



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

TxDMV Board Projects & Operations Committee Meeting

2:00 p.m.

Wednesday, December 1, 2021

AGENDA
PROJECTS AND OPERATIONS COMMITTEE
TEXAS DEPARTMENT OF MOTOR VEHICLES
WILLIAM B. TRAVIS BLDG.
1701 N. CONGRESS AVE., ROOM 1.111, AUSTIN, TEXAS 78701
AUSTIN, TEXAS 78701
WEDNESDAY, DECEMBER 1, 2021
2:00 P.M.

Link to December 1, 2021, TxDMV Projects and Operations Committee Documents:
<https://www.txdmv.gov/about-us/txdmv-board-meetings>

All agenda items are subject to possible discussion, questions, consideration, and action by the Projects and Operations Committee of the Board of the Texas Department of Motor Vehicles (Committee). Agenda item numbers are assigned for ease of reference only and do not necessarily reflect the order of their consideration by the Committee. The Committee reserves the right to discuss any items in closed session where authorized by the Open Meetings Act. A quorum of the Board of the Texas Department of Motor Vehicles (Board) may be present at this meeting for information-gathering and discussion. However, Board members who are not Committee members will not vote on any Committee agenda items, nor will any Board action be taken.

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 - Registration and Title System (RTS) Batch Cycle
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CLOSED SESSION

5. **The Committee may enter into closed session under one or more of the following provisions of the Texas Open Meetings Act, Government Code Chapter 551:**
- **Section 551.071** - Consultation with and advice from legal counsel regarding:
 - pending or contemplated litigation, or a settlement offer;
 - a matter in which the duty of the attorney to the government body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Government Code Chapter 551; or
 - any item on this agenda.
 - **Section 551.074** - Personnel matters.
 - Discussion relating to the appointment, employment, evaluation, reassignment, duties, discipline, and dismissal of personnel.
 - **Section 551.076** - Deliberation Regarding Security Devices or Security Audits; Closed Meeting.
 - the deployment, or specific occasions for implementation, of security personnel or devices; or
 - a security audit.
 - **Section 551.089** - Deliberation Regarding Security Devices or Security Audits; Closed Meeting.
 - security assessments or deployments relating to information resources technology;
 - network security information as described by Section 2059.055(b); or
 - the deployment, or specific occasions for implementation, of security personnel, critical infrastructure, or security devices.

6. Action Items from Closed Session

7. Public Comment

8. Adjournment

The Committee will allow an open comment period to receive public comment on any agenda item or other matter that is under the jurisdiction of the Committee. No action will be taken on matters that are not part of the agenda for the meeting. For subjects that are not otherwise part of the agenda for the meeting, Committee members may respond in accordance with Government Code Section 551.042 and consider the feasibility of placing the matter on the agenda for a future meeting.

If you want to comment on any agenda item (including an open comment under the agenda item for Public Comment), you must complete a speaker's form at the registration table prior to the agenda item being taken up by the Board or send an email to GCO_General@txdmv.gov to register by providing the required information prior to the agenda item being taken up by the Committee:

1. a completed [Public Comment Registration Form](#); or
2. the following information:
 - a. the agenda item you wish to comment on;
 - b. your name;
 - c. your address (optional), including your city, state, and zip code; and
 - d. who you are representing.

Public comment will only be accepted in person. Each speaker will be limited to three minutes, and time allotted to one speaker may not be reassigned to another speaker.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify the department as far in advance as possible, but no less than two days in advance, so that appropriate arrangements can be made. Contact David Richards by telephone at (512) 465-1423.

I certify that I have reviewed this document and that it conforms to all applicable Texas Register filing requirements.

CERTIFYING OFFICIAL: Tracey Beaver, General Counsel, (512) 465-5665.



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Glenna Bowman, Chief Financial Officer
Agenda Item: 4.A
Subject: Facilities Update

RECOMMENDATION

Briefing item with no recommendation.

PURPOSE AND EXECUTIVE SUMMARY

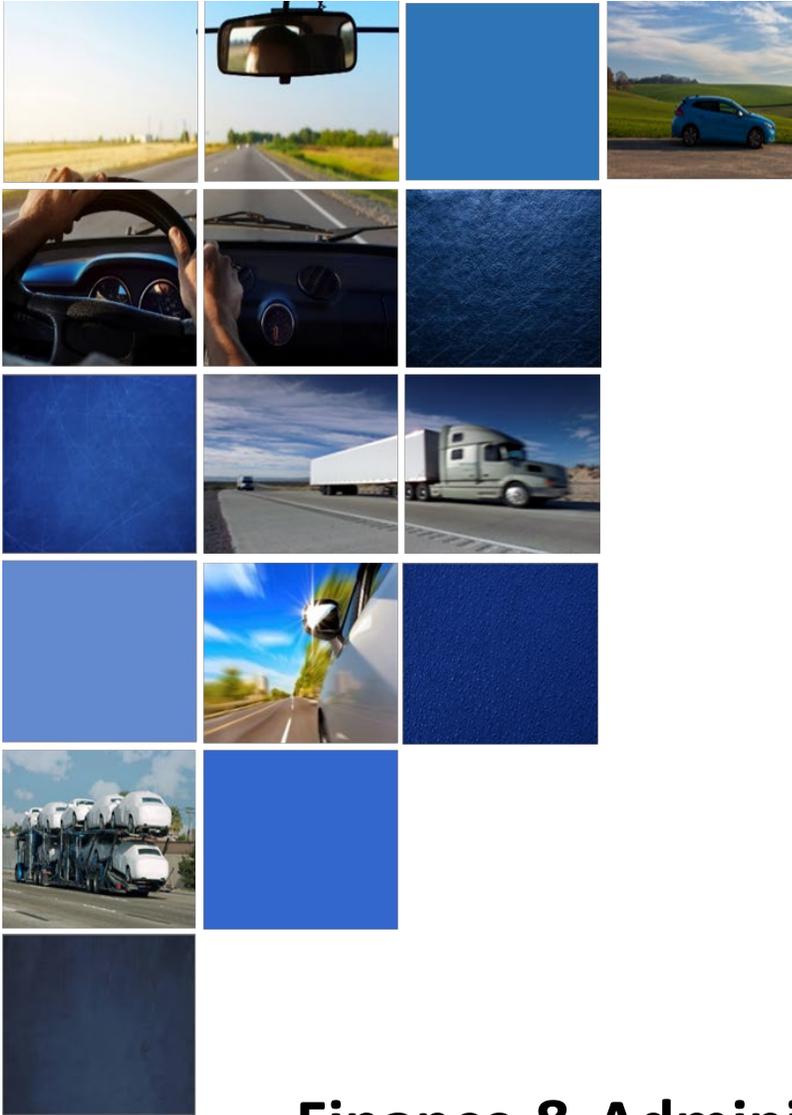
Provide update on facility activities and projects.

FINANCIAL IMPACT

Camp Hubbard Facility Improvements are paid from appropriated funds carried forward from FY 2020-21 for headquarters facility needs. Midland-Odessa Remodel project will be completed using the biennial appropriated budget set aside for regional service center facility needs. The new headquarters building design and planning project is specifically appropriated \$6.2 million in FY 2022-23.

BACKGROUND AND DISCUSSION

The department is giving the Camp Hubbard facilities a much-needed facelift. Current activities include painting lobbies and hard wall offices, replacing and refurbishing TxDMV signage, updating the Lone Star board room and modernizing the lobby elevator in Building 1. The department is working with the Texas Department of Transportation (TxDOT) to develop and implement plans to update the Midland-Odessa RSC in FY 2022-23. The department is also working with the Texas Facilities Commission to obtain bids for a vendor to develop a design and implementation plan for a new headquarters building on the Camp Hubbard campus.



Finance & Administrative Services
Projects & Operations Committee Update
Facilities Update
12/1/2021

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Camp Hubbard (CH) Facilities Update

The department is giving the Camp Hubbard facilities a much-needed facelift. Current projects include:

- Painting Lobbies and Hard Wall Offices in CH buildings
 - Lobbies in all buildings on the Camp Hubbard have been painted. Hard wall offices are being painted before new employees begin work at TxDMV.
- Replacing/Refurbishing TxDMV Signage
- Re-Seeding Front Lawn
- Making Irrigation System Repairs
- Installing Dog Stations
 - Installing along Jackson Avenue to promote positive interactions with residents near the Camp Hubbard facility.
- Lone Star Board Room
 - Preparing schedule to paint and install new carpet and baseboards.
 - Talking to vendors about technology replacements and upgrades
- CH-1 Lobby Elevator Enhancements
 - Working on modernizing; anticipated to be completed mid- to late-January.

Painting of CH-1 and CH-5 Lobbies and Hard Wall Offices



Replacing/Refurbishing of TxDMV Signage



Modernization of CH-1 Lobby Elevators



- Level 7: Stainless Steel Frieze
- Level 6: Stainless Steel Crown Panel
- Level 5: Wilsonart® Blackstar Granite Laminate
- Level 4: Wilsonart® Blackstar Granite Laminate
- Level 3: Stainless Steel Handrail Backer
- Level 2: Stainless Steel
- Level 1: Stainless Steel True Vent Base

New HQ Building Phase I Project with TFC

The Legislature appropriated \$6.2 million to the TxDMV for use in FY 2022-23 for Phase I architectural and engineering design and planning of a new building on the Camp Hubbard campus to replace Building 5. The department has been working with the Texas Facilities Commission (TFC) to prepare information for TFC vendor bid documents that will include preparing CH-6 and relocating staff from CH-5 to CH-6 as part of the overall project. A contract with TFC was signed by TxDMV Executive Director Whitney Brewster and sent to TFC on November 17, 2021. Texas Department of Transportation (TxDOT) staff are anticipated to move off the Camp Hubbard Campus in May 2022.

Midland-Odessa Regional Service Center (RSC) Remodel Project with TxDOT

TxDMV established a working group with staff from TxDMV and TxDOT to develop and implement plans to update the Midland-Odessa RSC in FY 2022-23. The working group meets regularly and recently completed draft cost estimates and the related timeline for completing this project.



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Wendy Barron, Interim Chief Information Officer
Agenda Item: 4.B
Subject: Active Agency Projects Briefing

RECOMMENDATION

Briefing only – No recommendation.

PURPOSE AND EXECUTIVE SUMMARY

To brief the Projects and Operations Committee on the current active projects including project descriptions, current status, budget, and end dates.

FINANCIAL IMPACT

None

BACKGROUND AND DISCUSSION

The department currently has nine active projects overseen by the Information Technology Services Division (ITSD) Project Management Office (PMO). ITSD is also developing application enhancements in response to legislative changes. A briefing of each project, including an updated status, budget, and completion date as well as a brief update on the legislative application changes are included in this executive summary.

Several of the projects currently being executed by the ITSD PMO support improve services for webDEALER and its associated applications. These projects include enhancements to existing systems and new systems that deliver new and improved services for county tax assessor collectors, lienholders and Texas motor vehicle dealers. The projects currently in progress include Statewide webDEALER Adoption (SWA) Phase II, webLIEN, and webSALVAGE.

Statewide webDEALER Adoption (SWA) Phase II

Senate Bill (SB) 604, passed during the 86th Texas Legislative Session, required that webDEALER, the department's web-based system for processing title applications, be made available to all Texas motor vehicle dealers. To facilitate an increase in application throughput, maximize workflow, streamline processes, and, most importantly, encourage the participation of new users, the Statewide webDEALER Adoption project was initiated. Phase I of the project was completed in June of 2021 and included the highest priority tickets that provided webDEALER enhancements to counties and Texas motor vehicle dealers. Phase II of the project is currently being executed and will implement the remaining priority tickets to improve the system.

Project Status:

- The project is in the procurement phase.
- Contracting resources are being procured.
- Project overall health is yellow because the level of effort estimated to complete all tickets is greater than the current budget allocated to the project

Project End Date: Aug 2023

webLIEN

The department will implement webLIEN, a new web-based, self-service application for lienholders to secure liens electronically with the department that will provide an alternative to the current electronic lien title (ELT) program used by larger lienholders and their vendors. webLIEN will allow independent Texas motor vehicle dealers licensed to finance vehicles to receive electronic titles. The project will provide a web-based application to all lienholders and ELT vendors at no cost. It will eliminate paper application and manual processing. It will also create automated process that will reduce fraud, cost, and provide improved data accuracy and access to more stakeholders.

Project Status:

- Project is currently in the procurement phase.
- The Statement of Work has been written and is under review.
- Project overall health is yellow because the current Department of Information Resources (DIR) Deliverables-Based Information Technology Services (DBITS) contracts have expired. New contracts are not executed at this time, which may impact the project schedule.

Project End Date: Aug 2023

webSALVAGE

The webSALVAGE project will expand throughput of electronic titling processes in webSALVAGE and the issuance/transfer of electronic titles. webSALVAGE will allow the electronic submission of title applications by insurance companies and Texas salvage motor vehicle dealers for hail damaged, unrecovered thefts, and other non-salvage vehicles directly to county tax offices and will facilitate issuance of electronic titles to the submitting entities. The issuance of electronic titles will facilitate subsequent electronic transfer of title and required reporting for Texas salvage motor vehicle dealers. The project will expedite processing time and title issuance by eliminating manual processes for stakeholders and internal staff, reduce contract costs for the department, expand system integrations, eliminate fraud associated with paper titles, and reduce theft and fraud associated with rebuilt vehicles.

Project Status:

- Project is in the initiating phase.
- Project was approved to move forward at the October Governance Team Meeting.
- Project charter is being drafted.
- Requirements are being gathered and documented.
- The project overall health is green. The project is on time and within scope and schedule.

Project End Date: Aug 2023

Digital License Plates (DLP)

The Digital License Plate project will implement SB 604, to support statutory requirements to allow digital license plates to be displayed on motor vehicles within the state of Texas. Once complete, the project will allow registered commercial fleet owned or operated by governmental entities to equip a digital license plate on the rear of a vehicle. The project will also enhance awareness of emergency notification and public safety alerts. The new technology will benefit law enforcement through automated display of registration expiration and have a potential for use in identifying stolen vehicles.

