cases and dividing by the number of cases closed in the reporting period.

BL 2026 Purpose

The purpose of this measure is to determine how efficiently the department processes Lemon Law and warranty performance cases.

BL 2027 Definition

The average number of weeks for department staff to close a Lemon Law Program case through the case closure process, including issuance of a final decision. This includes Lemon Law cases and warranty performance cases.

BL 2027 Data Limitations

Complexity of the case will impact the time it takes to close a case.

BL 2027 Data Source

The eLICENSING database is the source for the dates for Lemon Law and warranty performance cases, showing the date the case is opened and the date of final order.

BL 2027 Methodology

Calculation is based on average number of weeks between the case filing fee date and the date of the final order for all Lemon Law and warranty performance cases closed during the period. Average number of weeks is calculated by taking the sum of the number of weeks for all closed cases and dividing by the number of cases closed in the reporting period.

BL 2027 Purpose

The purpose of this measure is to determine how efficiently the department processes Lemon Law and warranty performance cases.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	1	Administer Enforcement Statutes
Strategy No.	1	Enforcement and Investigations
Measure Type	OP	
Measure No.	1	Number of Non-Lemon Law Cases Closed

Calculation Method: C　　　**Target Attainment: H**　　　　**Priority: H**　　　　Cross Reference: Agy 608 088-R-S70-1 02-01-01 OP 01

Key Measure: Y　　　　　　**New Measure: N**　　　**Percentage Measure: N**

BL 2026 Definition

　　The total number of all non-Lemon Law cases closed, including cases with no violation found, informal actions, mediation and formal hearings. Non-Lemon Law cases include all motor vehicle industry, salvage industry, motor carrier credentialing, motor carrier household goods and motor carrier oversize/overweight cases.

BL 2026 Data Limitations
　None.

BL 2026 Data Source
　All non-Lemon Law cases related to the motor vehicle and salvage industries are created and processed to closure in the eLICENSING system. All non-Lemon Law cases for the motor carrier industry are created and processed to closure in the Complaint Management System (CMS).

BL 2026 Methodology
　A report is generated from the eLICENSING data base to generate a count of all non-Lemon Law motor vehicle industry and salvage industry cases closed during the reporting period. A separate report is generated using the Complaint Management System (CMS) to count all non-Lemon Law motor carrier cases closed during the reporting period. The totals for both reports are then added together to calculate the reported total for the reporting period.

BL 2026 Purpose
　The measure indicates the number of non-Lemon Law cases the department closes.

BL 2027 Definition

　The total number of all non-Lemon Law cases closed, including cases with no violation found, informal actions, mediation and formal hearings. Non-Lemon Law cases include all motor vehicle industry, salvage industry, motor carrier credentialing, motor carrier household goods and motor carrier oversize/overweight cases.

BL 2027 Data Limitations
　None.

BL 2027 Data Source
　All non-Lemon Law cases related to the motor vehicle and salvage industries are created and processed to closure in the eLICENSING system. All non-Lemon Law cases for the motor carrier industry are created and processed to closure in the Complaint Management System (CMS).

BL 2027 Methodology

A report is generated from the eLICENSING data base to generate a count of all non-Lemon Law motor vehicle industry and salvage industry cases closed during the reporting period. A separate report is generated using the Complaint Management System (CMS) to count all non-Lemon Law motor carrier cases closed during the reporting period. The totals for both reports are then added together to calculate the reported total for the reporting period.

BL 2027 Purpose

The measure indicates the number of non-Lemon Law cases the department closes.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	1	Administer Enforcement Statutes
Strategy No.	1	Enforcement and Investigations
Measure Type	OP	
Measure No.	2	Number of Motor Vehicle Consumer Cases Closed (Lemon Law)

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference:

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

    The total number of all Lemon Law Program cases closed through informal actions, mediation and formal hearings. This includes Lemon Law cases and warranty performance cases.

BL 2026 Data Limitations

 Complexity of the case will impact the number of cases closed.

BL 2026 Data Source

 The eLICENSING database is the source for Lemon Law and warranty performance cases, showing disposition and closure.

BL 2026 Methodology

 Using a report from the eLICENSING system, the number of cases closed during the period is counted. This count includes all cases closed during the reporting period without regard to the period in which the case was opened.

BL 2026 Purpose

 The purpose of this measure is to determine the number of consumer lemon law and warranty performance complaints closed to aid in determining the case load for the department.

BL 2027 Definition

 The total number of all Lemon Law Program cases closed through informal actions, mediation and formal hearings. This includes Lemon Law cases and warranty performance cases.

BL 2027 Data Limitations

 Complexity of the case will impact the number of cases closed.

BL 2027 Data Source

 The eLICENSING database is the source for Lemon Law and warranty performance cases, showing disposition and closure.

BL 2027 Methodology

 Using a report from the eLICENSING system, the number of cases closed during the period is counted. This count includes all cases closed during the reporting period without regard to the period in which the case was opened.

BL 2027 Purpose

The purpose of this measure is to determine the number of consumer lemon law and warranty performance complaints closed to aid in determining the case load for the department.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	2	Prevent Motor Vehicle Crime
Strategy No.	1	Motor Vehicle Crime Prevention Authority Grants and Programs
Measure Type	EX	
Measure No.	1	Number of Stolen Vehicles Recovered

Calculation Method: N   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 02-02-01 EX 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition
    This measure provides the number of stolen vehicles recovered by grant funded programs.

BL 2026 Data Limitations
 Data used is self-reported by grant recipients.

BL 2026 Data Source
 MVCPA's Grant Progress Summary Report.

BL 2026 Methodology
 The total number of motor vehicles recovered through grant funded programs is calculated by adding all monthly recoveries reported and summarized in MVCPA's Grant Progress Summary Report. Progress reports are not received by the MVCPA until forty-five days following the end of the reporting period, which is after the required submission date for the State of Texas quarterly performance measures report. To account for timing issues related to the availability of data for this measure, the quarterly numbers reported will be one quarter behind, so each new fiscal year will begin with data from the last quarter of the previous fiscal year, followed by Q1-Q3 in subsequent quarters. This methodology ensures: 1) an entire year of data is reported each funding year; 2) the data is reported on time; and 3) allows the grantees the ability to report as required by the grant cycle term set by the Comptroller.

BL 2026 Purpose
 The purpose of this measure is to demonstrate the effectiveness of MVCPA funded law enforcement programs to recover stolen vehicles with the funds appropriated.

BL 2027 Definition
 This measure provides the number of stolen vehicles recovered by grant funded programs.

BL 2027 Data Limitations
 Data used is self-reported by grant recipients.

BL 2027 Data Source
 MVCPA's Grant Progress Summary Report.

BL 2027 Methodology

The total number of motor vehicles recovered through grant funded programs is calculated by adding all monthly recoveries reported and summarized in MVCPA 's Grant Progress Summary Report. Progress reports are not received by the MVCPA until forty-five days following the end of the reporting period, which is after the required submission date for the State of Texas quarterly performance measures report. To account for timing issues related to the availability of data for this measure, the quarterly numbers reported will be one quarter behind, so each new fiscal year will begin with data from the last quarter of the previous fiscal year, followed by Q1-Q3 in subsequent quarters. This methodology ensures: 1) an entire year of data is reported each funding year; 2) the data is reported on time; and 3) allows the grantees the ability to report as required by the grant cycle term set by the Comptroller.

BL 2027 Purpose

The purpose of this measure is to demonstrate the effectiveness of MVCPA funded law enforcement programs to recover stolen vehicles with the funds appropriated.

Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	2	Prevent Motor Vehicle Crime
Strategy No.	1	Motor Vehicle Crime Prevention Authority Grants and Programs
Measure Type	OP	
Measure No.	1	Number of MVCPA Theft and Burglary Grants Awarded

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 608 088-R-S70-1 02-02-01 OP 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2026 Definition

    The total number of grants awarded to entities that receive direct financial assistance from the Motor Vehicle Crime Prevention Authority to prevent motor vehicle theft and burglary.

BL 2026 Data Limitations

None.

BL 2026 Data Source

At the time of a grant award, the grantee receives a Statement of Grant Award. These statements are the source of data for this measure.

BL 2026 Methodology

At the end of the reporting period, the statements of motor vehicle theft and burglary prevention grant awards are counted and the totals for the quarter and year-to-date are reported.

BL 2026 Purpose

In accordance with Transportation Code 1006.151, the MVCPA may enter into contracts in the authority's own name and on the authority's own behalf with recipients of grants. The number of motor vehicle theft and burglary prevention grants awarded is an indicator of the MVCPA's compliance with this statutory provision.

BL 2027 Definition

The total number of grants awarded to entities that receive direct financial assistance from the Motor Vehicle Crime Prevention Authority to prevent motor vehicle theft and burglary.

BL 2027 Data Limitations

None.

BL 2027 Data Source

At the time of a grant award, the grantee receives a Statement of Grant Award. These statements are the source of data for this measure.

BL 2027 Methodology

At the end of the reporting period, the statements of motor vehicle theft and burglary prevention grant awards are counted and the totals for the quarter and year-to-date are reported.

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Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2027 Purpose

In accordance with Transportation Code 1006.151, the MVCPA may enter into contracts in the authority's own name and on the authority's own behalf with recipients of grants. The number of motor vehicle theft and burglary prevention grants awarded is an indicator of the MVCPA's compliance with this statutory provision.

Agency Code:	**608**	Agency:	**Department of Motor Vehicles**

Goal No.	2	Protect the Public
Objective No.	2	Prevent Motor Vehicle Crime
Strategy No.	1	Motor Vehicle Crime Prevention Authority Grants and Programs
Measure Type	OP	
Measure No.	2	Number Of MVCPA Catalytic Converter Grants Awarded

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference:

Key Measure: Y   **New Measure: Y**   **Percentage Measure: N**

BL 2026 Definition

 The total number of grants awarded to entities that receive direct financial assistance from the Motor Vehicle Crime Prevention Authority to combat catalytic converter theft.

BL 2026 Data Limitations

 None.

BL 2026 Data Source

 At the time of a grant award, the grantee receives a Statement of Grant Award. These statements are the source of data for this measure.

BL 2026 Methodology

 At the end of the reporting period, the statements of catalytic converter grant awards are counted and the totals for the quarter and year-to-date are reported. This measure does not include interagency contracts with state agencies that coordinate with the MVCPA to carry out programs to combat catalytic converter theft.

