



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Annual Report 2015

Chairman's Report to the Governor

on the State of Affairs of the TxDMV

Transportation Code Chapter 1001.023(b)(3)



Board Member	Term Expires	Hometown
Laura Ryan, Chair	2/1/21	Cypress
Raymond Palacios Jr., Vice-Chair	2/1/19	El Paso
Robert “Barney” Barnwell III	2/1/19	Magnolia
Luanne Caraway	2/1/19	Kyle
Blake Ingram	2/1/17	Sunnyvale
William Marvin Rush	2/1/17	Seguin
Gary Swindle	2/1/21	Tyler
Guillermo “Memo” Treviño	2/1/21	Laredo
John H. “Johnny” Walker III	2/1/17	Houston

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February 3, 2016

The Honorable Greg Abbott
Office of the Governor
Post Office Box 12428
Austin, Texas 78711-2428

Dear Governor Abbott,

I believe the most significant achievement of the agency since its inception has been the ability to create a solid foundation and culture that has been a work in progress by both the agency leadership and TxDMV Board. This foundation and culture have been the catalyst for change and success. The process of separating from Texas Department of Transportation (TxDOT) and creating a stand-alone agency, while continuing to provide a high level of service, may seem simple, however has been a much more complex task than expected. A tremendous amount has been accomplished, and learned, in the past six years and while the agency has made significant strides towards its independence there is still much work to be done towards the goal of moving the TxDMV from an agency of status quo to a modernized and efficient agency that meets the expectations of our customers and the industries we serve; one that fulfills our vision “to set the standard as the premier provider of customer service in the nation.”

This year was filled with several major accomplishments that could not have occurred without the coordination of several other state agencies, though the TxDMV took the lead regarding coordination, we are appreciative of the cooperation and support to ensure success. The board and agency will continue to focus on always finding better ways to do things and listening to our stakeholders.

I am very proud of the leadership and employees of the TxDMV and the manner in which they serve the State of Texas. As always, the agency will continue to focus on collaboration with input from the Office of the Governor, our stakeholders, other state agencies and most importantly, our customers to ensure the best outcome. The goal of the agency and the board, when addressing any issue, will be to find a solution that provides a better, more efficient outcome than currently exists today. In this manner we will stay ahead of stagnation and closer to a consumer-oriented agency while providing responsible fiscal stewardship for the State. The agency leadership and board are committed to approaching every opportunity thoughtfully, strategically, responsibly, and transparently.

Thank you for the opportunity and privilege to serve on the TxDMV Board and serve the State of Texas under your leadership.

Sincerely,

Laura Ryan





Texas Department of Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

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Introduction and Key Highlights

TxDMV continues improvements and innovation while maintaining a strong focus on its customers, partners and the future. Several extensive, challenging and simultaneous undertakings were implemented in 2015, some of which included the following three projects:

Single Sticker

- Almost one year ago, March 1, 2015, the agency embarked on the project referred to as Two Steps, One Sticker or Single Sticker (H.B. 2305, 83rd Legislature)
- Transition to a single sticker for inspection and registration
- Extensive outreach to and training for Texas's 254 Tax Assessor-Collectors and offices
- Aggressive communication strategy to inform customers and stakeholders of change
- Beginning March 1, 2016, next month, Single Sticker Phase II implements the 90-day inspection window for vehicle registration and the 180-day inspection window for the used vehicle dealers
- The most significant change impacting TxDMV customers in the six-year history of the agency
- Successful collaboration and partnership of three state agencies: TxDMV, The Texas Department of Public Safety and Texas Commission on Environmental Quality
- See more information on pages 7 and 12 of this report

webDEALER

- Texas leads the nation by being the first and only state with an all-electronic titling system
- webDEALER is a web-based application that is available to new and used car dealers across the state
- Over 700,000 transactions successfully completed as of the date of this report
- Number of dealer title transactions using the new system was 1.98% in November 2014 and by September 2015 that number increased to 20.88%
- There is more information on pages 12 and 15

RTS Refactoring

- New web-based Registration and Titling system that all counties use for customer registration and title transactions was launched
- Replaces a much older mainframe based system inherited from TxDOT
- Key component of the agency's technology upgrade and will help position the system for future updates while also allowing for more customer-centric enhancements
- Key part of ending the agency's dependency on TxDOT to provide technology support
- There is more information on pages 12 and 14 of this report

Agency Vision on Customer-Centric Innovation

The vision of TxDMV is to set the standard as the premier provider of customer service in the nation. The agency's focus is on new industry standards that will lead to ground-breaking retail-oriented concepts to provide Texas' citizens with more choices, increased convenience, and appropriate pricing. The goal of modern, efficient, and accessible service delivery in Texas provides the means for Texans to renew their registrations in ways that fit their needs and lifestyles. Texans should be able to renew their registrations when they want, where they want, and how they want all while safeguarding citizens through customer service standards and improved technology. Texans should also reap the benefits of increased efficiencies in state government through lowering the fees they pay over time.