Project Status:

- TxDMV development is underway to enable functionality in TxDMV systems that will allow the third-party vendor (Reviver) to process payments using their payment processor.

- Project overall health is yellow as the third-party vendor (Reviver) has not met the cybersecurity penetration testing requirements as specified in TxDMV rules which may impact the project schedule.

Project End Date: Feb 2022

Call Center Upgrade Phase II

The objective of Phase II of the Call Center Upgrade project is to implement a modern post call survey tool that will improve customer interaction quality with the department. The tool will collect actionable customer feedback, uncover the root cause of good or bad experiences, and track and measure customer satisfaction using industry best practices.

Project Status:

- Project is currently in the testing phase for the Consumer Relations Division module.
- Project overall health is yellow because of vendor delays in providing required cybersecurity documentation and final review and approval of the Interconnection Security Agreement.

Project End Date: Summer 2022

Texas International Registration Program (TxIRP) Upgrade

The Texas International Registration Program Rewrite project will improve the TxIRP online user experience and reduce Out-of-Service (OOS) fraud. The project will improve user experiences through website responsiveness for mobile devices, add automated financial capabilities, and improved reporting.

Project Benefits:

- The project is currently in the procurement phase.
- The Statement of Work is under review.
- Project overall health is yellow because of the delays in funds approval. Now that funds are approved the schedule and task activities are expected to move forward more quickly.

Project End Date: Sept 2024

Registration and Title System (RTS) Batch Cycle

The objective of the RTS Batch Refactoring project is to reduce run time of 33 high priority batch jobs. The project will modernize existing batch code, moving from Maxenso to Java. It will optimize the run time of these batch jobs, shortening the run times by as much as 95%.

Project Status:

- The project is in the development and testing phases.
- The first set of batch updates are currently in testing and will be released in December.
- The second set of batch updates are currently in development and will be released in February.
- The project overall health is green. The project is on time and within scope and schedule.

Project End Date: Mar 2022

Texas by Texas (TxT)

The Texas by Texas project will provide the constituents of Texas a secure, mobile-friendly platform to do business with multiple state agencies using a single user account (single sign-on). TxT will serve as a personal and portable government assistant for customers. It will allow customers to create an account, link to vehicles, and establish a personalized profile

with stored payment information, transaction history, preferences, and other features. Users will be able to choose to receive text and email renewal reminders which helps Texans renew their vehicle registration more efficiently.

Project Status:

- The web application was launched in October.
- The mobile application will be available in the Apple and Google stores in January of 2022.
- TxDMV is partnering with DIR to participate in the execution of the statewide marketing campaign.
- The project overall health is green. The project is on time and within scope and schedule.

Project End Date: Spring 2022

Motor Carrier Credentialing System (MCCS) Rewrite

The Motor Carrier Credentialing System Rewrite project will replace the existing legacy MCCS system with a modern, reliable application supported by an external vendor. The project will reduce the operational risk to the department using improved technologies and ensure long-term support and operability.

Project Status:

- The project is in the initiation phase.
- The project charter was developed and approved in November.
- Requirements are being gathered and documented.
- The project overall health is green. The project is on time and within scope and schedule.

Project End Date: Aug 2023

Legislative Application Changes

ITSD is currently developing application enhancements in response to legislative changes. Two of the more significant work efforts include modifications required by HB 3927 and SB 876. The systems impacted include the RTS, webDEALER, and eLICENSING. These changes will be released in alignment with the adoption of the rules.



**COMMITTEE MEETING DATE: 12/1/2021
BRIEFING**

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Tom Shindell, Ph.D., Office of Innovation & Strategy
Agenda Item: 4.C
Subject: Operational Plan

RECOMMENDATION

Briefing Only.

PURPOSE AND EXECUTIVE SUMMARY

To provide the Projects & Operations Committee with a brief overview of enhancements included in the Fiscal Year 2022 – FY 2023 Texas Department of Motor Vehicles Operational Plan. This briefing also includes a summary of five of the thirty-six initiatives in the plan. The new Operational Plan makes the relationship clear between an activity and:

- The three Strategic Goals established by you, the Texas Department of Motor Vehicles Board
- The activities specified in department's most recent strategic plan
- The five business drivers used to select a project
- The four perspectives and thirteen objectives contained in the department's Balanced Scorecard

Enforcement Division: Improve Complaint Resolution Timeframes and Processes

Enforcement Division staff are actively engaged in identifying and recommending solutions to process inefficiencies in the compliant resolution process and implementing enhancements to policies, procedures, and motor carrier and motor vehicle reports. Specifically, Enforcement staff are taking steps to eliminate or rework processes that hinder complaint resolution and implement new ideas that serve to reduce case aging.

Human Resources Division: Internal Education Campaign

This initiative is intended to improve the quality of customer service provided to external and internal customers by the department. The most significant component of this initiative is developing and implementing customer service training for all Texas Department of Motor Vehicle employees. The training will teach TxDMV employees the skills to allow them to provide world-class customer service for both external and internal customers.

Motor Vehicle Division: eLICENSING External User Guides, Manuals, and Videos

The Motor Vehicle Division will work with the Consumer Relations Division to revise existing eLICENSING user guides, manuals, and videos. They will also create additional resources for internal staff and external licensee use. While the eLICENSING system has been successfully operational for over two years, a full-scale refresh of the supporting resources is needed.

Office of Administrative Hearings: Develop a Lemon Law Education Campaign for the Public

This activity is designed to review and update the department's external communications regarding the Lemon Law program. This will be an effort to highlight and advertise the benefits of the Lemon Law program to the public and to

develop a process to ensure that consumers receive consistent, readable, consumer-centric communications regarding the Lemon Law. This will include any necessary revisions to the department's website, plus ensuring a stronger presence on social media and establishing web search priority.

Motor Vehicle Crime Prevention Authority: Law Enforcement Coordination and Network Improvement

The Motor Vehicle Crime Prevention Authority division is implementing a new initiative to improve the targeted allocation of funding to law enforcement programs. The focus is to combat motor vehicle crime in Texas. The initiative will also improve the coordination and network activities of those funded programs. The Motor Vehicle Crime Prevention Authority will implement new types of funding streams to law enforcement that directs investigators, equipment, and other resources to better support the Authority's vision and mission. These activities will also support Texas Department of Motor Vehicles' goals and strategic initiatives.

FINANCIAL IMPACT

None.

BACKGROUND AND DISCUSSION

The department transitioned from annual to biennial Operational Plans in FY 2020. This biennial Operational Plan includes enhancements to make the connections between department activities and department strategies clear and explicit.



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board
From: Matthew Levitt, Human Resources Director
Agenda Item: 4.D
Subject: TxDMV Workforce Update

RECOMMENDATION

This is a briefing to provide an update of the TxDMV workforce.

PURPOSE AND EXECUTIVE SUMMARY

Provide a briefing overview of the TxDMV workforce that includes:

- **Workforce Demographics**

The TxDMV workforce has 802 full-time equivalent (FTE) positions; and has 733 filled positions. This overview includes comparisons of the TxDMV workforce with all Texas state agencies based on gender, race, age, and tenure (at both TxDMV and overall state employment experience). The overview also includes a breakdown of employees who work in the Austin headquarters and those who work in regional offices across the state.

- **Employee Turnover**

In the past, employee turnover at TxDMV had been consistently lower than that of other Texas state agencies. However, in fiscal year 2019 TxDMV experienced an increase in employee turnover. TxDMV's employee turnover decreased slightly in FY 2020 and remained consistent in FY 2021.

- **Market Salary Adjustment:**

The vast majority of TxDMV employees were paid significantly below their pay range midpoint, which is the market rate of pay. TxDMV undertook a major project of increasing pay competitiveness by providing 50% of TxDMV employees salary equity adjustments at a cost of approximately \$1.4 million.



TxDMV Workforce Overview

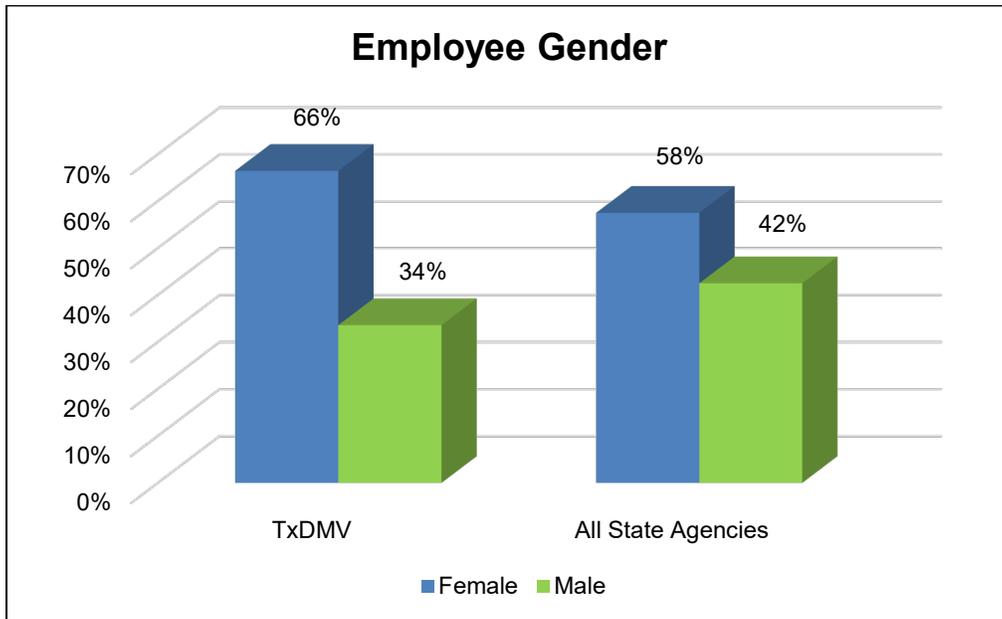
The TxDMV workforce has 802 full-time equivalent (FTE) positions and there are currently 733 filled positions. Following is an overview of the TxDMV workforce, including:

- Demographic comparisons with overall statewide employment at other Texas state agencies,
- Information on employee turnover,
- Recent market salary adjustments to increase competitiveness of pay

WORKFORCE DEMOGRAPHICS

Gender

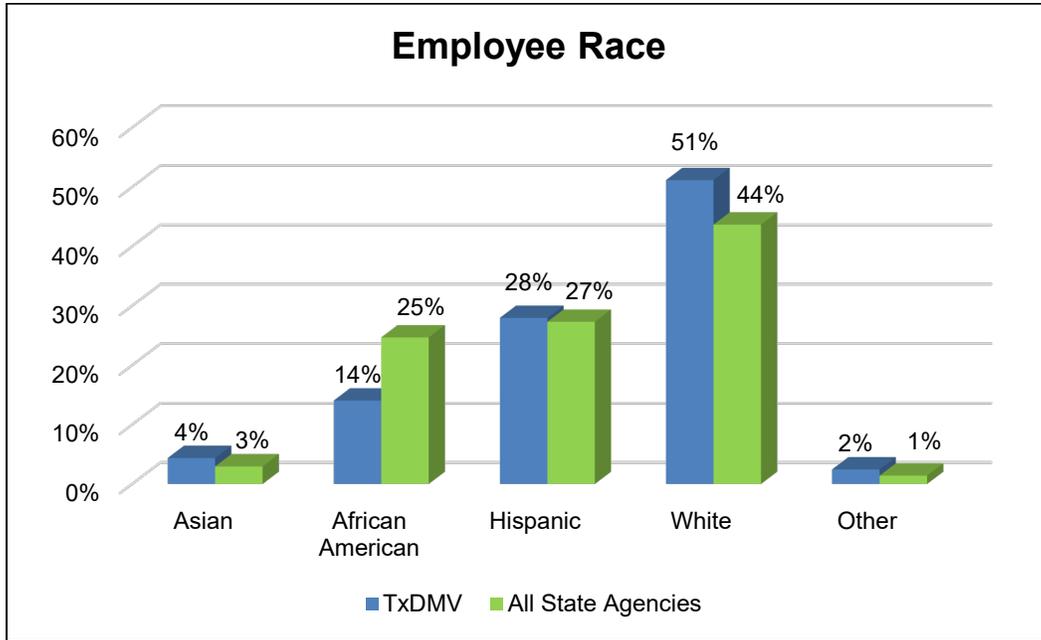
Approximately two thirds of the TxDMV workforce is female and one third is male. This is a higher percentage of women compared to other Texas state agencies at 58%. Over the past 5 years, TxDMV’s proportion of male and female employees has remained consistent.





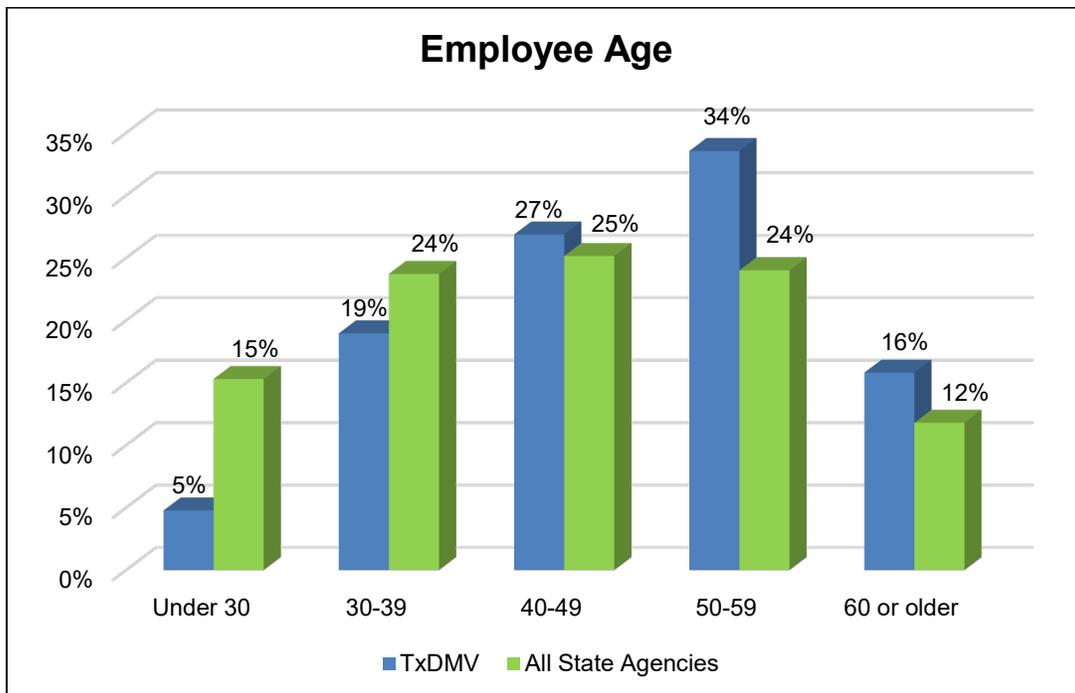
Race

TxDMV has a diverse workforce. Over the past 5 years, TxDMV’s employee ethnicity has remained fairly consistent.