BL 2026 Purpose

 In accordance with Transportation Code 1006.151, the MVCPA may enter into contracts in the authority's own name and on the authority's own behalf with recipients of grants. The number of catalytic converter grants awarded is an indicator of the MVCPA's compliance with this statutory provision.

BL 2027 Definition

 The total number of grants awarded to entities that receive direct financial assistance from the Motor Vehicle Crime Prevention Authority to combat catalytic converter theft.

BL 2027 Data Limitations

 None.

BL 2027 Data Source

 At the time of a grant award, the grantee receives a Statement of Grant Award. These statements are the source of data for this measure.

BL 2027 Methodology

 At the end of the reporting period, the statements of catalytic converter grant awards are counted and the totals for the quarter and year-to-date are reported. This measure does not include interagency contracts with state agencies that coordinate with the MVCPA to carry out programs to combat catalytic converter theft.

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Strategy-Related Measures Definitions
89th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2027 Purpose

In accordance with Transportation Code 1006.151, the MVCPA may enter into contracts in the authority's own name and on the authority's own behalf with recipients of grants. The number of catalytic converter grants awarded is an indicator of the MVCPA's compliance with this statutory provision.

Historically Underutilized Business Plan

Program Overview

The Texas Department of Motor Vehicles (TxDMV) operates a Historically Underutilized Business (HUB) program that fully complies with state-mandates, promoting full and equal utilization of minority, women-owned and disabled veteran businesses in its procurement of goods and services. TxDMV's HUB Coordinator advises executive management and assists staff across the department with compliance and outreach.

In accordance with Texas Government Code, Chapter 2161, and the Texas Administrative Code (TAC), Title 34, Part 1, Chapter 20, Subchapter D, Division 1, TxDMV establishes annual HUB procurement utilization goals. Goal calculations are documented and verified by the Comptroller of Public Accounts (CPA) and TxDMV has adopted CPA rules to achieve maximum HUB participation.

The Purchasing section of TxDMV's Finance and Operations (FAO) Division is responsible for coordinating business opportunities with HUBs, department purchasers and division staff. The Director of Purchasing acts as the HUB Coordinator and a full-time Assistant HUB Coordinator is employed to coordinate the functions and activities related to implementation of HUB rules and regulations.

TxDMV encourages the use of HUBs through policies focused on vendor outreach, education, and recruitment. The department works aggressively to increase HUB utilization through staff education, training, communication, and distribution of HUB-related information to staff across the department who participate in procuring goods and services.

HUB Program Initiatives

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

1. Assist new businesses with eligibility guidelines to become HUB-certified;
2. Assist purchasers in locating class and item codes to properly complete requisitions;
3. Attend monthly HUB Discussion Work Group meetings to assist with program development;
4. Build HUB vendor relationships;
5. Educate workgroups and TxDMV staff on how to take advantage of HUB contracting opportunities;
6. Host and participate in HUB Economic Opportunity Forum(s);
7. Increase the utilization of HUB-certified vendors;
8. Provide information on upcoming HUB training, events, and seminars;
9. Provide language in Request for Qualifications (RFQ), Request for Offers (RFO) and Request for Proposals (RFP) to promote easy access to HUB directories and HSP documents; and
10. Support a Mentor Protégé Program that provides professional guidance and support to HUB protégés to facilitate their growth and development and increase HUB contracts and subcontracts with the State of Texas.

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

HUB Program Activities

TxDMV creates opportunities to increase HUB participation, network with HUB firms, and educate HUB potential vendors on how to do business with TxDMV through in-person events, as well as virtual forums. In FY 2023, TxDMV hosted its "9th Annual Marketing for Success" HUB Fair at TxDMV Headquarters in Austin, Texas, which included participation by more than 30 companies. In addition, TxDMV staff attended and exhibited at the following events in FY 2023:

- Annual Spot Bid Fair hosted by Dallas Fort Worth Minority Business Council;
- Bexar County Small, Minority and Women Business Enterprise (SMWBE) Expo;
- Comptroller of Public Account HUB Vendor Fair;
- Golden Triangle Beaumont HUB Vendor Fair;
- Greater Houston Procurement Breakfast;
- HHSC Annual HUB Forum; and
- TFC HUB Huddle Expo.

Other Activities include:

- 10 Economic Virtual Vendor Forums with HUB firms, directors, and procurement staff.

The purpose of these forums is to increase HUB vendors' understanding of contracting with state entities, provide opportunities to discuss services, and strengthen vendors' responses to future bidding opportunities.

The HUB coordinator routinely communicates with HUB vendors on the importance of updating their profiles and provides technical assistance to HUBs when seeking other state purchasing opportunities. TxDMV purchasing staff are encouraged to consider HUBs on the Department of Information Resources (DIR) contracted vendor list, Texas Smart Buy Term Contracts, when procuring IT services and other bid opportunities whenever possible

HUB Goals by Procurement Categories

TxDMV strives to meet or exceed its HUB goals each fiscal year. State agencies are required to develop HUB goals based on previous fiscal years' expenditure data and other economic indicators.

The table below lists TxDMV's FY 2024 procurement goals by category:

Category	FY 2024 Goals
Specialty Trade Contracts	10%
Other Service Contracts	15%
Commodities Contracts	21.10%

TxDMV tracks the following output measures to evaluate its HUB program:

1. Total amount of HUB procurement expenditures;
2. Total amount of subcontracting;
3. Total number of bids received from HUBs;
4. Total number of contracts awarded to HUBs;
5. Total number of HUB forums and outreach initiatives;
6. Total number of Mentor Protégé agreements; and
7. Total number of requests for technical assistance regarding contracting and subcontracting opportunities.

Looking Toward the Future

HUB utilization in all areas of operations is a top priority for TxDMV, and HUB contracting is one of the tools the department uses to ensure this priority is optimized. Over the last five years, TxDMV has exceeded its HUB goals through its good faith efforts and will continue those efforts into the next biennium and beyond. TxDMV is continually analyzing its operations to identify specific areas where HUB utilization could be increased, including information technology, facilities contracting, and commodities. The department plans to conduct more events virtually and in-person with internal staff, as well as vendors, to increase HUB participation, educate HUB vendors on contract processes, and assist those vendors throughout the process. Additionally, the department is researching the use of data analytics to identify areas where certain HUB entities may have low participation and target those populations through outreach and education to increase opportunities and participation.

Statewide Capital Plan

FY 2025 - FY 2029 Capital Expenditure Plan - 5-Year Cost Projection

Priority	Project Name	Category	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Totals	Start Date	End Date
1	TxDMV Technology Replacement & Upgrades	Acquisition of Information Resource Technologies	$ 3,000,000	$ 10,500,000	$ -	$ 10,500,000	$ -	$ 24,000,000	1/1/2009	8/31/2029
2	County Technology Replacement and Upgrades	Acquisition of Information Resource Technologies	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 25,000,000	9/1/2016	8/31/2029
3	Registration and Titling System (RTS) Replacement	Acquisition of Information Resource Technologies	$ -	$ 100,000,000	$ -	$ 25,000,000	$ -	$ 125,000,000	9/1/2023	8/31/2029
	Total All Projects		$ 8,000,000	$ 115,500,000	$ 5,000,000	$ 40,500,000	$ 5,000,000	$ 174,000,000		

Funding Source		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals
	Other - TxDMV Fund	$ 8,000,000	$ 115,500,000	$ 5,000,000	$ 40,500,000	$ 5,000,000	$ 174,000,000
	Total all Funding Sources	$ 8,000,000	$ 115,500,000	$ 5,000,000	$ 40,500,000	$ 5,000,000	$ 174,000,000

*The Capital Expenditure Plan is due to the Texas Higher Education Coordinating Board on July 1, 2024. All amounts in the draft are preliminary pending further research by TxDMV

- The dates of the report cover capital expenditure projects for the period of September 1st, 2024 through August 31st, 2029 (FY 2025 – FY 2029).

- The Capital Expenditure Plan must include those capital renewal, property acquisition, repair and renovation, or information resource projects that are planned in the next five years regardless of funding source.

- To qualify for inclusion in the plan, new construction or renovation projects must have an estimated cost of greater than $5,000,000; and information resource projects must have a cost greater than $5,000,000. Both baseline and requested projects are to be included in the plan document. Agency projects must also be prioritized.

- Information submitted by agencies will be used by the State Bond Review Board to produce and submit a statewide Capital Expenditure Plan; the overall plan will be submitted by the Bond Review Board to the Governor's Office of Budget and Planning and Policy and the Legislative Budget Board by September 1st, 2024.

FY 2025-2029 Workforce Plan

Texas Department of Motor Vehicles

Workforce Plan
Fiscal Years 2025-2029

Table of Contents

Executive Summary

The Texas Department of Motor Vehicles' (TxDMV) workforce plan is developed to align the organizational objectives with the diverse skills, capabilities, and resources of employees. The aim is to refine TxDMV's workforce structure, nurture employee growth, and enhance overall productivity, ensuring that the workforce reflects the state's varied population. Through deliberate planning and collaborative efforts, TxDMV is dedicated to fostering a dynamic, agile workforce that drives the success in serving the citizens of Texas.

Highlights from Fiscal Year (FY) 2023:

- In FY 2023 the average Full Time Equivalent (FTE) count at the TxDMV effectively remained the same as FY 2022 (756.5 compared to 757).
- Total TxDMV employee turnover is lower than the state-wide average, 16.3% compared to 20.2%.
- TxDMV average annual salary for FY 2023 was $60,061, compared to the state-wide average annual salary of $56,576.
- TxDMV demographics indicate that its workforce is significantly older, with more employees over 50 at 52.8% compared to other state agencies at 37.1%.

As the department looks forward to the future, TxDMV recognizes that recruiting, developing, and retaining a qualified workforce is imperative to achieving its goals, now and in the years to come. While employee compensation will always be one of the most important factors in recruiting and retaining a qualified workforce, the department recognizes that in today's workplace, factors such as telecommuting, costs of living and transportation, and work-life balance play significant roles.