TxDMV's ongoing efforts to become a self-funded, stand-alone agency (ending agency's dependence on TxDOT):

- Worked with state leadership during the 84th Legislature to successfully recreate the TxDMV Fund
- Received exceptional item requests to fund technology and infrastructure
- Received funding to relocate its Motor Carrier Division (approximately 120 FTEs) from a TxDOT facility in Austin that was sold earlier in the year by TxDOT and also to relocate two to three regional service centers that are currently located in TxDOT properties
- Ongoing conversations on where the agency will be ultimately located and how it will be funded (H.B.2202, 83rd Legislature, Regular Session)

Background information and what the TxDMV does

TxDMV was created by the 81st Legislature through the passage of H.B. 3097 and became operational on November 1, 2009. The bill transferred the duties and responsibilities, personnel, furniture, fixtures, equipment and computers of four TxDOT divisions – Vehicle Titles and Registration, Motor Carrier (other than oversize/overweight permitting, which came over in January 2012), Motor Vehicle, and the Automobile Burglary and Theft Prevention Authority (ABTPA) – to the new TxDMV. Although much has been accomplished towards separating from TxDOT, there is still more to be done. The separation process continues in the areas of technology and facilities.

The TxDMV serves, protects and advances the citizens and industries in the state with quality motor vehicle related services. For every \$1 it spends, the TxDMV returns \$11 to the state. Each year the agency registers nearly 24 million vehicles; issues more than 8 million vehicle titles; licenses more than 38,000 motor vehicle dealers and distributors; credentials nearly 60,000 motor carriers; issues more than 800,000 oversize/overweight permits; investigates more than 15,000 complaints against dealers and motor carriers; and awards grants to law enforcement agencies to reduce vehicle burglaries and thefts. The agency served close to 1.3 million Texas motorists by phone call, email, website, letter, or in person.

Over the FY16-17 biennium, it is projected that the agency's activities will generate approximately \$3.5 billion for the state -- \$3.05 billion for the State Highway Fund (Fund 006) and approximately \$443 million for the General Revenue Fund (Fund 001).

TxDMV Board

The TxDMV is overseen by a nine-member, governor-appointed board that is the agency’s policy-making arm and provides the strategic direction for the agency. To further its mission during 2015, the board conducted four regularly scheduled board meetings, a Finance and Audit Committee meeting and a Household Goods Rules Advisory Committee meeting. In addition, several board members meet regularly with staff to stay informed between meetings and participate in working groups on various projects and issues. On September 2, 2015, Governor Greg Abbott announced three appointments to the board.

The governor reappointed Laura Ryan and named her chair of the board. Governor Abbott appointed Tyler Police Chief Gary M. Swindle as the law enforcement representative on the board. He will take the seat previously held by McAllen Police Chief Victor Rodriguez. The governor’s third appointment is Guillermo “Memo” Treviño of Laredo who will take the customer/public seat on the board previously held by Houston attorney Joseph Slovacek. Agency staff and board members are sincerely grateful for the dedicated service of Chief Rodriguez and Mr. Slovacek, and look forward to serving with Members Swindle and Treviño.

In an effort to maximize transparency, accountability and accessibility, board meeting agendas and materials are posted on the agency website. Full board meetings are live-streamed on the internet and video archives of those meetings are available on the website. Board members’ photos are in Appendix A.