Age

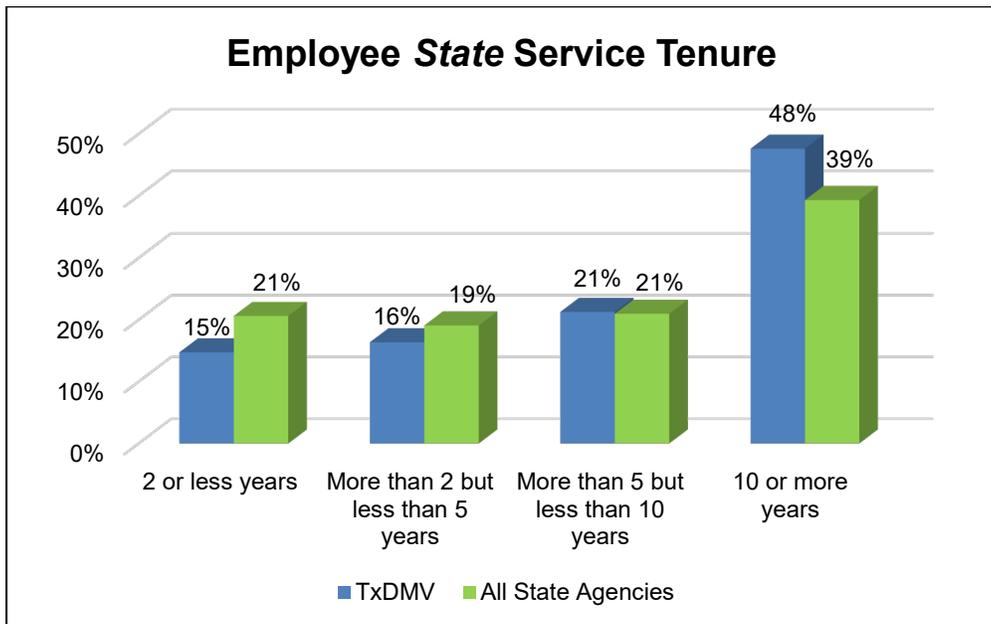
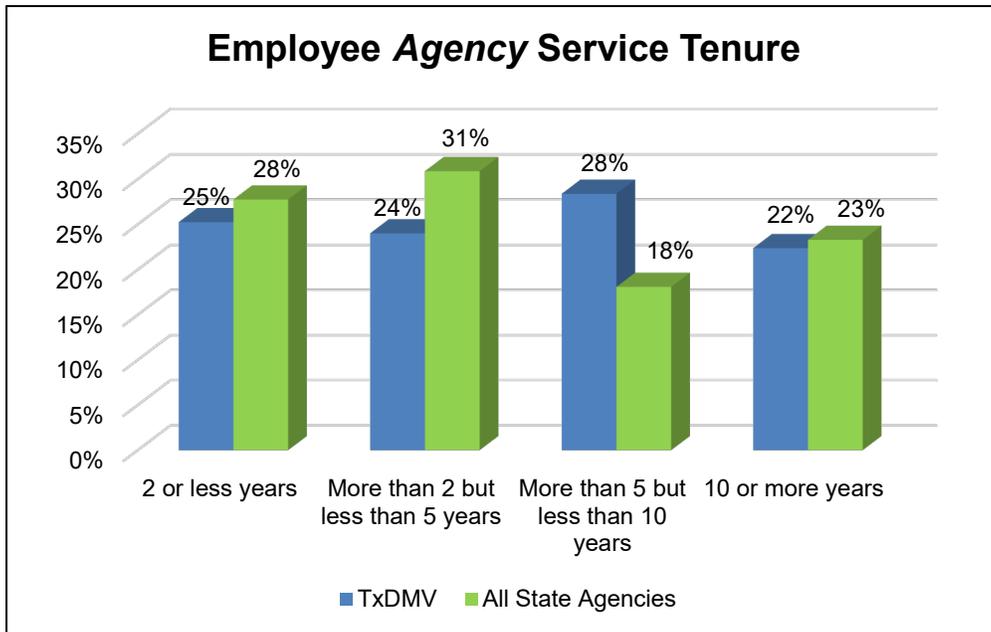
TxDMV’s workforce is older than the workforce in other Texas state agencies. More than three fourths of employees are forty or older and only five percent of employees are under thirty years old.





Employee Tenure

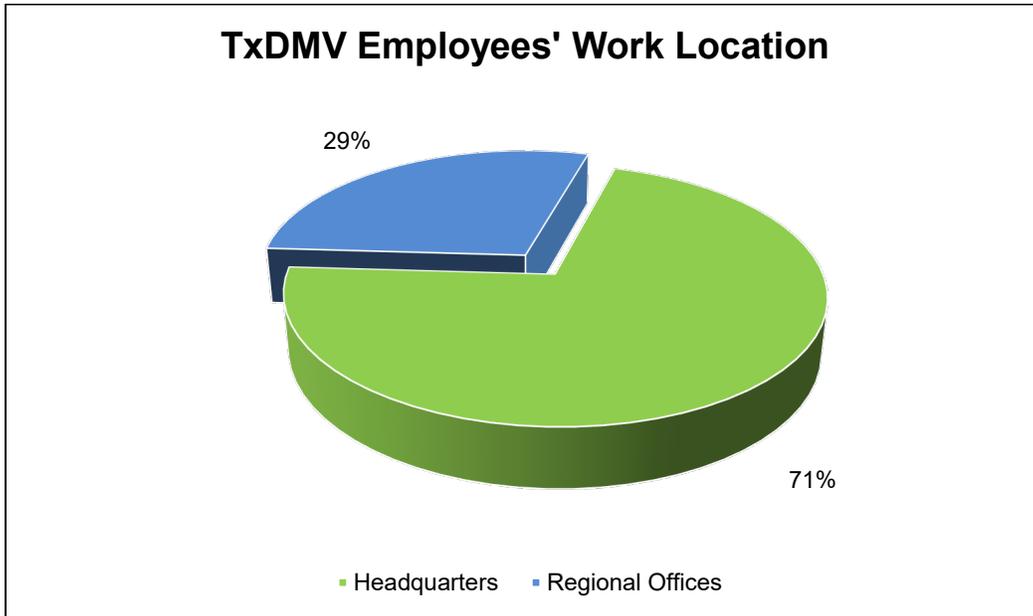
Nearly a quarter of employees (twenty two percent) have worked for TxDMV for ten or more years and half of employees have been working for TxDMV for over five years. The percentage of employees with at least five years of TxDMV tenure has remained relatively constant around 50%, whereas the percentage of employees at other Texas state agencies with at least five years of tenure with the agency has decreased from 50% in FY 2019 to 41% in FY 2020 and 2021.



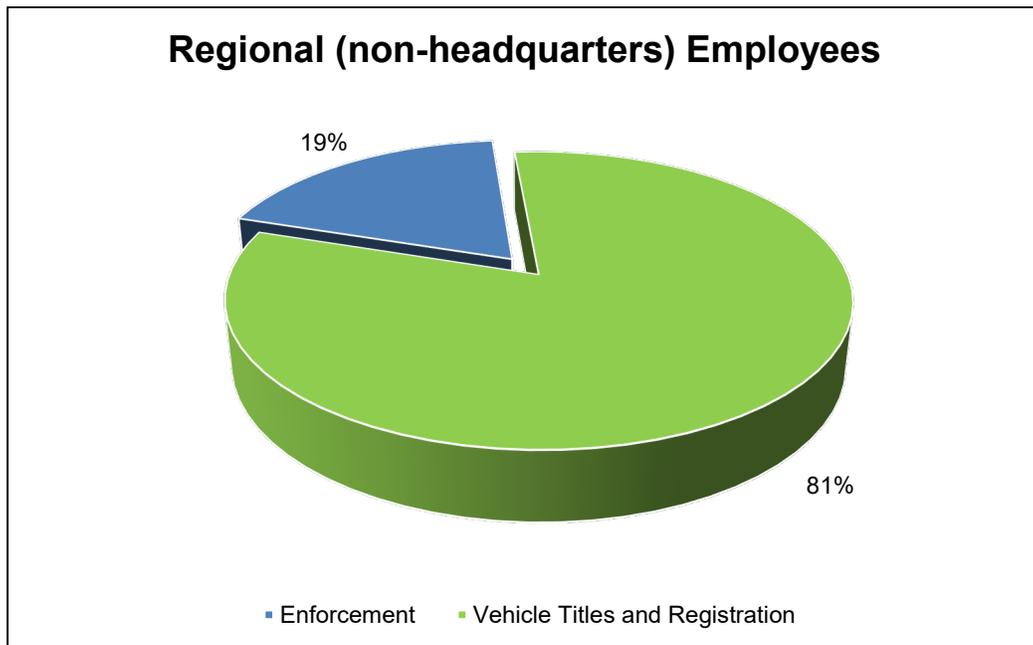


Work Location

More than seventy percent of employees work in the Austin headquarters, while over 200 employees work in regional offices around the state.



More than three fourths of the regional employees work in the Vehicle Titles and Registration Division. The remaining employees work in the Enforcement Division.





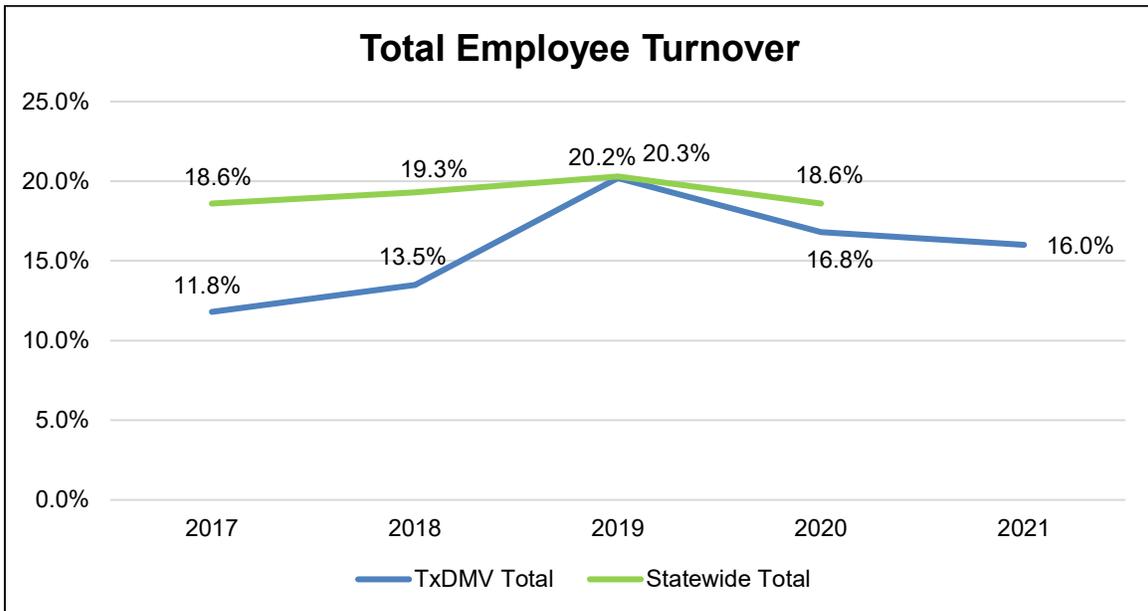
EMPLOYEE TURNOVER

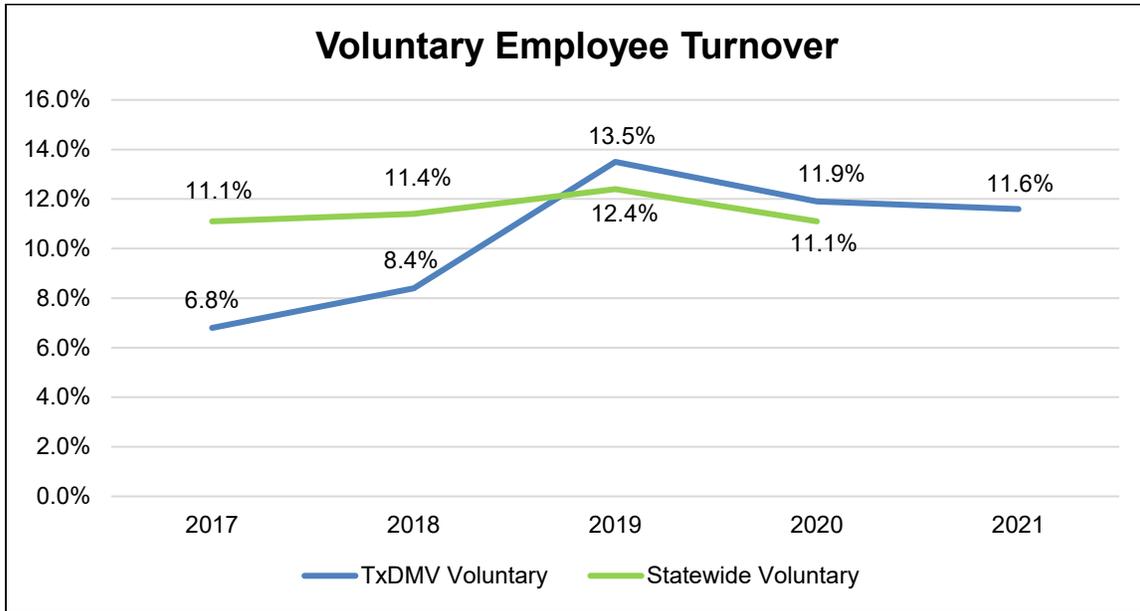
Historically, TxDMV’s turnover rate has been consistently well below the statewide rate for all Texas state agencies up until FY 2019 when the TxDMV turnover rate increased to 20.2%, nearly identical to the statewide rate. TxDMV’s employee turnover rate declined to 16.8% in FY 2020 and remained fairly consistent in FY 2021 with a turnover rate of 16.0%.