TxDMV Overview

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

- Registers and titles motor vehicles, issues license plates and disabled placards;
- Licenses and regulates the motor vehicle industry;
- Conducts administrative hearings and adjudicates Lemon Law and warranty repair complaints;
- Licenses and regulates the motor carrier industry;
- Manages customer relations and the Customer Contact Center;
- Supports technology infrastructure and services for use by external stakeholders and departmental staff;
- Enforces the laws regulating motor vehicle industry and motor carrier industries;
- Administers grant programs designed to prevent motor vehicle crime; and

- Provides departmental support functions, including finance and operations, governmental relations and communication, human resources, information technology, internal audit, and legal services.
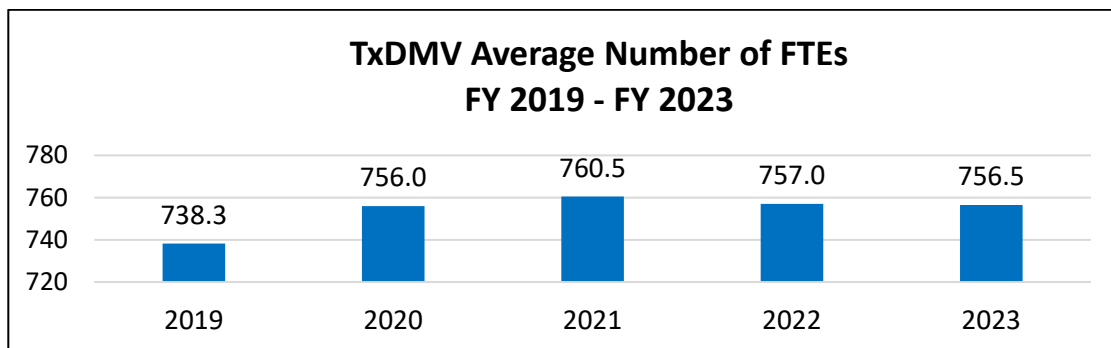
Workforce Overview

For the 2022– 2023 biennium, the department was authorized 808 FTE positions in the General Appropriations Act (GAA). TxDMV is organized into 14 divisions and offices as follows in Table 1:

Table 1

Division	FTE Allocation
Consumer Relations Division	62
Enforcement Division	106
Executive Office	9
Finance and Operations	73
Government and Strategic Communications Division	9
Human Resources Division	10
Information Technology Services Division	111
Internal Audit Division	5
Motor Carrier Division	114
Motor Vehicle Crime Prevention Authority	5
Motor Vehicle Division	34
Office of Administrative Hearings	5
Office of General Counsel	15
Vehicle Titles and Registration Division	250
TxDMV Total FTEs	**808**

Over the last five fiscal years, TxDMV's average employee FTE count increased from 738.3 in FY 2019 to 756.5 in FY 2023 as shown in Figure 1.[1] The average FTE count is lower than the authorized number of FTEs due to turnover and vacancies.

Figure 1

TxDMV Average Number of FTEs
FY 2019 - FY 2023

| Year	Average FTEs
2019	738.3
2020	756.0
2021	760.5
2022	757.0
2023	756.5

[1] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Distribution by Location

The department's headquarters office is located in Austin, Texas. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and employs staff throughout the state to meet the needs of its customers. Seventy three percent of TxDMV staff (590.5 employees) work in the Austin headquarters and 27% percent (217.5 employees) work in various locations across the state, as shown in Figure 2.[2]

Figure 2

FY 2023 TxDMV Employee Allocated by Location

217.5

590.5

■ Headquarters ■ Regions
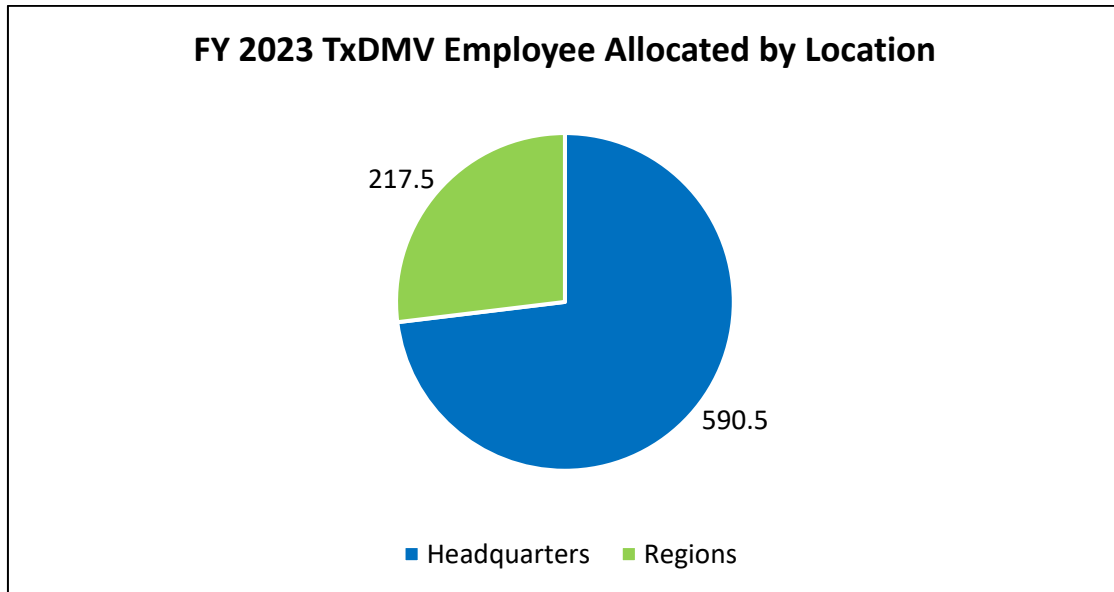
Workforce Distribution by Job Classification

In FY 2023, TxDMV used 60 different position descriptions taken from the classification series in the State of Texas Position Classification Plan.[3] The classification series with the largest number of employees was Customer Service Representatives (CSR) with 26%. Following the CSR classification, the two-classification series that account for the next largest number of employees compared to total employees were License and Permit Specialists and Program Specialists, with 10%, and 9% respectively. The remaining 55% of employees were dispersed throughout the other 57 job classification series in use.

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[2] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023
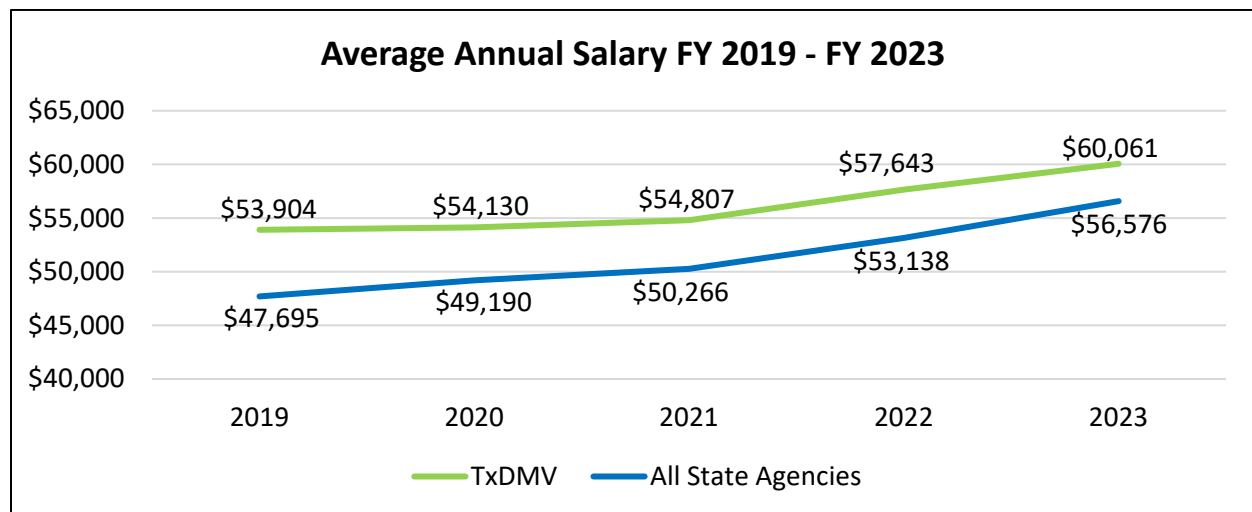[3] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Salary

The average annual salary of TxDMV employees in FY 2023 was $60,061; 5.8% higher than the statewide average salary of Texas state employees of $56,576. The median annual salary for TxDMV employees was $54,500 compared to the median salary of $50,969 for all Texas State government employees in FY 2023, a 10.5% increase since FY 2021.

Over the last five years, the gap between the average annual salary of TxDMV employees and the Statewide average continues to decrease, as shown in Figure 3[4].

Figure 3

Average Annual Salary FY 2019 - FY 2023

TxDMV: $53,904 (2019), $54,130 (2020), $54,807 (2021), $57,643 (2022), $60,061 (2023)

All State Agencies: $47,695 (2019), $49,190 (2020), $50,266 (2021), $53,138 (2022), $56,576 (2023)

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[4] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Fifty-two percent of TxDMV employees are paid below the midpoint of their salary range, as shown in Figure 4. Employee pay compared to midpoint is significant because midpoints represent market rates of pay. The State Auditor's Office (SAO) establishes midpoints of each pay range corresponding to each job classification. These market rates of pay include comparable positions for each job title in both the public and private sector.

Figure 4

FY 2023 - TxDMV Salary Midpoint

52%   48%

■ Below Midpoint   ■ Above Midpoint
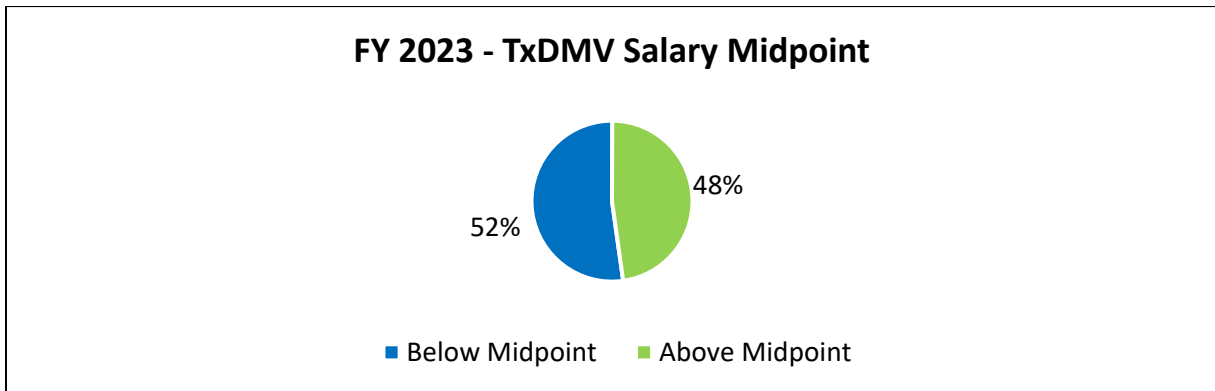
TxDMV continuously reviews compensation for equity utilizing data provided by the SAO. As of FY 2023, employees in job classifications with the greatest number of employees, 200 Customer Service Representatives, 76 License and Permit Specialists, and 67 of the Program Specialists, are paid above their salary midpoint, as shown in Figure 5.[5]

Figure 5
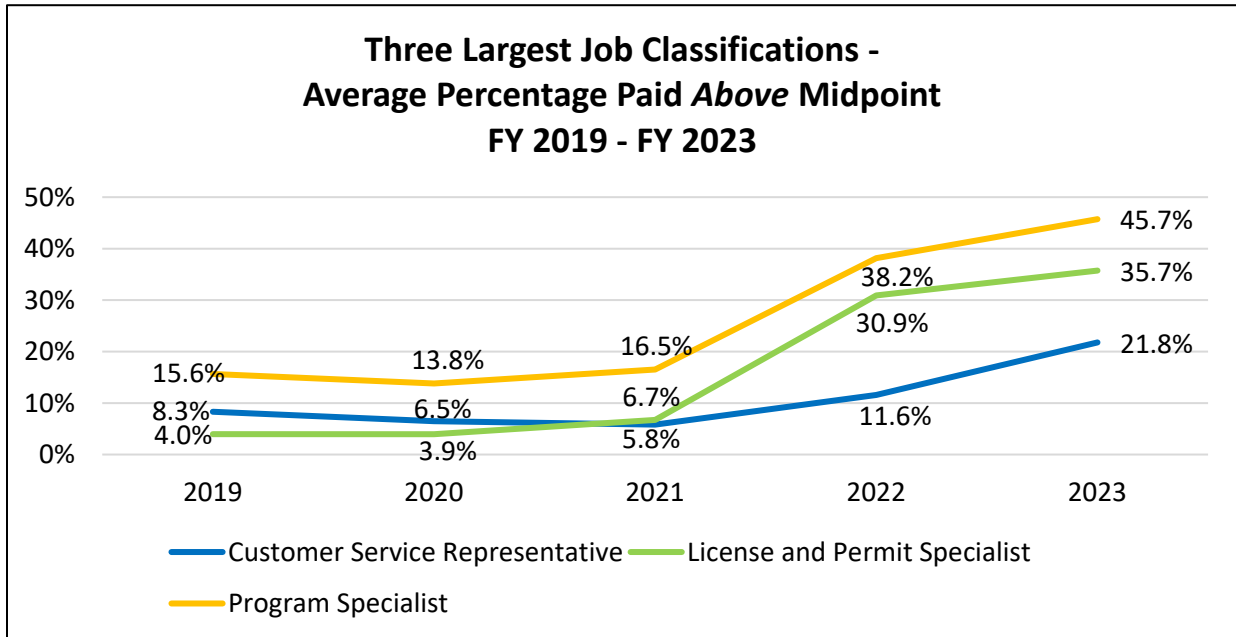
Three Largest Job Classifications -
Average Percentage Paid *Above* Midpoint
FY 2019 - FY 2023

Demographics of Current Workforce

Age

TxDMV has a significantly older workforce when compared to the rest of the Texas state government. In FY 2023, only 3.9% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies at 14.6%. At the other end of the age range, TxDMV's workforce has significantly more employees over 50 compared to other state agencies with 52.8% of employees older than 50 compared to other state agencies at 37.1%[6].

Figure 6
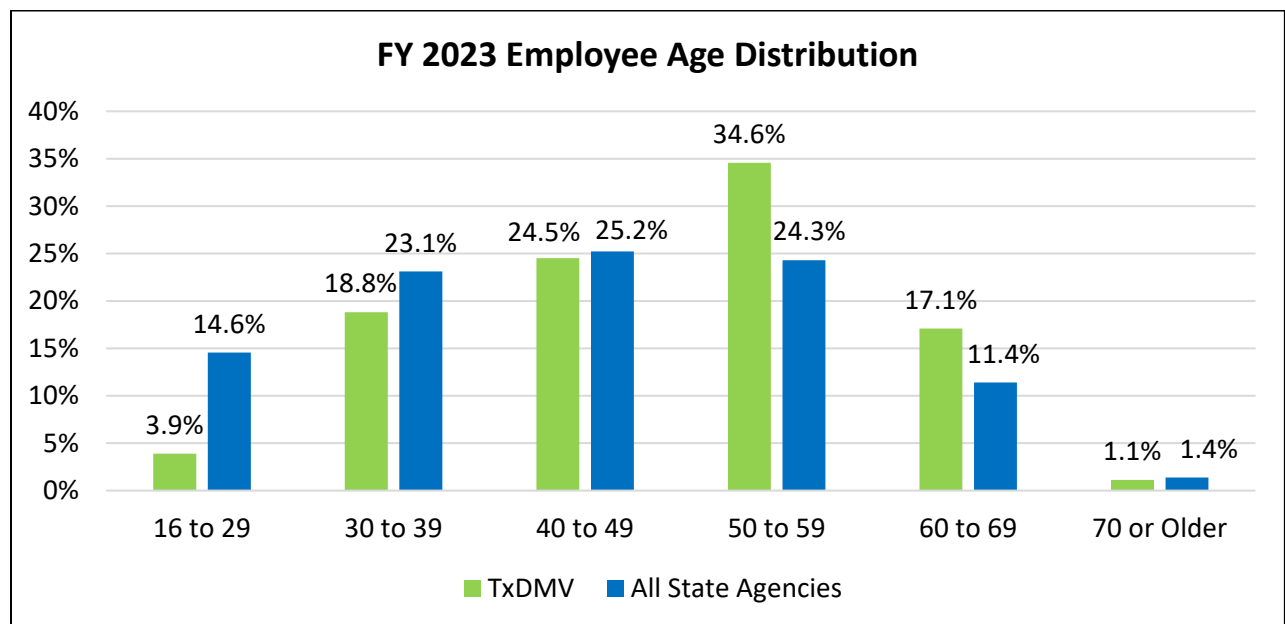
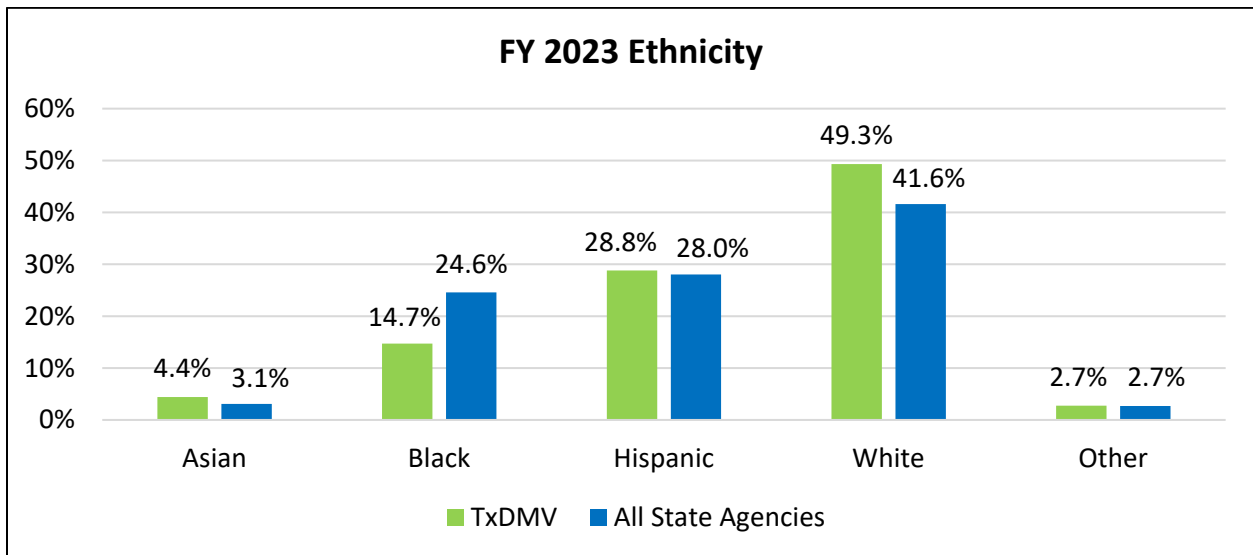
FY 2023 Employee Age Distribution

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[6] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Ethnicity

In FY 2023, TxDMV had a lower percentage of black employees when compared to the rest of the State government employment. [7] TxDMV is actively working to increase its recruitment efforts in the next year and beyond.
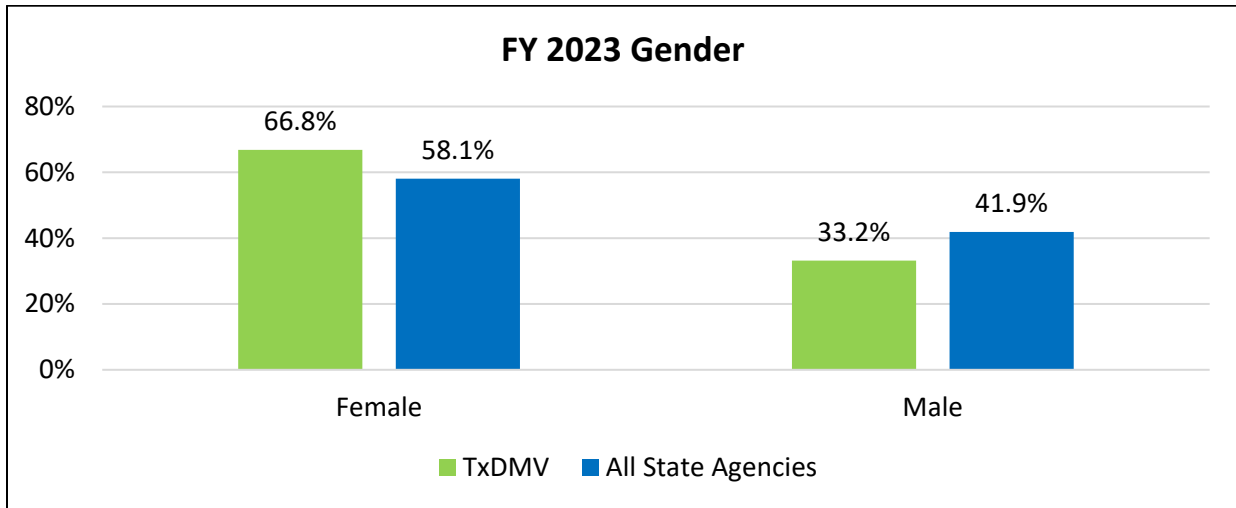
Figure 7

FY 2023 Ethnicity

A bar chart comparing TxDMV and All State Agencies ethnicity percentages for FY 2023.