Following are the reasons for the 118 separations in 2021 and the percentage of the total TxDMV separations:

Reason	Separations	Percentage
Voluntary Separation	58	7.8%
Transfer to Another State Agency	28	3.8%
Retirement	20	2.7%
Dismissal for Cause	11	1.5%
Death	1	0.1%
Total	118	

The following graphs show the total turnover and voluntary turnover rates compared to other Texas state agencies over the last five years (*statewide data are not included for FY 2021, because the data have not yet been released*).





Following are several observations regarding employee turnover for FY 2021:

- For the last two years, the turnover rate for employees with less than two years of tenure at TxDMV has been dramatically higher than in the past. In FY 2021, 60 of the 118 separating employees were within their first two years of employment at TxDMV and the turnover rate among these new employees was 28.2%.
- For the past two years, the turnover rate for African American employees has been significantly higher than the rate for white and Hispanic employees.
- Employee job classification titles that had particularly high turnover rates include:
 - Director turnover rate increased from 9.8% in FY 2020 to 34.6% in FY 2021
 - IT infrastructure titles increased from 4.7% in FY 2020 to 23.3% in FY 2021.
 - The turnover rate for financial titles remained high in FY 2021.



MARKET SALARY ADJUSTMENT PROJECT

TxDMV undertook a major review to evaluate the competitiveness of employee pay in response to several factors, including increased employee turnover, the State Auditor's Office report identifying TxDMV as a high turnover agency, and employee dissatisfaction with pay. We found that the vast majority of TxDMV employees were paid significantly below their pay range midpoint, which is the market rate of pay as determined by the State Auditor's office.

In order to increase the competitiveness of pay compared to market rates, TxDMV evaluated all employees for consideration of a salary equity increase. A primary factor for consideration in receiving a salary equity increase was employee pay compared to their pay range midpoint. Additionally, employee salary increases were based on TxDMV tenure and employee performance. As a result of this project, salary equity increases were granted to 50% of TxDMV staff at a total cost of just over \$1.4 million. These salary equity adjustments went into effect on September 1, 2021.



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Leah Leone, Employee Ombudsman/Civil Rights Officer
Agenda Item: 4.E
Subject: Ombudsman Activities

RECOMMENDATION

Briefing Only.

PURPOSE AND EXECUTIVE SUMMARY

To brief the Board on the duties and activities of the office of the Employee Ombudsman.

FINANCIAL IMPACT

No financial impact.

BACKGROUND AND DISCUSSION

The office of the Employee Ombudsman was created in FY2020 at TxDMV. The Employee Ombudsman assumed responsibilities of the office on 1 November 2020. The Employee Ombudsman acts as a neutral, impartial, and confidential resource who assists employees in informally resolving workplace conflict and process issues.

Employee Ombudsman activities include:

- Exploring and assisting employees in determining options to help resolve workplace conflict
- Bringing about awareness of systematic concerns to the attention of upper-level management for resolution
- Facilitating conversation
- Mediation
- Training and Team Building
- Conflict Coaching
- Participating in employee engagement and information forums
- Cross collaboration with senior level executives and mid-level management

Process and Function:

The Employee Ombudsman receives and responds to internal employee complaints that fall within the Ombudsman's jurisdiction within 24 to 48 hours. A key component of the Ombudsman's role is to help management and the employee learn how to navigate interpersonal issues in the workplace that

create conflict. Another important role of the Ombudsman is to educate and train the employee how to manage conflict at the employee level, using self-help techniques, enhanced communication, conflict resolution and conflict coaching.

Providing employees with direct contact to an Employee Ombudsman who can be a confidential sounding board, will ultimately help boost employee morale, and help realign the employee with the agency's mission, vision, and values.

Value Added:

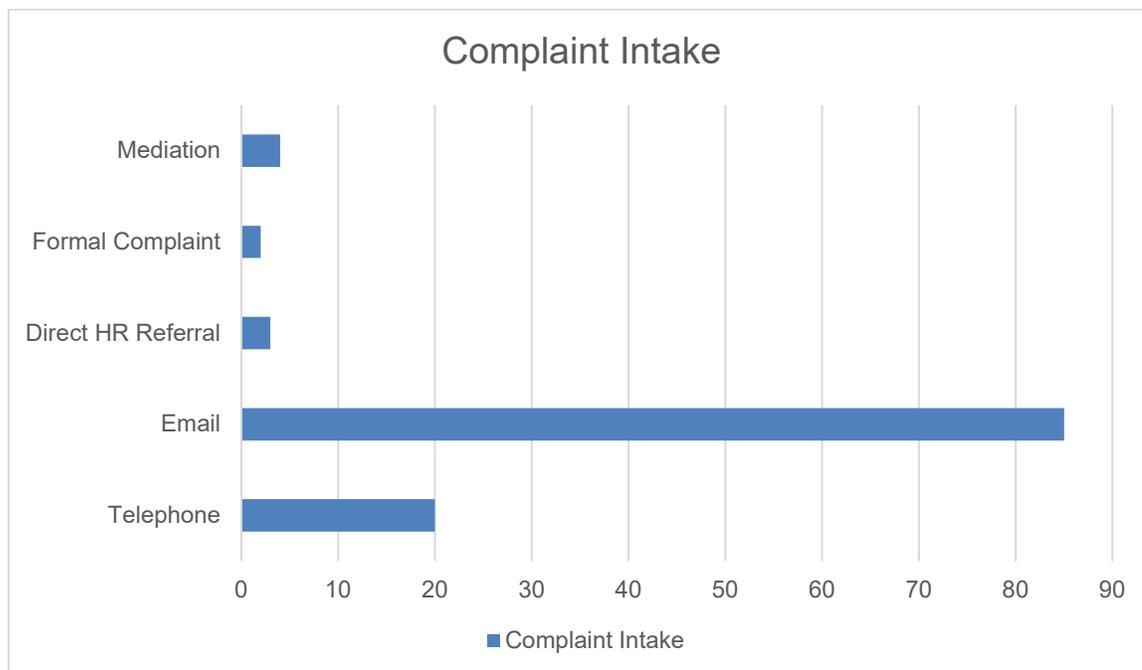
The value added of having an Employee Ombudsman is to reduce the likelihood of mismanaged, and unresolved conflict in the workplace which may result in sizeable financial and human costs to an agency.

Mediation:

Another value added is the ability to offer alternative dispute resolution to all levels of staff such as facilitated conversation, and mediation.

Properly managed workplace conflict has been shown to mitigate risk, increase productivity, decrease absenteeism, and employee turnover.

The overarching role of the Employee Ombudsman is to empower employees to successfully manage and resolve their workplace conflict at the staff level without the need to escalate up the chain of command. Such actions alleviate the need for managerial involvement which can save time, resources, and contributes to greater employee satisfaction.



[Fig. 1.]



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Corrie Thompson, Enforcement Division Director
Agenda Item: 4.F
Subject: Organizational Structure Update – Compliance and Investigations Division Transferred to Enforcement Division

RECOMMENDATION

Briefing Only.

PURPOSE AND EXECUTIVE SUMMARY

Provide an update on the transition of Compliance and Investigations Division (CID) activities and staff to the Enforcement Division (ENF).

FINANCIAL IMPACT

None.

BACKGROUND AND DISCUSSION

CID became part of ENF effective August 1, 2021 to improve efficiencies in case processing and reduce confusion on where people can go for assistance. Since the transition, staff have been actively working on the following:

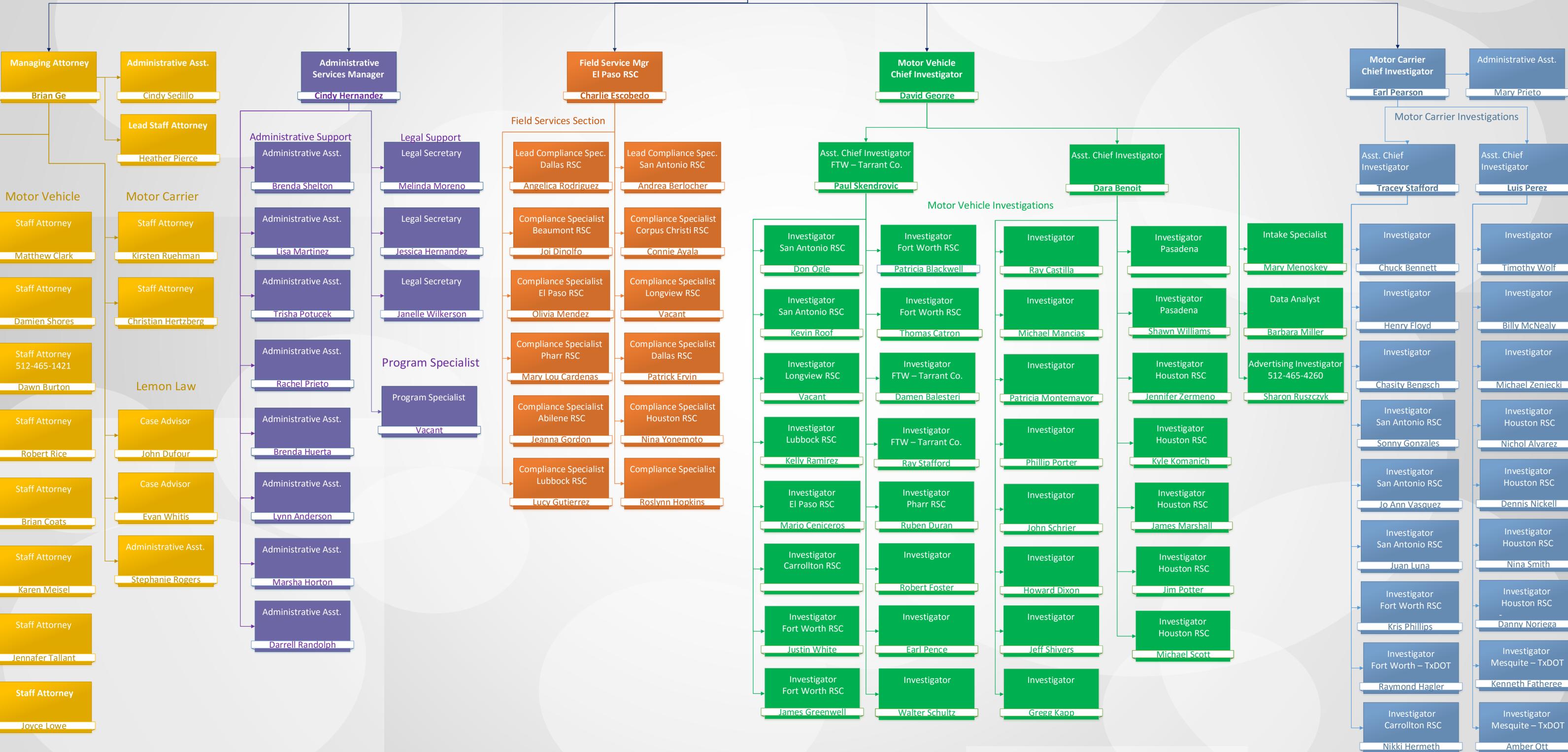
1. Training and Case Processing
 - a. Newly assigned CID investigators were trained on conducting investigations involving Motor Vehicle and/or Salvage dealers and on use of the ENF side of eLICENSING for case reporting.
 - b. CID data and administrative support staff were trained on the ENF side of eLICENSING, to include running of daily and end of month reports and case intake. Additional training on webDEALER and the eTAG system is also in the works.
 - c. ENF obtained authority for supervisory staff and administrative support staff to have access to RTS Core so ENF-Motor Vehicle Investigations (MVI) can add and remove legal restraints and place and remove title rejections on motor vehicle records associated with red flag cases without the need to involve Vehicle Titles and Registration Division staff.
2. County Communication
 - a. Provided a webinar hosted by VTR, ENF-Field Services Section (FSS), and ENF-MVI, to educate County Tax Assessor-Collectors (TACs) and their staff on the roles, responsibilities, and services each section provides along with contact information. The webinar was well received with a total of 295 participants.
 - b. Red Flag Referrals (RFR) – The Red Flag Referral process was transitioned to MVI effective October 2021. Previously, FSS staff provided administrative support by maintaining a spreadsheet to track transactions being received. Transitioning referral tracking to the investigative section allows compliance specialists in Austin to devote their efforts solely to compliance reviews.
 - i. A county communication detailing revisions to the RFR process that expedite processing of TAC submissions was sent November 4th. Efforts to streamline the submission process detailed in the communication include:

1. RFRs being captured through the Online Motor Vehicle Dealer Complaint Portal. This expands the tracking of red flag referrals beyond the manual spreadsheet being maintained and expedites transaction processing.
 2. A step-by-step guide was developed and distributed with this communication to assist TACs in processing the transactions through the portal.
 3. A new, easy to remember, email was implemented to streamline communications between TACs and ENF. The new email is RedFlag@txdmv.gov.
 4. A new Red Flag Submission cover sheet was created to allow county staff to submit pertinent information required for ENF to process red flag referrals.
 - ii. In the spring of 2022, the Online Motor Vehicle Dealer Complaint Portal will be enhanced to include a specific Red Flag option for county submissions as well as a new electronic complaint form.
3. Compliance Reviews
- a. A new KPI was developed to report section viability to the Board. The KPI is “Average Number of Calendar Days to Conclude a County Compliance Review”. This increases transparency with our partners by providing a measure of the acceptable turnaround time of completion of a county review. FY22 will be used to develop a baseline.
 - b. An IT ticket was submitted to modify eLICENSING pages for use with Compliance Review Reports. The expectation is to move away from typing a compliance review on MS Word and instead enter this information directly into eLICENSING. This will allow the tracking of compliance reviews electronically for streamlined reporting functions.
 - c. Several revisions are being developed to update the current Compliance Review Standard Operating Procedures. The following is a summary of the items that will be changed:
 - i. Final Disposition of County Review – Final dispositions will be transitioned from a finding of “Concerns” and “No Concerns” to a risk level system (high, medium, low). This will convey a better representation of the county’s risk exposure.
 - ii. Expand review authority of a Compliance Specialist to all counties – Continue with a hybrid model of conducting compliance reviews, where the compliance specialist is not limited to conducting reviews to assigned area counties. The expanded authority will allow for a fresh set of eyes to examine county operations and prevent complacency by reviewing specialists.