Ethnicity	TxDMV	All State Agencies
Asian	4.4%	3.1%
Black	14.7%	24.6%
Hispanic	28.8%	28.0%
White	49.3%	41.6%
Other	2.7%	2.7%

Gender

Consistent with overall Texas state government, females make up the majority of the workforce. [8]

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[7] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023
[8] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023
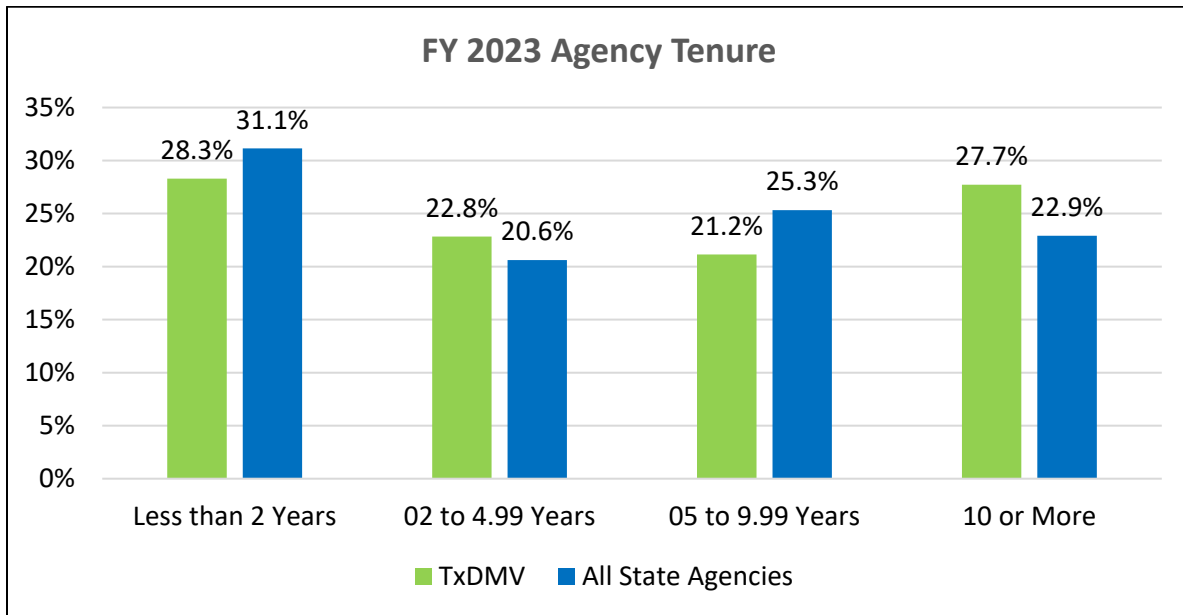
Figure 8

FY 2023 Gender

Bar chart showing FY 2023 Gender comparing TxDMV and All State Agencies:
- Female: TxDMV 66.8%, All State Agencies 58.1%
- Male: TxDMV 33.2%, All State Agencies 41.9%

Legend: TxDMV, All State Agencies

TxDMV Service Tenure

Slightly less than half of TxDMV employees (48.9%) have been at the department for at least five years; this is very similar to all other State agencies at 48.2%, as shown in Figure 9.[9]

Figure 9

FY 2023 Agency Tenure

Bar chart showing FY 2023 Agency Tenure comparing TxDMV and All State Agencies:
- Less than 2 Years: TxDMV 28.3%, All State Agencies 31.1%
- 02 to 4.99 Years: TxDMV 22.8%, All State Agencies 20.6%
- 05 to 9.99 Years: TxDMV 21.2%, All State Agencies 25.3%
- 10 or More: TxDMV 27.7%, All State Agencies 22.9%
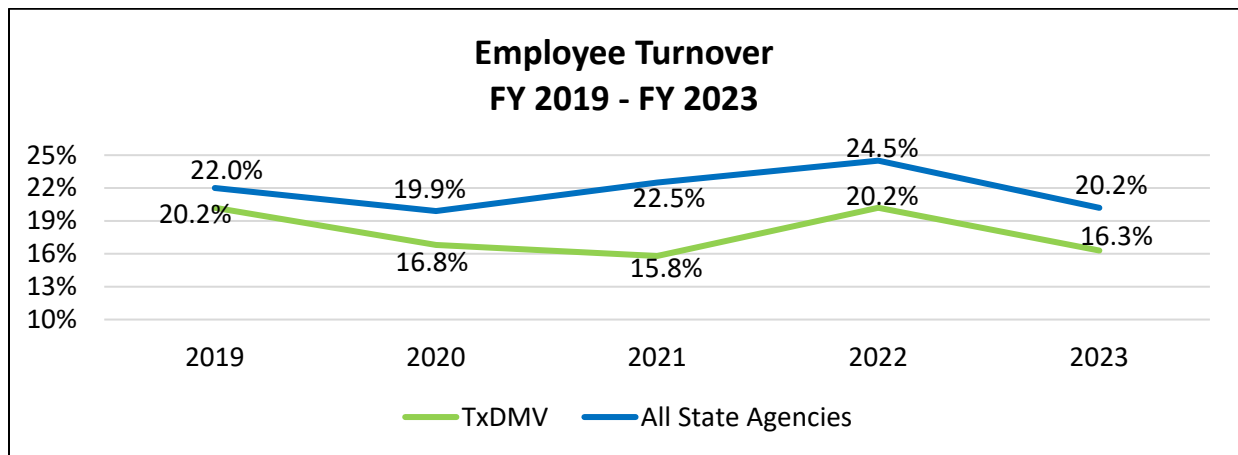
Legend: TxDMV, All State Agencies

[9] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Employee Turnover

The overall turnover rate for all of Texas State Government was 20.2% compared to TxDMV's turnover rate of 16.3% in FY 2023, as shown in Figure 10.[10] Both turnover rates include interagency transfers.

Historically, TxDMV's total turnover rate has been significantly below the statewide average until FY 2019 when TxDMV's turnover rate was close to the statewide average. The department continues to remain below the statewide average for employee turnover.

Figure 10

Employee Turnover
FY 2019 - FY 2023

The statewide voluntary turnover rate was 13.8% compared to TxDMV's voluntary turnover rate of 11.8% in FY 2023, excluding involuntary separations and retirements, as shown in Figure 11[11]. Both TxDMV and other state agencies had a significant spike in FY 2022 and a decline in FY 2023.

Figure 11

Employee Turnover: Voluntary
FY 2019 - FY 2023
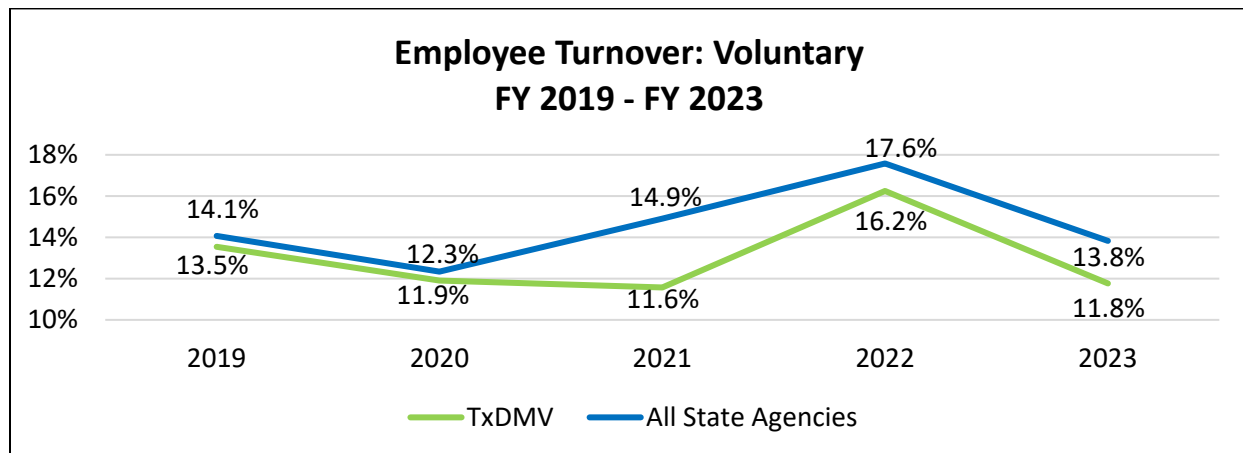
[10] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023
[11] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

TxDMV had 123 total employee separations in FY 2023. Following are the separation categories and the number and percentage of employees who separated in each category.[12]

Voluntary separation from Agency	58 employees	(7.7%)
Transfer to another State Agency	31 employees	(4.1%)
Retirement	17 employees	(2.2%)
Involuntary separation	17 employees	(2.2%)
TOTAL	**123 employees**	**(16.3%)**

Figure 12 displays the number of separations in each category from FY 2019 to FY 2023.