103 FTEs

Division Director
Corrie Thompson

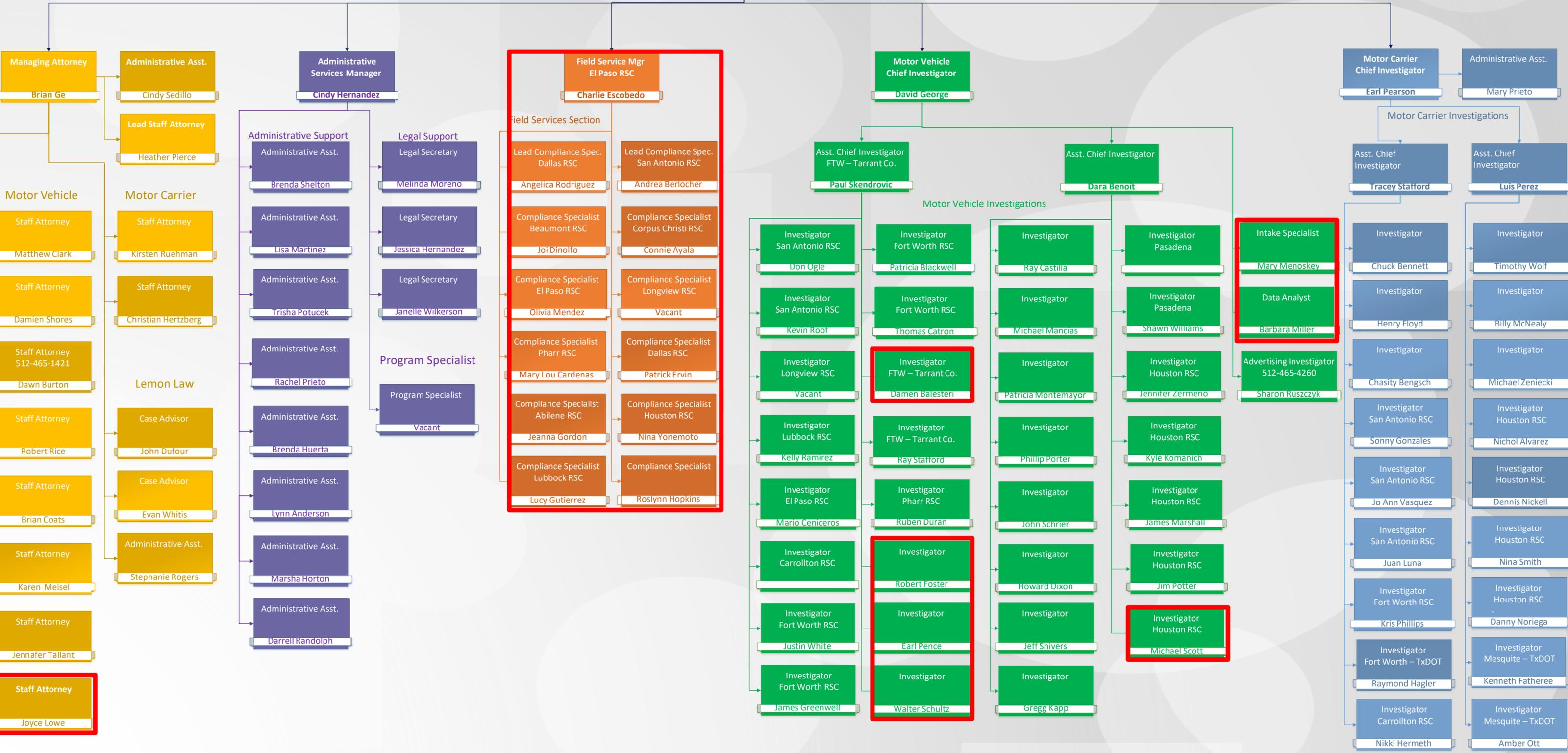
Staff Service Office
Stacey Cullen



103 FTEs

Division Director
Corrie Thompson

Staff Service Office
Stacey Cullen



**COMMITTEE MEETING DATE: 12/1/2021****BRIEFING**

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Jimmy Archer, Motor Carrier Division Director
Agenda Item: 4.F
Subject: Consolidation of Motor Carrier Division's Credentialing and Commercial Fleet Services sections into the Motor Carrier Licensing and Registration Section

RECOMMENDATION

Briefing Only – No recommendation.

PURPOSE AND EXECUTIVE SUMMARY

To inform the Project and Operations Committee about a reorganization by the Motor Carrier Division (MCD) that consolidated the Credentialing and Commercial Fleet Services sections into the Motor Carrier Licensing and Registration Section.

FINANCIAL IMPACT

Some salary impacts largely offset by reducing the number of section managers by one.

BACKGROUND AND DISCUSSION

MCD saw an opportunity to serve customers more efficiently by consolidating these two sections under one manager with a vision for improving customer service.

The Credentialing business area is responsible for making sure motor carriers are properly registered with the TxDMV and/or Unified Carrier Registration and have the liability insurance coverage required by law. The Commercial Fleet Services operational area helps motor carriers to register and manage their fleets through the Commercial Fleet Program, as well as to register motor carriers in the International Registration Plan (IRP) to enable them to "apportion" their registration among the states where they travel. What these two operations have in common is registration, whether of motor carriers as a business or the vehicles used by these motor carriers.

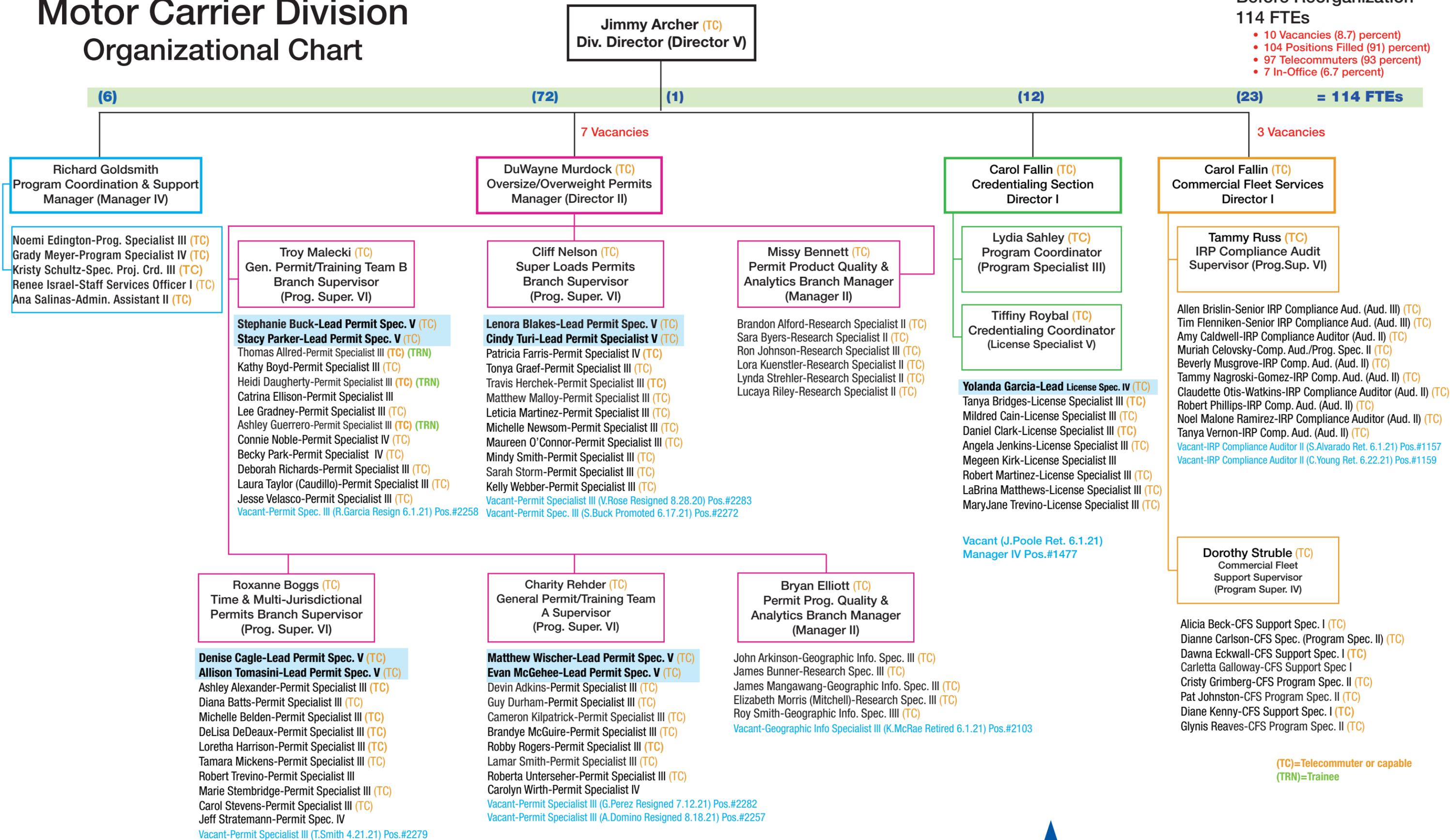
This reorganization allows MCD to realize a long-term goal of a one-stop shop for customers for licensing and registration. Call center staff for both programs will cross train to handle any customer. Customers will benefit as they will no longer need to make separate calls to multiple staff. Call center response time can suffer if one or both call centers is short staffed and call volume is high. Cross training staff will improve response times during these periods of peak demand.

The sections were formally merged on September 1, 2021, so that the change aligned with the fiscal year for budgeting purposes. Several job descriptions will be reclassified to allow these staff to be cross trained to take customer calls for either business operation.

Motor Carrier Division Organizational Chart

Before Reorganization
114 FTEs

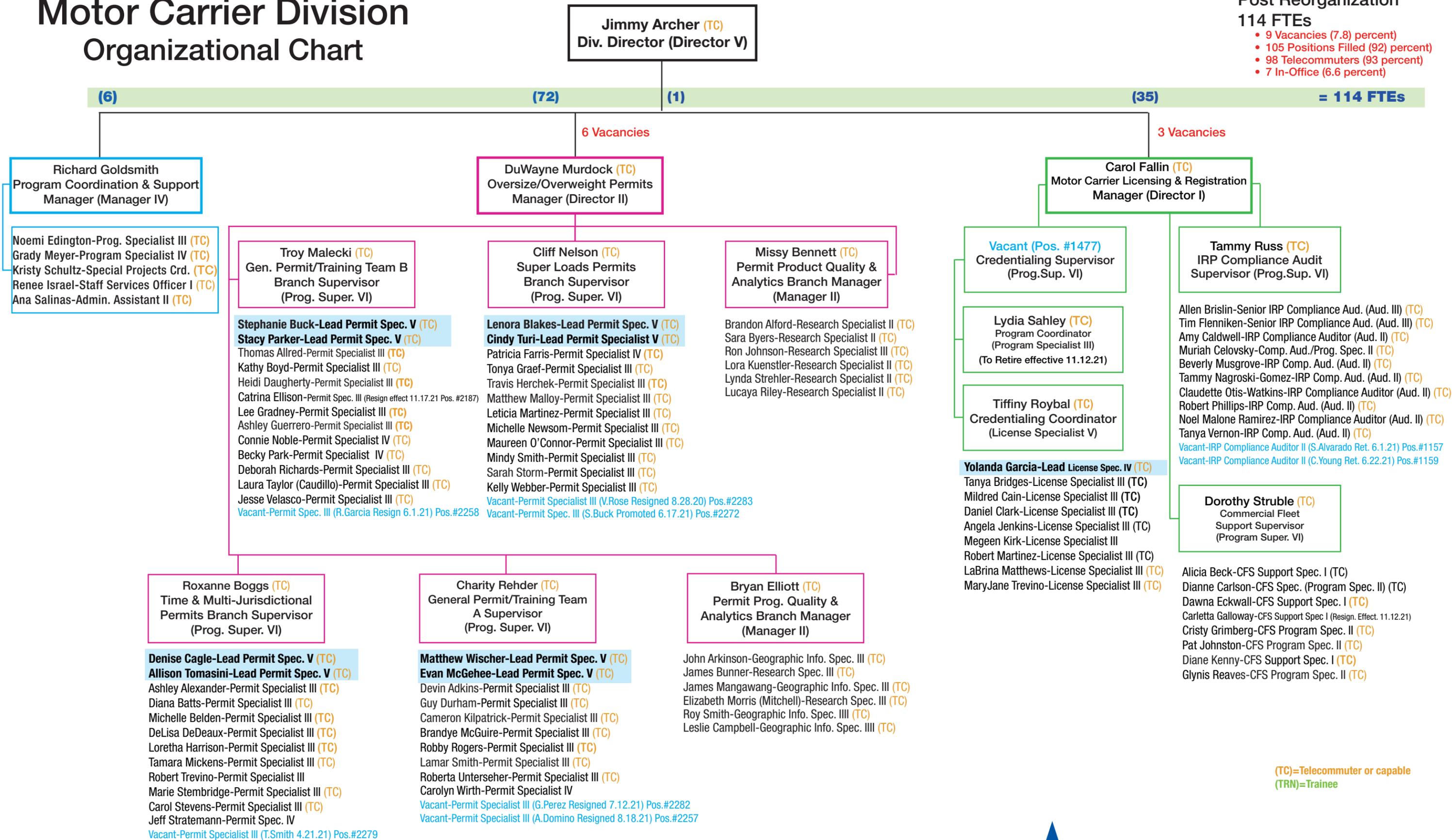
- 10 Vacancies (8.7 percent)
- 104 Positions Filled (91 percent)
- 97 Telecommuters (93 percent)
- 7 In-Office (6.7 percent)



Motor Carrier Division Organizational Chart

Post Reorganization 114 FTEs

- 9 Vacancies (7.8 percent)
- 105 Positions Filled (92 percent)
- 98 Telecommuters (93 percent)
- 7 In-Office (6.6 percent)



(TC)=Telecommuter or capable
(TRN)=Trainee



COMMITTEE MEETING DATE: 12/1/2021
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Stefan Krisch, Vehicle Titles and Registration Division, Registration Section Director
Agenda Item: 4.F
Subject: Organizational Structure Update – License Plate Manufacturing Transferred to Vehicle Titles and Registration Division

RECOMMENDATION

Briefing Only

PURPOSE AND EXECUTIVE SUMMARY

To outline the organizational adjustments implemented within the Department.

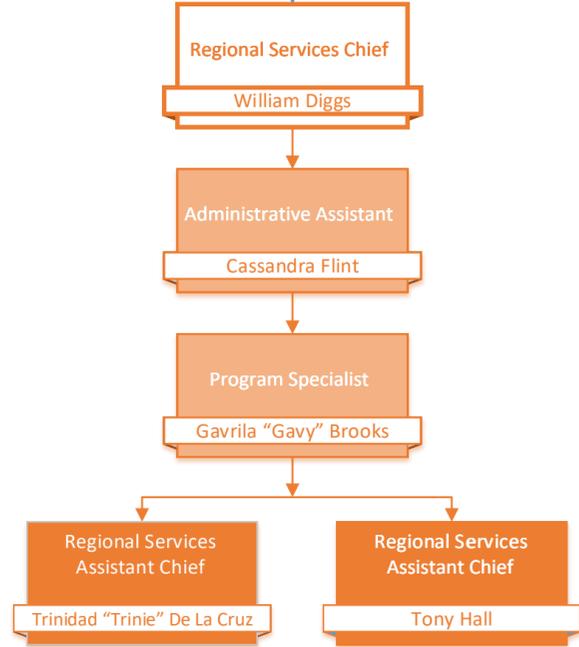
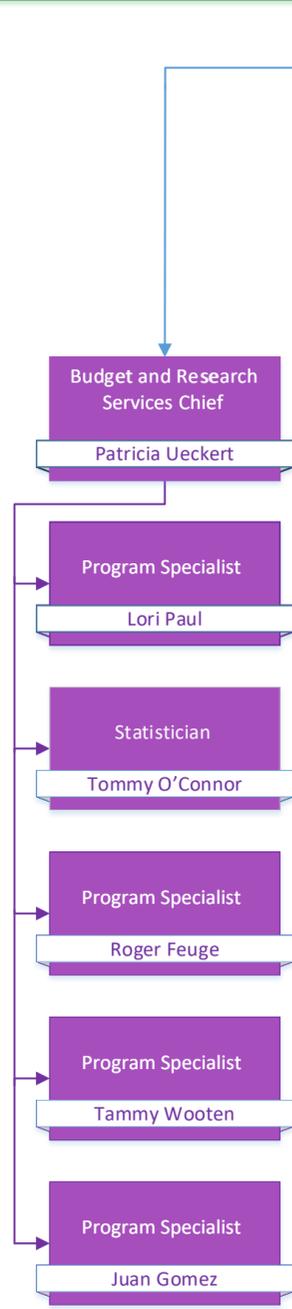
FINANCIAL IMPACT

None

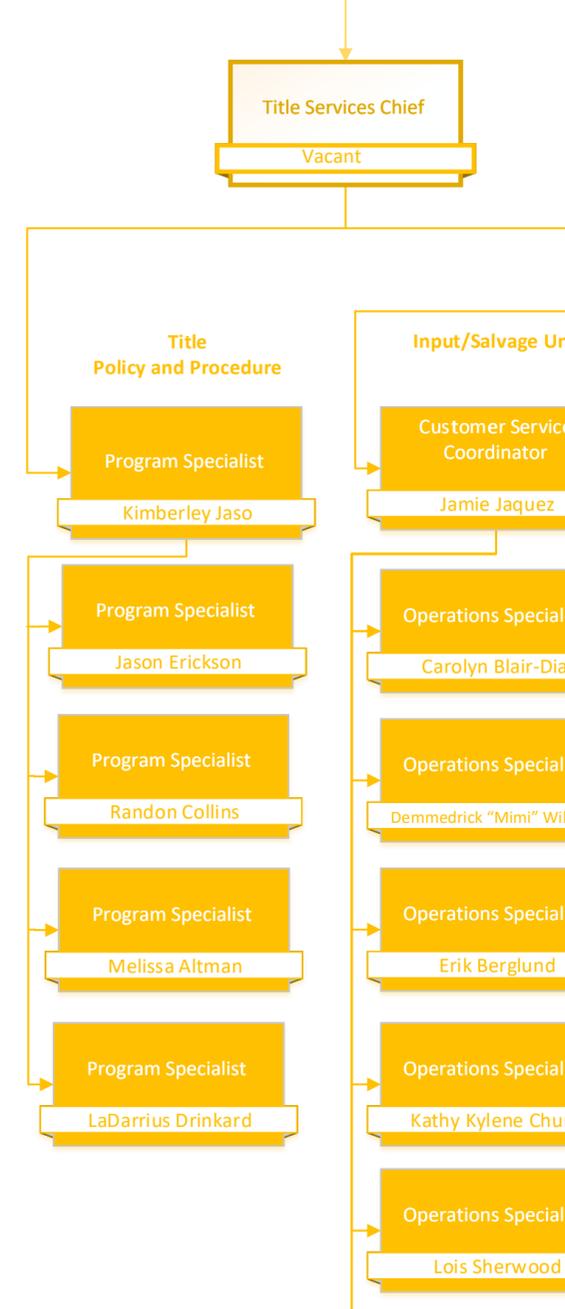
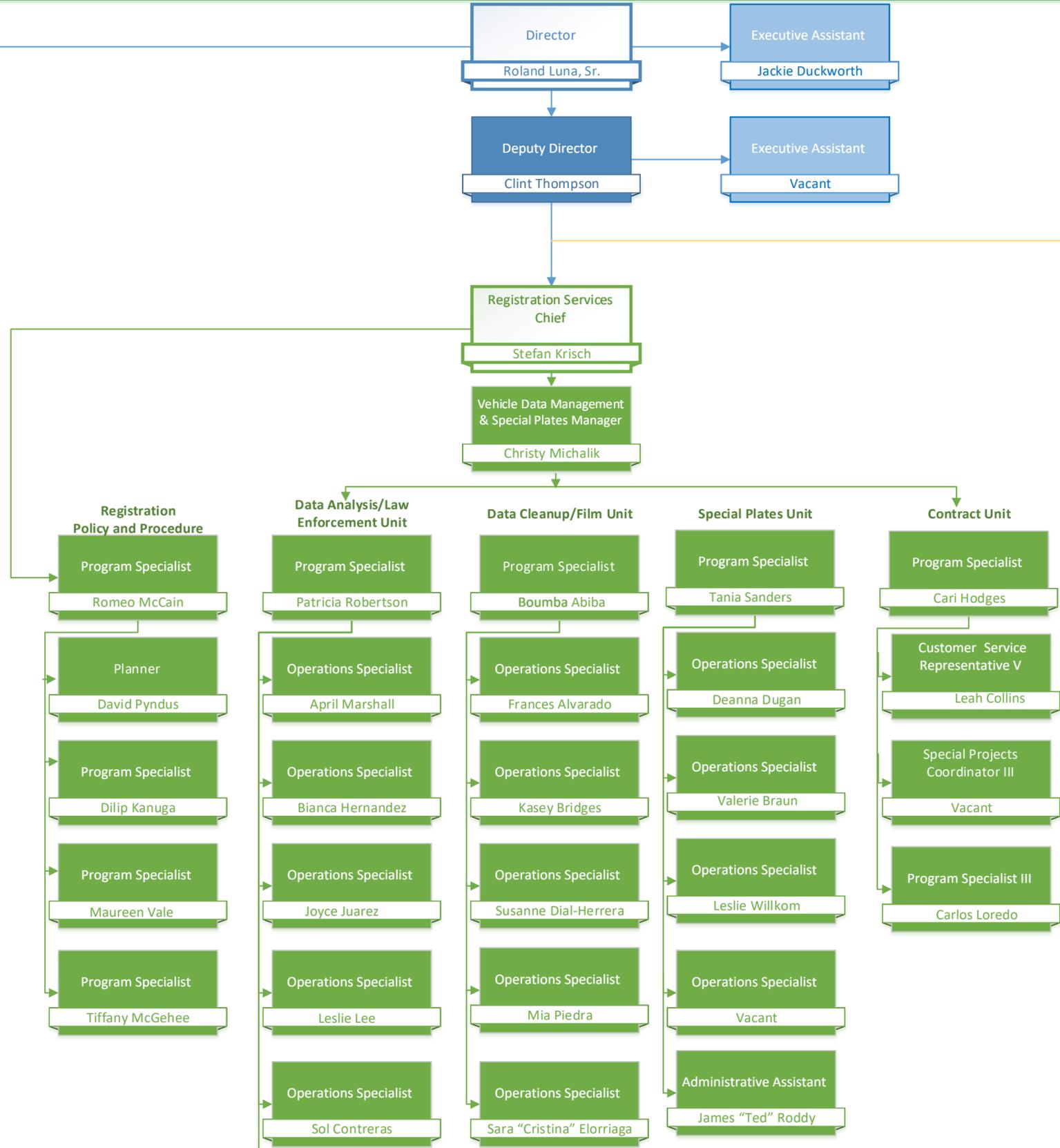
BACKGROUND AND DISCUSSION

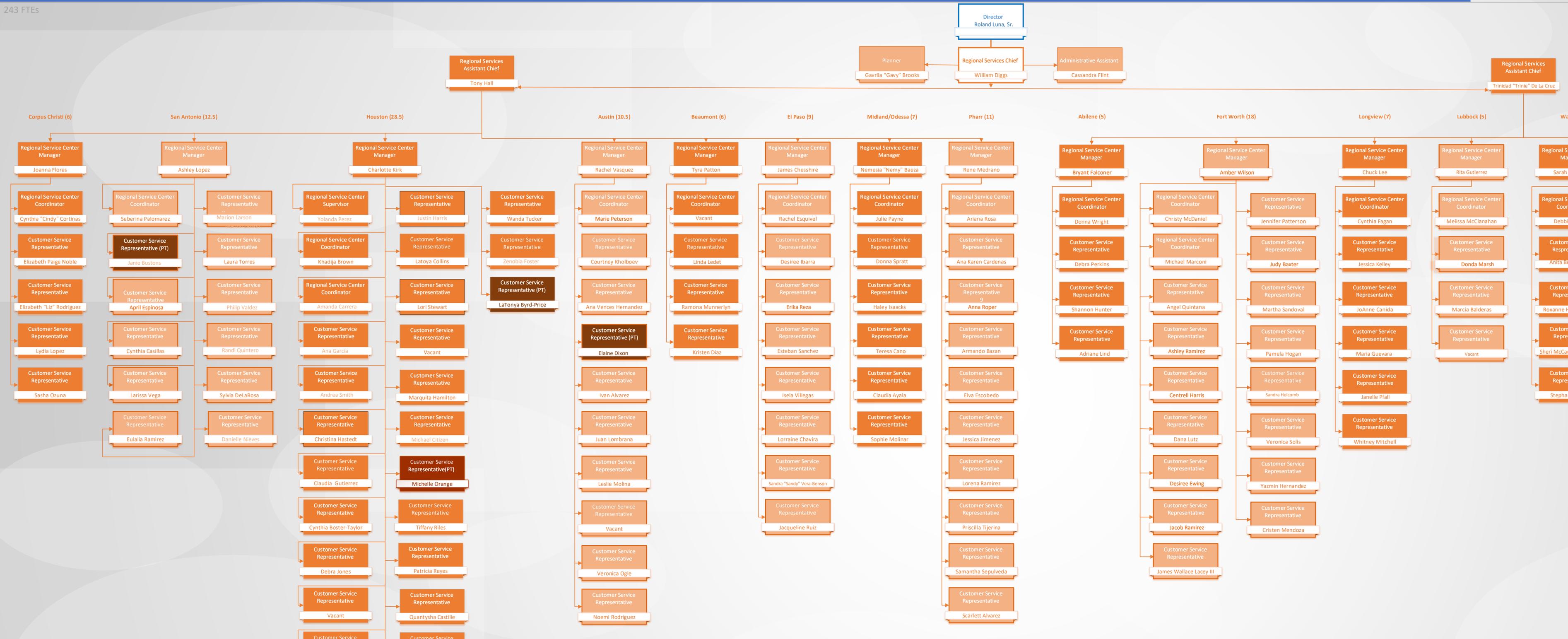
In July 2021, the Department's Internal Audit Division (IAD) concluded their License Plate Manufacturing and Monitoring audit. During the audit, IAD staff determined that 71% of the license plate manufacturing processes were monitored by VTR, but the oversight of this function was under the Finance and Administrative Services (FAS) division. In addition, VTR develops and approves omitted license plate production sequences used to create the license plates. As such, the Department transferred oversight of the operation from FAS to VTR. The transfer included three staff members, two of which work at the TDCJ Wynne Unit in Huntsville, TX, and one staff member at headquarters in Austin, TX.