Figure 12
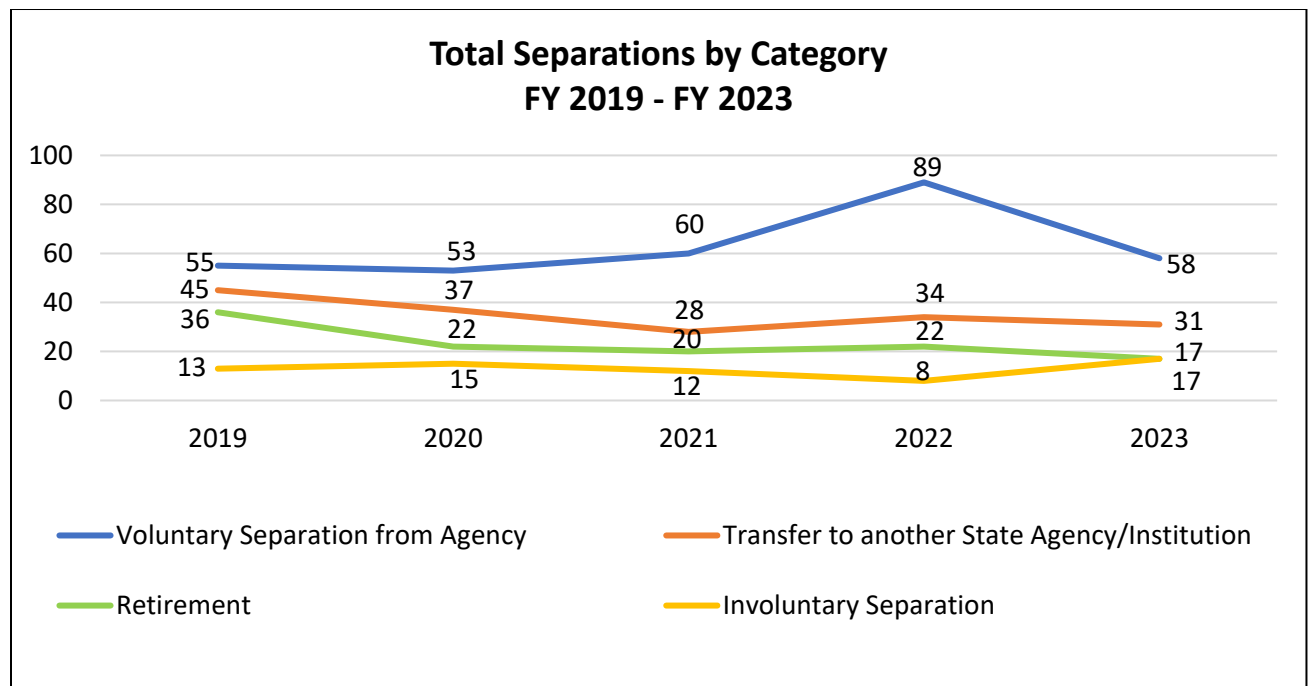
All employees who separate voluntarily are provided the opportunity to complete an anonymous exit survey collected and compiled by the SAO. According to self-reported data in FY 2023 from employees who chose to complete the survey, the top two reasons for employees leaving the department were Better Pay/Benefits (51.4%) and Retirement (10.8%).

According to the SAO survey, the two issues that separating employees would most like to change about TxDMV are compensation and benefits (81.3% of separating employees), leadership (37.5% of separating employees), and work environment (37.5% of separating employees), which tied.

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[12] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

More than two-thirds (72.2%) of TxDMV separating employees indicated they would work for the department again in the future. The percentage of separating employees who stated they would work for TxDMV was nearly identical to FY 2021 at 72.3%[13].

Retirees and Retirement Eligibility

In FY 2023, the percentage of employees who retired from agencies across Texas state government was 2.2% which was the same as TxDMV's employee retirement rate.[14]

Using TxDMV's current workforce composition the department projects that in FY 2029, 31% of TxDMV employees will be eligible to retire or will be a return-to-work retiree. [15]

Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer. The department does not allow discrimination based on another's race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age, disability, genetic information, military status, protected activity, and on basis of an employee's hair texture or protective hairstyle.

TxDMV's workplace is comprised of a diverse team of people. The department, through its policies and training, maintains a workplace environment for all applicants and employees that is productive, efficient, free from discrimination, intimidation, harassment, and retaliation.

Any conduct violating this policy or that is degrading or abusive toward anyone in the workplace, or instances of retaliation, may result in disciplinary action up to and including termination.

EEO Categories

Equal Employment Opportunity Commission (EEOC) reporting requires TxDMV to report the composition of the workforce by race/ethnicity and gender categories. Below are descriptions of the department's EEOC job categories and percentage of TxDMV employees in each category as shown in Table 2.

Administrative Support (including Clerical): Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

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

[13] Source: State Auditor's Office (SAO) Exit Survey Results
[14] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021
[15] Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Professionals: Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Service Maintenance Workers: Workers in both protective and non-protective service occupations.

Skilled Craft Workers: Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training.

Technicians: Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.[16]

Table 2

FY 2023 EEO Distribution by Race/Ethnicity						
EEO Category	**White**	**Hispanic**	**Black**	**Asian**	**Other**	**Percent of Total FTEs**
Administrative Support	42.6%	35.2%	17.2%	1.9%	3.1%	55.1%
Officials & Administrators	56.8%	22.1%	12.4%	5.5%	3.2%	12.6%
Professionals	60.2%	18.8%	10.6%	8.1%	2.3%	21.3%
Service Maintenance & Skilled Craft	66.7%	33.3%	0.0%	0.0%	0.0%	0.5%
Technicians	52.4%	23.5%	13.5%	9.4%	1.3%	10.5%

Table 3

FY 2023 EEO Distribution by Gender			
EEO Category	**Female**	**Male**	**Total FTE Count**
Administrative Support	80.6%	19.4%	417.0
Officials & Administrators	58.2%	41.8%	95.0
Professionals	55.3%	44.7%	161.0
Service, Maintenance & Skilled Craft	13.3%	86.7%	3.8
Technicians	30.7%	69.3%	79.8

[16] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Supply

According to the U.S. Census Bureau, the number of people in Texas grew by 473,453 from July 2022 to July 2023, bringing the state's total population to slightly over 30.5 million.[17] While the Texas population continues to grow, in past years the unemployment rate had continually decreased prior to the COVID-19 pandemic. However, at the beginning of the pandemic in 2020, the US unemployment rate spiked from 3.5% in February to as high as 14.7% in April. During the pandemic employers saw a dramatic increase in turnover which some have referred to as the "great resignation." However, since April 2020 the unemployment rate has consistently declined close to pre-pandemic levels. As of April 2023, the US unemployment rate was 3.4% which was similar to the Texas unemployment rate of 3.9%.[18]

Projection

TxDMV currently possesses the human resources necessary to provide premier customer service to the motoring public. Top priorities during the next five years include reducing overall department turnover, reviewing salary equity across the department and managing the workforce with a large number of employees who are eligible for retirement.

As of March 2024, 126 TxDMV employees (16.7%) are eligible to retire or are return-to-work retirees. This includes 99 eligible for retirement and 27 employees who are currently return-to-work retirees.

Demand Analysis and Future Workforce Skills Needed

The future workforce skills needed will continually evolve. With technological advances, the information needs and expectations of the public continue to expand. TxDMV must continue to recruit skilled staff and develop the skills of current employees necessary to meet these needs. In addition, the department will continue to use technology to revise and streamline work processes and provide additional web-based services. Any legislative changes could expand or modify the workforce needs and FTE requirements of TxDMV.

Anticipated Increase/Decrease in FTEs

TxDMV is currently in the process of assessing its workforce needs for the next biennium. Any requests for increasing/decreasing the department's FTE allocation will be reflected in the department's FY 2026-2027 Legislative Appropriation Request, anticipated to be finalized in August 2025.

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[17] Source: https://www.census.gov/quickfacts/fact/table/TX/PST045221#PST045221

[18] Unemployment rate 3.4 percent in April 2023: The Economics Daily: U.S. Bureau of Labor Statistics (bls.gov) and Texas: Southwest Information Office: U.S. Bureau of Labor Statistics (bls.gov)

Recruitment and Retention

TxDMV focuses on recruiting and retaining a diverse and qualified workforce as described below.

Recruitment

- Recruit employees from across the state for those positions that are able to work remotely 100% of the time or allow for hybrid telecommuting work schedules.
- Continue encouraging managers to recruit individuals qualified for military employment preference to apply to meet the department's goal of employing a workforce comprised of 20% military veterans.
- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department's website, Facebook page, Twitter account, the Centralized Accounting and Payroll/Personnel System (CAPPS) job posting page, and the WorkinTexas website.
- Expand formal and informal recruiting of employees in underutilized race or gender categories.
- Increase formal recruitment efforts through attendance at job fairs and more targeted job postings on industry-specific and occupation-specific job posting sites.
- Monitor and evaluate recruiting tactics for success in hiring underutilized categories.
- Target college students and recent college graduates by providing paid internships, Information Technology Apprenticeships, and University of Texas CAPSTONE student programs.

Retention

- Provide the department with an Employee Ombudsman.
- Develop career paths to allow for internal employee promotions and professional advancement.
- Continue reviewing salary equity across the department.
- Continue providing paid leave to reward outstanding performance.
- Continue and expand the employee wellness committee's activities and programs.
- Maintain and expand training and development by:
  - Continuing to provide department-wide training and development activities both online and instructor-led for all staff.
  - Continuing leadership training for all supervisors and managers.
- Increase the use of alternative work schedules.
- Continue offering employee benefits such as tuition assistance, student loan forgiveness, and an Employee Assistance Program (EAP).
- Continue to recognize employees' state service through the State Service Award program.
- Continue utilizing the Survey of Employee Engagement.
- Continue and expand rewarding employees whose performance exceeds that which is normally expected or required with one-time and/or recurring merit pay increases.

Conclusion

TxDMV is acutely aware that it operates in a highly competitive job market. TxDMV is focusing on new and innovative approaches to recruit and retain the highest performing and talented individuals to meet its future workforce needs, especially in the areas of technology, customer service and leadership.

TxDMV continues to recruit a diverse workforce, support the development of its employees through various activities and initiatives and provide a wide array of benefits to retain its employees. This commitment not only aligns with TxDMV's organizational values but also ensures that the department remains innovative, adaptive, and competitive in an ever-evolving landscape.

Report on Customer Service

Texas Department of Motor Vehicles

Report on Customer Service

June 1, 2024

Executive Summary

The Texas Department of Motor Vehicles (TxDMV) recognizes that providing accurate, timely, and relevant information to its customers is a top priority. To meet the rapidly changing needs of TxDMV's customers, the department uses information gathered through customer surveys to assess how well the department is providing requested services as well as identifying areas needing improvement. This is particularly important as more of its customers rely on smart devices and technology to access services.