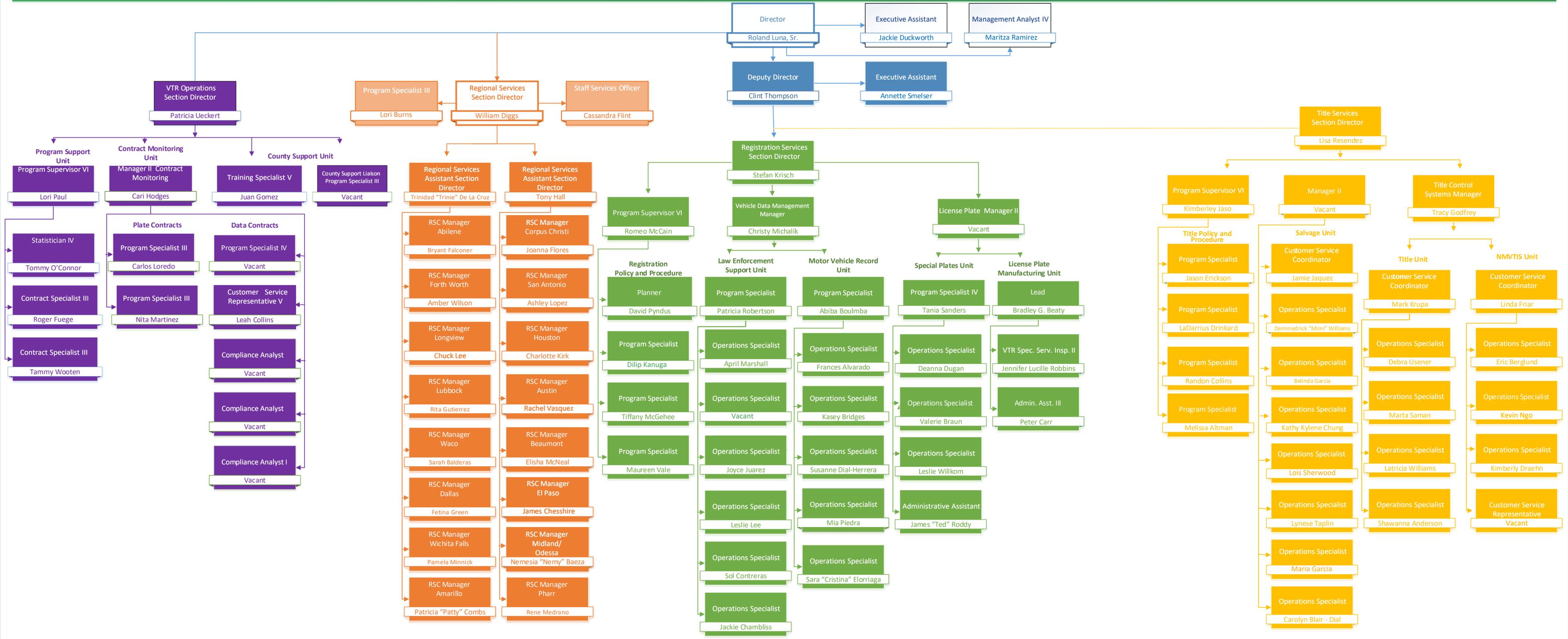
Additionally, as part of the transition, VTR conducted an extensive evaluation of program areas and sections to develop a new organizational structure. Organizational considerations included program effectiveness, efficiency, manager to staff ratio, natural alignment of programs, what made business sense, and fairness. The new structure creates a manager position to oversee the license plate manufacturing and allocation processes that reports to the Registration Services Section Director. This will allow the manager to have a deeper level of engagement in respective program areas, afford time and attention to priorities, increase program efficiency, provide an improved span of control and responsibility, and help VTR and TxDMV achieve our goals and address the audit findings.

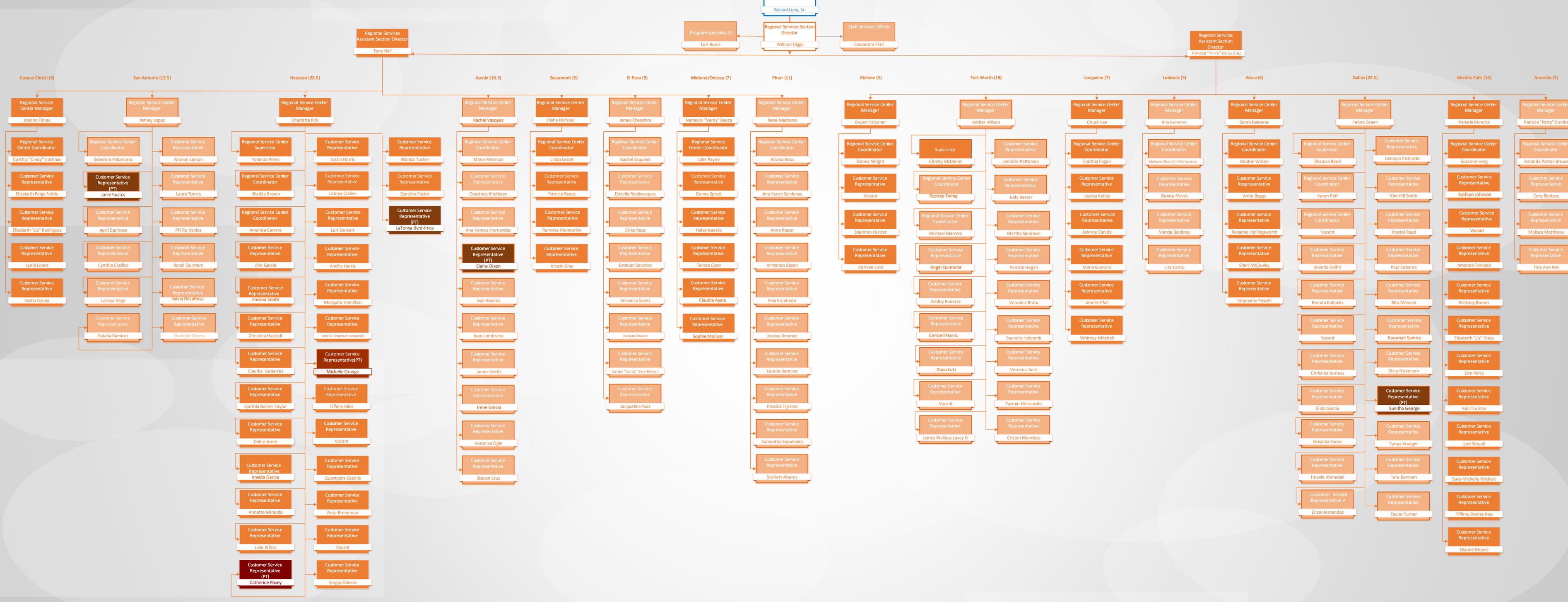


See page 2 for all Regional Services Section staff.









Board Policy Documents

Governance Process (10/13/11)

Strategic Planning (10/13/11)

Board Vision (4/7/16)

Agency Boundaries (9/13/12)

Texas Department of Motor Vehicles TxDMV Board Governance Policy

1. PURPOSE

The directives presented in this policy address board governance of the Texas Department of Motor Vehicles (TxDMV).

2. SCOPE

The directives presented in this policy apply to the TxDMV Board and TxDMV agency personnel who interact with the Board. The TxDMV Board Governance Policy shall be one that is comprehensive and pioneering in its scope.

3. POLICY

3.1. TxDMV Board Governing Style

The Board shall govern according to the following general principles: (a) a vision for the agency, (b) diversity in points of view, (c) strategic leadership, providing day-to-day detail as necessary to achieve the agency vision, (d) clear distinction of Board and Executive Director roles, (e) collective decision making, (f) react proactively rather than reactively and with a strategic approach. Accordingly:

- 3.1.1. The Board shall provide strategic leadership to TxDMV. In order to do this, the Board shall:
 - 3.1.1.1. Be proactive and visionary in its thinking.
 - 3.1.1.2. Encourage thoughtful deliberation, incorporating a diversity of viewpoints.
 - 3.1.1.3. Work together as colleagues, encouraging mutual support and good humor.
 - 3.1.1.4. Have the courage to lead and make difficult decisions.
 - 3.1.1.5. Listen to the customers and stakeholders needs and objectives.
 - 3.1.1.6. Anticipate the future, keeping informed of issues and trends that may affect the mission and organizational health of the TxDMV.
 - 3.1.1.7. Make decisions based on an understanding that is developed by appropriate and complete stakeholder participation in the process of identifying the needs of the motoring public, motor vehicle industries,

and best practices in accordance with the mission and vision of the agency.

- 3.1.1.8. Commit to excellence in governance, including periodic monitoring, assessing and improving its own performance.
- 3.1.2. The Board shall create the linkage between the Board and the operations of the agency, via the Executive Director when policy or a directive is in order.
- 3.1.3. The Board shall cultivate a sense of group responsibility, accepting responsibility for excellence in governance. The Board shall be the initiator of policy, not merely respond to staff initiatives. The Board shall not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- 3.1.4. The Board shall govern the agency through the careful establishment of policies reflecting the board's values and perspectives, always focusing on the goals to be achieved and not the day-to-day administrative functions.
- 3.1.5. Continual Board development shall include orientation of new Board members in the board's governance process and periodic board discussion of how to improve its governance process.
- 3.1.6. The Board members shall fulfill group obligations, encouraging member involvement.
- 3.1.7. The Board shall evaluate its processes and performances periodically and make improvements as necessary to achieve premier governance standards.
- 3.1.8. Members shall respect confidentiality as is appropriate to issues of a sensitive nature.

3.2. TxDMV Board Primary Functions/Characteristics

TxDMV Board Governance can be seen as evolving over time. The system must be flexible and evolutionary. The functions and characteristics of the TxDMV governance system are:

- 3.2.1. Outreach
 - 3.2.1.1. Monitoring emerging trends, needs, expectations, and problems from the motoring public and the motor vehicle industries.
 - 3.2.1.2. Soliciting input from a broad base of stakeholders.

3.2.2. Stewardship

3.2.2.1. Challenging the framework and vision of the agency.

3.2.2.2. Maintaining a forward looking perspective.

3.2.2.3. Ensuring the evolution, capacity and robustness of the agency so it remains flexible and nimble.

3.2.3. Oversight of Operational Structure and Operations

3.2.3.1. Accountability functions.

3.2.3.2. Fiduciary responsibility.

3.2.3.3. Checks and balances on operations from a policy perspective.

3.2.3.4. Protecting the integrity of the agency.

3.2.4. Ambassadorial and Legitimizing

3.2.4.1. Promotion of the organization to the external stakeholders, including the Texas Legislature, based on the vision of the agency.

3.2.4.2. Ensuring the interests of a broad network of stakeholders are represented.

3.2.4.3. Board members lend their positional, professional and personal credibility to the organization through their position on the board.

3.2.5. Self-reflection and Assessment

3.2.5.1. Regular reviews of the functions and effectiveness of the Board itself.

3.2.5.2. Assessing the level of trust within the Board and the effectiveness of the group processes.

3.3. Board Governance Investment

Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity. Accordingly:

3.3.1. Board skills, methods, and supports shall be sufficient to ensure governing with excellence.

- 3.3.1.1. Training and retraining shall be used liberally to orient new members, as well as maintain and increase existing member skills and understanding.
 - 3.3.1.2. Outside monitoring assistance shall be arranged so that the board can exercise confident control over agency performance. This includes, but is not limited to, financial audits.
 - 3.3.1.3. Outreach mechanisms shall be used as needed to ensure the Board's ability to listen to stakeholder viewpoints and values.
 - 3.3.1.4. Other activities as needed to ensure the Board's ability to fulfill its ethical and legal obligations and to represent and link to the motoring public and the various motor vehicle industries.
- 3.3.2. The Board shall establish its cost of governance and it will be integrated into strategic planning and the agency's annual budgeting process.

3.4. Practice Discipline and Assess Performance

The Board shall ensure the integrity of the board's process by practicing discipline in Board behavior and continuously working to improve its performance. Accordingly:

- 3.4.1. The assigned result is that the Board operates consistently with its own rules and those legitimately imposed on it from outside the organization.
 - 3.4.1.1. Meeting discussion content shall consist solely of issues that clearly belong to the Board to decide or to monitor according to policy, rule and law. Meeting discussion shall be focused on performance targets, performance boundaries, action on items of Board authority such as conduct of administrative hearings, proposal, discussion and approval of administrative rule-making and discussion and approval of all strategic planning and fiscal matters of the agency.
 - 3.4.1.2. Board discussion during meetings shall be limited to topics posted on the agenda.
 - 3.4.1.3. Adequate time shall be given for deliberation which shall be respectful, brief, and to the point.
- 3.4.2. The Board shall strengthen its governing capacity by periodically assessing its own performance with respect to its governance model. Possible areas of assessment include, but are not limited to, the following:
 - 3.4.2.1. Are we clear and in agreement about mission and purpose?

- 3.4.2.2. Are values shared?
 - 3.4.2.3. Do we have a strong orientation for our new members?
 - 3.4.2.4. What goals have we set and how well are we accomplishing them?
 - 3.4.2.5. What can we do as a board to improve our performance in these areas?
 - 3.4.2.6. Are we providing clear and relevant direction to the Executive Director, stakeholders and partners of the TxDMV?
- 3.4.3. The Board Chair shall periodically promote regular evaluation and feedback to the whole Board on the level of its effectiveness.

Texas Department of Motor Vehicles Strategic Planning Policy

1. PURPOSE

The directives presented in this policy address the annual Strategic Planning process at the Texas Department of Motor Vehicles (TxDMV).