One way that TxDMV solicits customer and stakeholder feedback is through survey instruments. During FY 2023 and FY 2024, the department conducted and analyzed results from multiple survey instruments. Each survey captures information from unique customer bases, allowing the department to canvass and collect results from the broadest array of stakeholders and customers possible. The first survey solicited information from a database in Gov.Delivery. The second set of surveys were offered to customers through its Contact Center, and finally TxDMV collected customer feedback at its 16 Regional Service Centers (RSCs) located across the state.

> *Overall, TxDMV customer satisfaction was rated at satisfied or very satisfied by its stakeholders and customers regardless of the survey*

Described below is a brief discussion on each of the surveys and the survey results.

Gov.Delivery Survey

TxDMV solicited feedback from its customers and stakeholders regarding their levels of satisfaction and experiences with the department through a survey instrument via subscribers to Gov.Delivery. Gov.Delivery is a comprehensive distribution service operated by TxDMV providing stakeholders with the opportunity to access a wide variety of online services and information offered by the department.

- **Results of this survey indicated that the average rating of overall satisfaction with TxDMV was 4.22 out of a maximum of 5.**

This survey asked nine specific questions from more than 120,000 stakeholders, with a three percent response rate.

Detailed information on this survey is included in Attachment A.

Customer Contact Center Surveys

The department continuously collects and analyzes customer data through its Customer Contact Center, via phone or email surveys. The Contact Center combines the results of these surveys to determine an overall satisfaction rating.

- **Combined results of these surveys indicated that the average rating of overall satisfaction with TxDMV was 93%.**

Each of these surveys asked four questions, either after a customer's phone call to the department or through a link in the Customer Service Representative's signature block. In FY 2023, the department collected and analyzed more than 32,000 responses.

Detailed information on this survey is included in Attachment B.

Regional Service Center (RSC) Survey

TxDMV collected survey data from customers that visited one of its 16 RSCs, located throughout the state. Information is analyzed both cumulatively to identify overall trends and specifically to review RSC individual results.

- **Overall satisfaction with customers who visited a TxDMV RSC was almost 90%.**

This survey asked three questions and is offered in an electronic format available at each RSC. In FY 2023, the department collected and analyzed more than 81,000 responses from its RSCs.

Detailed information on this survey is included in Attachment C.

Looking Toward the Future

As more stakeholders and customers rely on technology to access services and information, the department continuously analyzes feedback to modify, expand, and improve its services to match customer needs and the ways that customers want to access TxDMV services.

In FY 2023, the department implemented online automation recommendations to provide customers with self-service options to reduce incoming phone calls and emails and to provide another way to access TxDMV information. The project implemented automatic email responses to customer queries, streamlined the access to reset webDEALER passwords, and provided a "one-stop shop" online portal.

During the next biennium and beyond, the department will be researching expanded approaches to collect stakeholder and customer assessments. Some areas under consideration include:

- Soliciting additional, specific stakeholder/population groups for feedback regarding unique service delivery;
- Expanding ways to gain increased stakeholder/customer input through social media and website applications; and
- Using new survey tools/methods to increase customer participation for increased results and feedback.

Attachment A

External Customer Satisfaction Survey

Fiscal Year 2024

March 4 – March 31, 2024

Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Statistics

- Three emails sent to 121,523 stakeholders

- 3,693 responses collected over a period of 28 days

- 3% responding

- 9 Questions as required by the Legislative Budget Board

- Respondents given a choice of a 1-5 rating, 5 being the best.

- Facilitated through Microsoft Forms

Texas Department *of* Motor Vehicles

QUESTION

1

1. Which group best identifies you?

●	Insurance Industry	43
●	Legislative Office	6
●	Motor Carrier	235
●	Motor Vehicle Dealer, Franchise	182
●	Motor Vehicle Dealer, Independ...	916
●	Motor Vehicle Dealer, Other	109
●	Motor Vehicle Dealer, Salvage	80
●	Motor Vehicle Distributor / Man...	27
●	Motor Vehicle Lienholder	39
●	Law Enforcement	36
●	Public customer	1581
●	Tax Assessor-Collector	187
●	Other	252
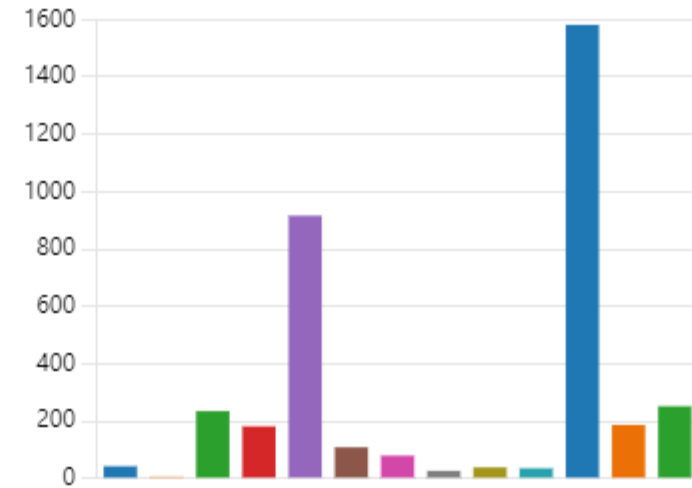
75

2. Please rate your overall satisfaction with the Texas Department of Motor Vehicles (TxDMV).

QUESTION 2

4.22
Average Rating

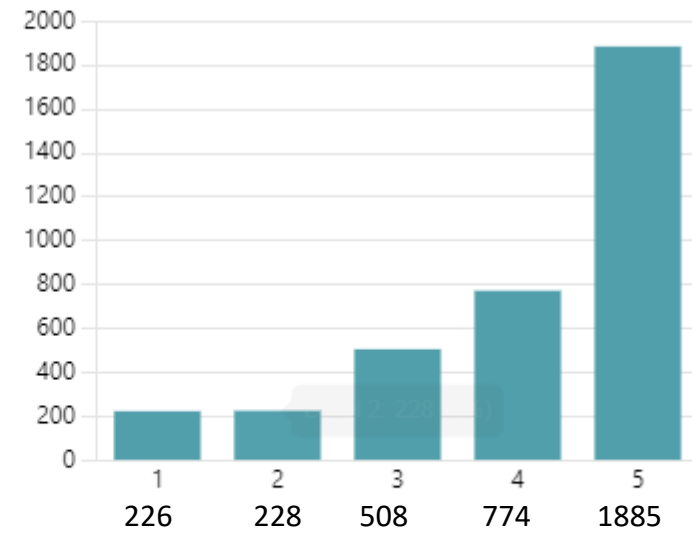|	1	2	3	4	5
	183	157	430	818	2105

76

4
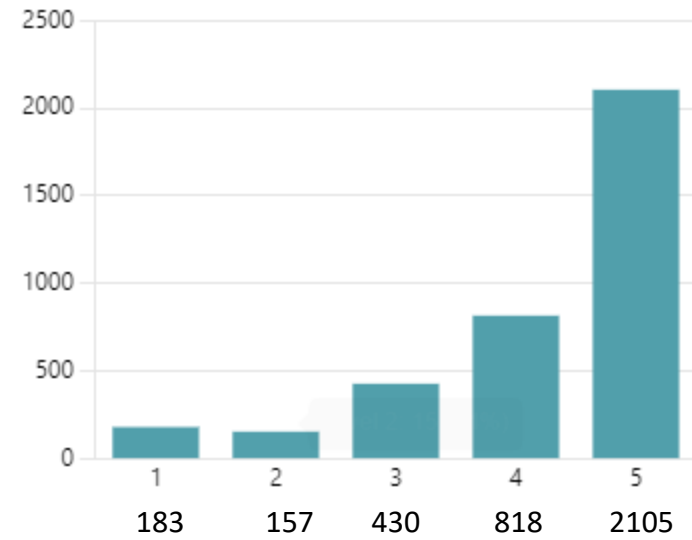
QUESTION
3

3. How satisfied are you with TxDMV's communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
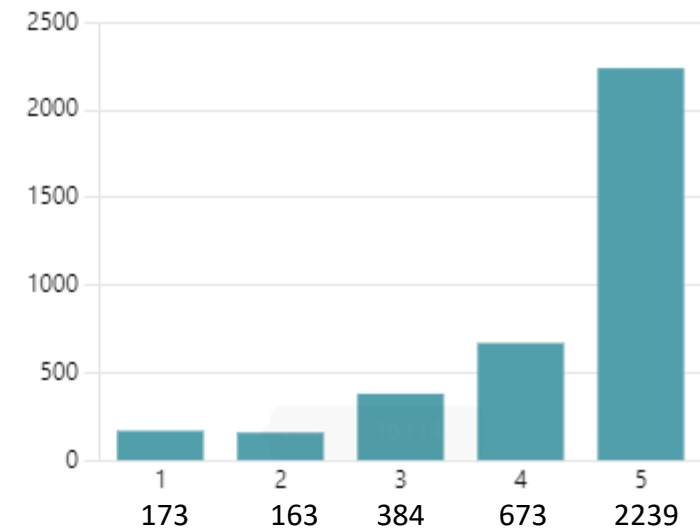
4.07
Average Rating

77

5

QUESTION

4

4. How satisfied are you with TxDMV's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
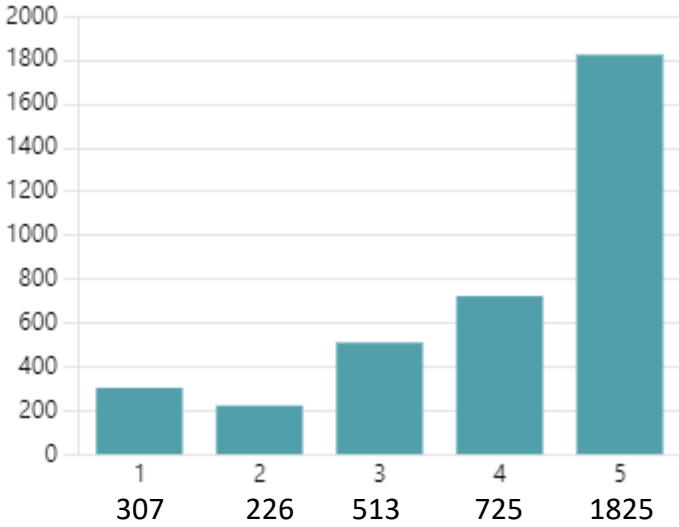
4.28
Average Rating

1	2	3	4	5
173	163	384	673	2239

78

6

5. How satisfied are you with TxDMV's ability to timely serve you, including the amount of time you wait for service in person?

3.98

Average Rating

1	2	3	4	5
307	226	513	725	1825

6. How satisfied are you with TxDMV's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the department, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

4.15
Average Rating

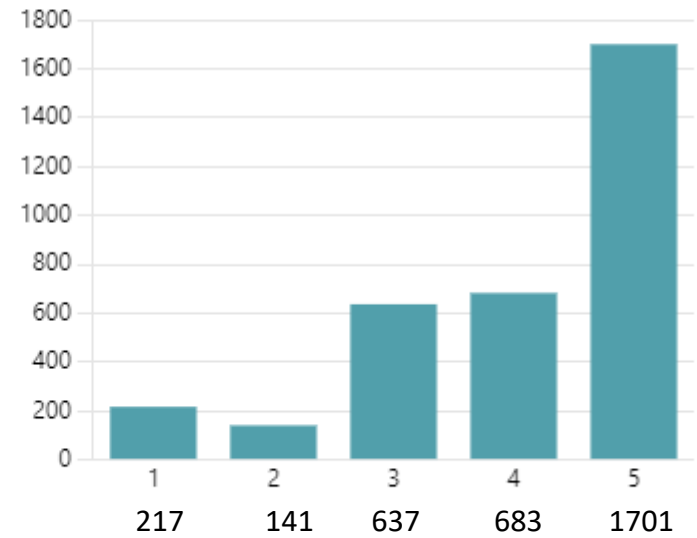| 1	2	3	4	5
174	174	510	828	1922
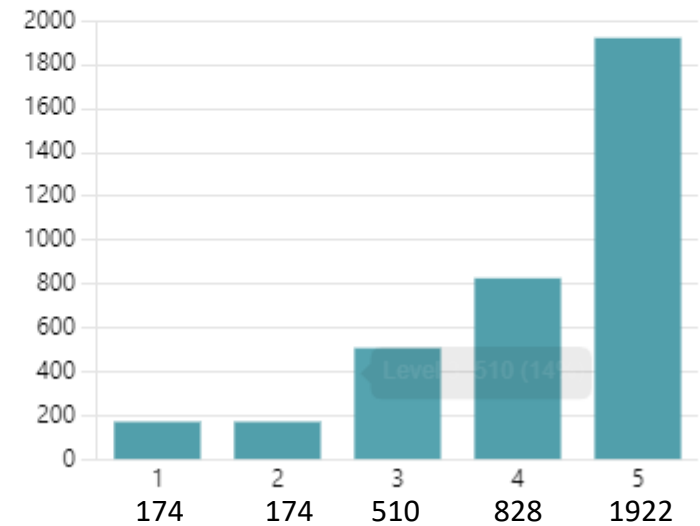
QUESTION
7

7. How satisfied are you with TxDMV's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

4.04
Average Rating
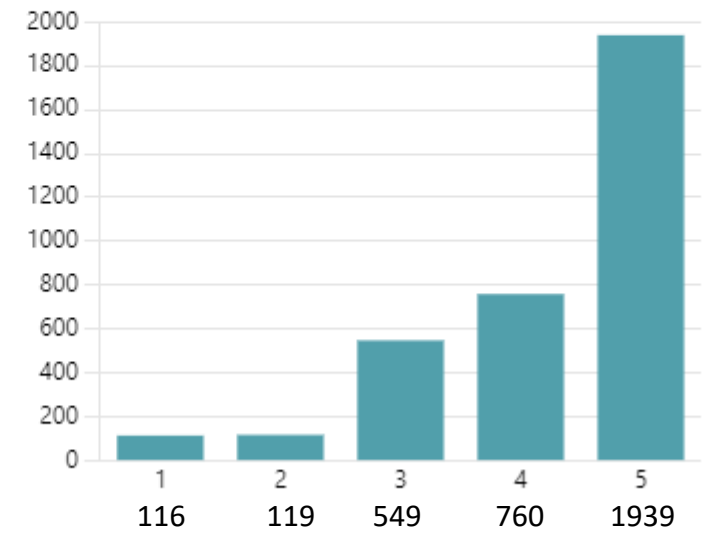
| 217 | 141 | 637 | 683 | 1701 |

81

9

QUESTION **8**

8. How satisfied are you with any TxDMV brochures or other printed information, including the accuracy of that information?

4.23
Average Rating

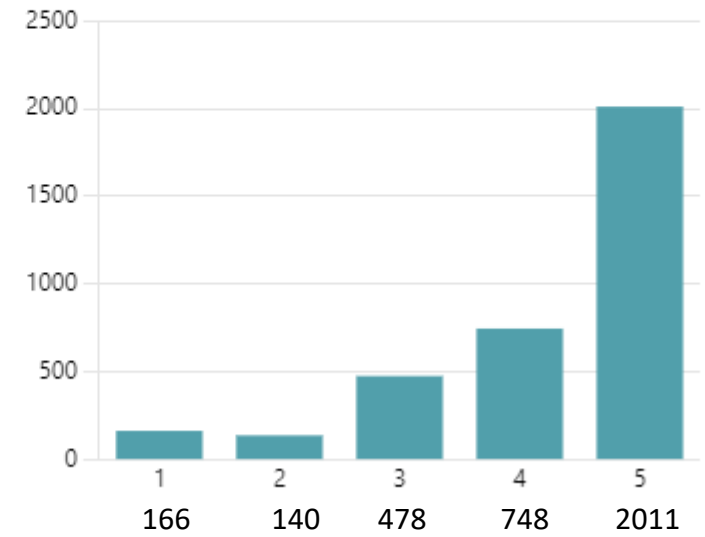| 1	2	3	4	5
116	119	549	760	1939

82

10

QUESTION
9

9. How satisfied are you with TxDMV's facilities, including your ability to access the department, the office location, signs, and cleanliness?

4.21
Average Rating

1	2	3	4	5
166	140	478	748	2011

Attachment B

Customer Contact Center Survey Results

Customers provide feedback through two primary methods: a phone survey or an email survey. The Contact Center combines the results of these surveys to determine an overall satisfaction rating. The overall results for FY 2023 are shown in the table below:

TxDMV Overall Contact Center Survey Results	FY 2023
Total Number of Responses	32,147
Overall Customer Satisfaction Rating	93%

Telephone Survey Results

Customers are offered a brief, four-question survey after their phone call with a rating scale of 5 to 1; 5 being Very Satisfied and 1 being Very Dissatisfied. The survey responses are collected in the Cisco Webex Experience Management cloud application.

The percentage of satisfied customers in FY 2023 are show below:

TxDMV Contact Center Phone Survey Responses	FY 2023
Total Number of Responses	30,676
Percent of customers satisfied with their overall experience	93%
Percent of customers satisfied with the timeliness of the service they received	89%
Percent of customers satisfied with the accuracy of the information they received	93%
Percent of customers satisfied with their Customer Service Representative	94%

Email Survey Results

The Customer Contact Center staff also offer a link to Cisco Webex Experience Management cloud application in their email signature block when communicating with customers. Results for FY 2023 are shown below:

TxDMV Contact Center Email Survey Responses	FY 2023
Total Number of Responses	1,471
Percent of customers satisfied with their overall experience	88%
Percent of customers satisfied with the timeliness of the services they received	86%
Percent of customers satisfied with the accuracy of the information they received	88%
Percent of customers satisfied with their Customer Service Representative	87%

Post-call Survey Live

Welcome
Thank you for taking our short survey. This will take less than a minute. Please use the keypad on your phone to rate us on a scale of 1 to 5, where 1 is the lowest and 5 is the highest. Just press the number for the score you want to give us after you hear each question. Ready? Here we go!

Please rate your satisfaction with the timeliness of the services you received.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Please rate your overall satisfaction with the Texas Department of Motor Vehicles.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Not at all satisfied

Please rate the accuracy of the information you received.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Please rate your experience with your Customer Service Representative.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Email Survey

Welcome
Thank you for choosing to reach out to TxDMV. We look forward to hearing about your experience.

Please rate your overall satisfaction with the Texas Department of Motor Vehicles.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Not at all satisfied

Please rate your satisfaction with the timeliness of the services you received.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Please rate the accuracy of the information you received.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Please rate your experience with your Customer Service Representative.

| 5 | 4 | 3 | 2 | 1 |

Very Satisfied   Very Dissatisfied

Please provide any additional feedback you wish to share with TxDMV.

Maximum **1000** Characters

Answer Here

0/1000

Attachment C

FY 2023 Regional Service Center Survey Results

Region	Please rate your experience today.	Please rate your satisfaction with the timeliness of the services you received.	Please rate the accuracy of the information you received.	Number of respondents	Overall Rating
Abilene	96%	96%	99%	1576	97%
Amarillo	96%	96%	96%	1318	96%
Austin	87%	86%	90%	2587	88%
Beaumont	94%	93%	96%	11288	94%
Corpus Christi	97%	95%	96%	2872	96%
Dallas	72%	71%	75%	7861	73%
El Paso	99%	79%	90%	30398	89%
Fort Worth	90%	77%	80%	4874	82%
Houston	44%	43%	49%	1347	45%
Longview	93%	86%	91%	1539	90%
Lubbock	98%	95%	97%	2993	97%
Odessa	89%	88%	90%	1127	89%
Pharr	96%	79%	86%	6103	87%
San Antonio	92%	85%	91%	4757	89%
Waco	95%	94%	96%	896	95%
Wichita Falls	96%	85%	83%	2667	88%
Total				81536	
Average					87.19%

Certification of Compliance with Cybersecurity Training

C E R T I F I C A T E

Texas Department of Motor Vehicles

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer

_____
Signature

Daniel Avitia
_____
Printed Name

Executive Director
_____
Title

June 1, 2024
_____
Date

Board Chair

_____
Signature

Charles Bacarisse
_____
Printed Name

Board Chair
_____
Title

June 1, 2024
_____
Date

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