2. SCOPE

The directives presented in this policy apply to the TxDMV Board and TxDMV agency personnel who interact with the Board. TxDMV Strategic Planning Policy attempts to develop, document and expand its policy that is comprehensive in its scope in regards to the strategic planning process of the Board and the Department beyond that of the state strategic planning process.

3. POLICY

3.1. TxDMV Board Strategic Planning

This policy describes the context for strategic planning at TxDMV and the way in which the strategic plan shall be developed and communicated.

- 3.1.1. The Board is responsible for the strategic direction of the organization, which includes the vision, mission, values, strategic goals, and strategic objectives.
- 3.1.2. TxDMV shall use a 5-year strategic planning cycle, which shall be reviewed and updated annually, or as needed.
- 3.1.3. The 5-year strategic plan shall be informed by but not confined by requirements and directions of state and other funding bodies.
- 3.1.4. In developing strategic directions, the Board shall seek input from stakeholders, the industries served, and the public.
- 3.1.5. The Board shall:
 - 3.1.5.1. Ensure that it reviews the identification of and communication with its stakeholders at least annually.
 - 3.1.5.2. Discuss with agency staff, representatives of the industries served, and the public before determining or substantially changing strategic directions.

-
- 3.1.5.3. Ensure it receives continuous input about strategic directions and agency performance through periodic reporting processes.
 - 3.1.6. The Board is responsible for a 5-year strategic plan that shall identify the key priorities and objectives of the organization, including but not limited to:
 - 3.1.6.1. The creation of meaningful vision, mission, and values statements.
 - 3.1.6.2. The establishment of a Customer Value Proposition that clearly articulates essential customer expectations.
 - 3.1.6.3. A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, to be updated annually.
 - 3.1.6.4. An assessment of external factors or trends (i.e., customer needs, political factors, economic factors, industry trends, technology factors, uncertainties, etc.)
 - 3.1.6.5. Development of the specific goals and objectives the Department must achieve and a timeline for action.
 - 3.1.6.6. Identification of the key performance indicators to measure success and the initiatives that shall drive results.
 - 3.1.6.7. Engage staff at all levels of the organization, through the executive director, in the development of the strategic plan through surveys, interviews, focus groups, and regular communication.
 - 3.1.6.8. Ensure the strategic planning process produces the data necessary for LBB/GOBPP state required compliance while expanding and enhancing the strategic plan to support the needs of the TxDMV. The overall strategic plan shall be used as a tool for strategic management.
 - 3.1.7. The Board delegates to the Executive Director the responsibility for **implementing** the agency's strategic direction through the development of agency wide and divisional operational plans.
-

Texas Department of Motor Vehicles TxDMV Goals and Objectives

1. PURPOSE

The information presented in this policy addresses the goals and key objectives of the Board of the Texas Department of Motor Vehicles (TxDMV) as they relate to the mission, vision, and values of the TxDMV.

2. SCOPE

The scope of this policy is to define the desired state the TxDMV Board is working to achieve. This policy is designed to be inspirational in outlining the desired state of the agency that supports the TxDMV Board vision and meeting agency goals.

3. TxDMV MISSION

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

4. TxDMV VISION

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

5. TxDMV VALUES

To earn the trust and faith of all citizens of Texas with transparency, efficiency, excellence, accountability, and putting stakeholders first.

- 5.1. **Transparency** – Being open and inclusive in all we do.
- 5.2. **Efficiency** – Being good stewards of state resources by providing products and services in the most cost-effective manner possible.
- 5.3. **Excellence** – Working diligently to achieve the highest standards.
- 5.4. **Accountability** – Accepting responsibility for all we do, collectively and as individuals.
- 5.5. **Stakeholders** – Putting customers and stakeholders first, always.

6. TxDMV GOALS

6.1. GOAL 1 – Performance Driven

The TxDMV shall be a performance driven agency in its operations whether it is in customer service, licensing, permitting, enforcement or rule-making. At all times the TxDMV shall mirror in its performance the expectations of its customers and stakeholder by effective, efficient, customer-focused, on-time, fair, predictable and thorough service or decisions.

6.1.1. Key Objective 1

The TxDMV shall be an agency that is retail-oriented in its approach. To accomplish this orientation TxDMV shall concentrate the focus of the agency on:

- 6.1.1.1. Delivering its products and services to all of its customers and stakeholders in a manner that recognizes that their needs come first. These needs must be positively and proactively met. TxDMV works for and with its customers and stakeholders, not the other way around.
- 6.1.1.2. Operating the agency's licensing and registration functions in a manner akin to how a private, for-profit business. As a private, for-profit business, TxDMV would have to listen to its customers and stakeholders and implement best practices to meet their needs or its services would no longer be profitable or necessary. Act and react in a manner that understands how to perform without a government safety net and going out of business.
- 6.1.1.3. Simplify the production and distribution processes and ease of doing business with the TxDMV. Adapting and maintaining a business value of continuous improvement is central to TxDMV operations and processes.
- 6.1.1.4. All operations of the TxDMV shall stand on their own merits operationally and financially. If a current process does not make sense then TxDMV shall work within legislative and legal constraints to redesign or discard it. If a current process does not make or save money for the state and/or its customers or stakeholders then TxDMV shall work within legislative and legal constraints to redesign or discard it. TxDMV shall operate as efficiently and effective as possible in terms of financial and personnel needs. Divisions should focus on cost savings without sacrificing performance. Division directors are accountable for meeting these needs and applicable measures. All division directors are collectively responsible for the performance of TxDMV as a whole.
- 6.1.1.5. Focus on revenue generation for transportation needs as well as the needs of its customers.
- 6.1.1.6. Decisions regarding the TxDMV divisions should be based on the overriding business need of each division to meet or provide a specific service demand, with the understanding and coordination of overarching agency-wide needs.

- 6.1.1.7. Developing and regularly updating a long-range Statewide Plan describing total system needs, establishing overarching statewide goals, and ensuring progress toward those goals.
- 6.1.1.8. The TxDMV shall establish a transparent, well-defined, and understandable system of project management within the TxDMV that integrates project milestones, forecasts, and priorities.
- 6.1.1.9. The TxDMV shall develop detailed work programs driven by milestones for major projects and other statewide goals for all TxDMV divisions.
- 6.1.1.10. The TxDMV, with input from stakeholders and policymakers, shall measure and report on progress in meeting goals and milestones for major projects and other statewide goals.

6.2. GOAL 2 – Optimized Services and Innovation

The TxDMV shall be an innovative, forward thinking agency that looks for ways to promote the economic well-being and development of the industries it serves as well as the State of Texas within the legislative boundaries that have been established for the agency.

6.2.1. Key Objective 1

The TxDMV shall achieve operational, cultural, structural and financial independence from other state agencies.

- 6.2.1.1. Build the TxDMV identity. This means that TxDMV shall make customers aware of what services we offer and how they can take advantage of those services.
- 6.2.1.2. Build the TxDMV brand. This means that TxDMV shall reach out to the stakeholders, industries we serve and the public, being proactive in addressing and anticipating their needs.
- 6.2.1.3. Determine immediate, future, and long term facility and capital needs. TxDMV needs its own stand-alone facility and IT system as soon as possible. In connection with these needs, TxDMV shall identify efficient and effective ways to pay for them without unduly burdening either the state, its customers or stakeholders.
- 6.2.1.4. All regulations, enforcement actions and decision at TxDMV shall be made in a timely, fair and predictable manner.

6.2.2. Key Objective 2

Provide continuous education training on business trends in the industry with a particular emphasis on activities in Texas.

6.2.3. Key Objective 3

Provide continuous outreach services to all customers and stakeholders to access their respective needs and wants. This includes helping frame legislative or regulatory issues for consideration by other bodies including the legislature.

6.2.4. Key Objective 4

Examine all fees to determine their individual worth and reasonableness of amount. No fee shall be charged that cannot be defended financially and operationally.

6.3. GOAL 3 – Customer-centric

The TxDMV shall be a customer-centric agency that delivers today's services and decisions in a positive, solution-seeking manner while ensuring continuous, consistent and meaningful public and stakeholder involvement in shaping the TxDMV of tomorrow.

6.3.1. Key Objective 1

The TxDMV shall seek to serve its customer base through a creative and retail oriented approach to support the needs of its industries and customers.

6.3.2. Key Objective 2

The TxDMV shall develop and implement a public involvement policy that guides and encourages meaningful public involvement efforts agency-wide.

6.3.3. Key Objective 3

The TxDMV shall develop standard procedures for documenting, tracking, and analyzing customer complaint data. Successful problem resolution metrics should be monitored to support continuous improvement activities that shall permanently improve customer facing processes.

6.3.4. Key Objective 4

The TxDMV shall provide a formal process for staff with similar responsibilities to share best practices information.

6.3.5. Key Objective 5



The TxDMV shall provide central coordination of the Department's outreach campaigns.

6.3.6. Key Objective 6

The TxDMV shall develop and expand user friendly, convenient, and efficient website applications.

6.3.7. Key Objective 7

TxDmv shall timely meet all legislative requests and mandates.

Agency Operational Boundaries as Defined by Department Policies of the TxDMV Board (Board)

The Board is responsible for the policy direction of the agency. The Board's official connection to the day-to-day operation of the Texas Department of Motor Vehicles (TxDMV) and the conduct of its business is through the Executive Director of the TxDMV (ED) who is appointed by the Board and serves at its pleasure. The authority and accountability for the day-to-day operations of the agency and all members of the staff, except those members who report directly to the Board, is the sole responsibility of the ED.

In accordance with its policy-making authority the Board has established the following policy boundaries for the agency. The intent of the boundaries is not to limit the ability of the ED and agency staff to manage the day-to-day operations of the agency. To the contrary, the intent of the boundaries is to more clearly define the roles and responsibilities of the Board and the ED so as to liberate the staff from any uncertainty as to limitations on their authority to act in the best interest of the agency. The ED and staff should have certainty that they can operate on a daily basis as they see fit without having to worry about prior Board consultation or subsequent Board reversal of their acts.

The ED and all agency employees shall act at all times in an exemplary manner consistent with the responsibilities and expectations vested in their positions. The ED and all agency employees shall act in a manner consistent with Board policies as well as with those practices, activities, decisions, and organizational circumstances that are legal, prudent, and ethical. It is the responsibility of the ED to ensure that all agency employees adhere to these boundaries.

Accordingly, the TxDMV boundaries are as follows:

1. The day-to-day operations of the agency should be conducted in a manner consistent with the vision, mission, values, strategic framework, and performance metrics as established by the Board. These elements must not be disregarded or jeopardized in any way.
2. A team-oriented approach must be followed on all enterprise-wide decisions to ensure openness and transparency both internally and externally.
3. The agency must guard against allowing any financial conditions and decision which risk adverse fiscal consequences, compromise Board financial priorities, or fail to

show an acceptable level of foresight as related to the needs and benefits of agency initiatives.

4. The agency must provide timely, accurate, and honest information that will afford the Board, public, stakeholders, executive branch and the legislature the best ability to evaluate all sides of an issue or opportunity before forming an opinion or taking action on it. Any information provided that is intentionally untimely, inaccurate, misleading or one-sided will not be tolerated.
5. The agency must take all reasonable care to avoid or identify in a timely manner all conflicts of interest or even the appearance of impropriety in awarding purchases, negotiating contracts or in hiring employees.
6. The agency must maintain adequate administrative policies and procedures that are understandable and aid in staff recruitment, development and retention.
7. The agency must maintain an organizational structure that develops and promotes the program areas from an enterprise-wide perspective. No organizational silos or sub-agencies will be allowed. We are the TxDMV.
8. The agency must empower its entire staff to deliver a positive customer experience to every TxDMV customer, stakeholder or vendor to reduce their effort and make it easier for them to do business with the TxDMV.
9. The agency must at all times look to flattening its organizational structure to reduce cost as technology advances allow.
10. Agency staff shall anticipate and resolve all issues timely.
11. The agency must maximize the deployment and utilization of all of its assets – people, processes and capital equipment – in order to fully succeed.
12. The agency must not waste the goodwill and respect of our customers, stakeholders, executive branch and legislature. All communication shall be proper, honest, and transparent with timely follow-up when appropriate.
13. The agency should focus its work efforts to create value, make sure that processes, programs, or projects are properly designed, budgeted and vetted as appropriate with outside stakeholders to ensure our assumptions are correct so positive value continues to be created by the actions of the TxDMV.
14. The ED through his or her staff is responsible for the ongoing monitoring of all program and fiscal authorities and providing information to the Board to keep it apprised of all program progress and fiscal activities. This self-assessment must result in a product that adequately describes the accomplishment of all program



goals, objectives and outcomes as well as proposals to correct any identified problems.

15. In advance of all policy decisions that the Board is expected to make, the ED will provide pertinent information and ensure board members understand issues/matters related to the pending policy decision. Additionally, the ED or designee will develop a process for planning activities to be performed leading up to that particular policy decision and the timeframe for conducting these planning activities. It is imperative that the planning process describes not only when Board consideration will be expected but also when prior Board consultation and involvement in each planning activity will occur.
16. In seeking clarification on informational items Board members may directly approach the ED or his or her designee to obtain information to supplement, upgrade or enhance their knowledge and improve the Board's decision-making. Any Board member requests that require substantive work should come to the Board or Committee Chairs for direction.
17. The agency must seek stakeholder input as appropriate on matters that might affect them prior to public presentation of same to the Board.
18. The agency must measure results, track progress, and report out timely and consistently.
19. The ED and staff shall have the courage to admit a mistake or failure.
20. The ED and staff shall celebrate successes!

The Board expects the ED to work with agency staff to develop their written interpretation of each of the boundaries. The ED will then present this written interpretation to the Board prior to discussion between the Board and ED on the interpretation. The Board reserves the right to accept, reject or modify any interpretation. The intent is that the Board and the ED will come to a mutually agreeable interpretation of agency boundaries that will then form the basis of additional written thought on the part of the ED and staff as to how these boundaries will influence the actions of the agency.