Chief Gary Swindle, Tyler

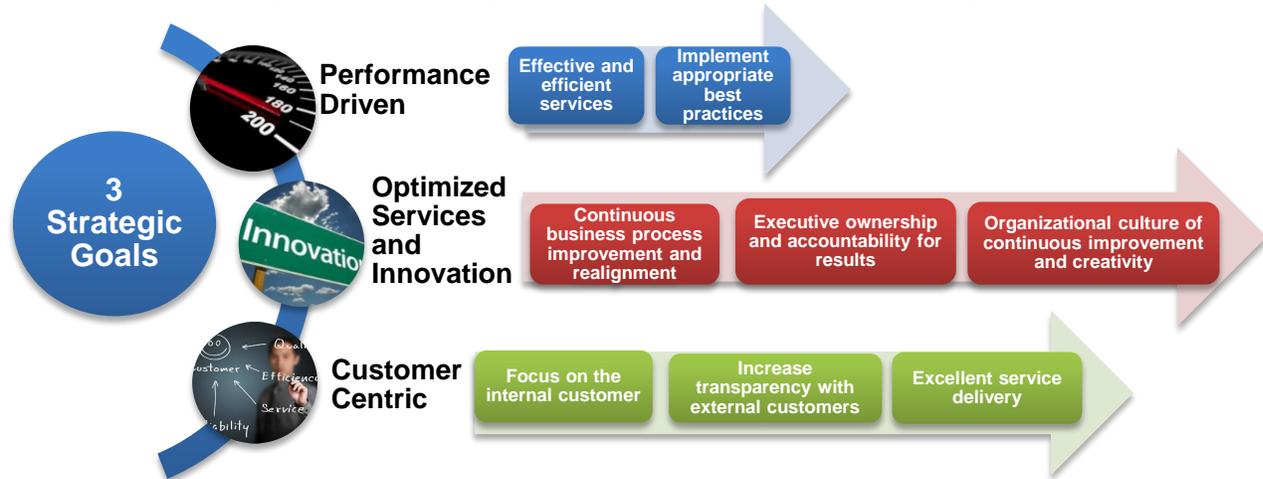


Guillermo ‘Memo’ Treviño, Laredo

Board Member	Term Expires	Hometown	Represents
Laura Ryan, Chair	2/1/21	Cypress	Vehicle manufacturing or distribution industry
Raymond Palacios, Vice-Chair	2/1/19	El Paso	Franchised auto dealer
Barney Barnwell	2/1/19	Magnolia	Public member
Luanne Caraway	2/1/19	Kyle	Tax assessor-collector
Blake Ingram	2/1/17	Sunnyvale	Independent auto dealer
Marvin Rush	2/1/17	Seguin	Franchised auto dealer
Gary Swindle	2/1/21	Tyler	Law enforcement
Memo Treviño	2/1/21	Laredo	Public member
Johnny Walker	2/1/17	Houston	Motor carrier industry

Board's Strategy for Agency

The mission of TxDMV is to serve, protect and advance the citizens and industries in the state with quality motor vehicle related services. The board has put into place a strategic plan and key performance indicator (KPI) measures (Appendix B) that are tracked and monitored. These KPIs are in addition to the performance measures reported quarterly to the Legislative Budget Board. The TxDMV Board's strategic focus for the agency is on three distinct, but related, goals:



Agency Staff

Executive Director Whitney Brewster, with the assistance of Deputy Executive Director Shelly Mellott, oversees the day-to-day operations of the agency which is authorized 763 full time equivalent (FTE) positions. The agency has an organizational structure that consists of Motoring Services Divisions (ex: Vehicle Titles and Registration, Motor Carrier, Enforcement, Motor Vehicle, Consumer Relations) and several divisions and offices that support the day-to-day operations of the agency (ex: Executive Office, Human Resources, General Counsel, Internal Audit, etc.). The agency also has 16 regional service centers (RSCs) located throughout Texas. The agency organizational chart is in Appendix C and division descriptions are in Appendix D.

84th Legislature Overview

The most important board recommendation for legislative action for the session was the re-creation of the TxDMV Fund. Initially created by the 83rd Legislature through H.B. 2202, the intent of the TxDMV Fund was for the agency to be self-funded, instead of being funded out of Fund 6, and thereby providing greater transparency. The fund was unintentionally abolished because it was not exempted from that session's funds consolidation bill. In the recent session, S.B. 1512, recreated the fund and rededicated the revenue sources for the fund. Equally as important, the funds consolidation bill (H.B. 6) exempted the TxDMV Fund and its revenues from being consolidated. Therefore, the fund will be officially re-created on September 1, 2016. This delayed re-creation date is needed to allow the agency time to prepare for the transition to being funded from the TxDMV Fund. To fund the agency through the TxDMV Fund, H.B. 2202 also authorized the TxDMV Board to set a registration processing and handling fee. To ensure the agency has sufficient initial operating capital, the bill re-creating the fund also mandated a \$23 million one-time transfer from the general revenue fund to the TxDMV Fund.

The agency's omnibus bills, H.B. 2701 and S.B. 1043, and salvage industry licensing clean-up bills, H.B. 1788 and S.B. 1504, did not become law. Many elements of the bills will likely be recommended by the board to the Legislature for consideration during next session. Urgent elements of the omnibus bills did become law through amendments to other bills.

H.B. 1888 was amended to include several "single-sticker" related provisions important to the agency. Through the work of the Legislature, and passage of H.B. 1888, statute allows registration renewals for Texas vehicle owners who are temporarily out-of-state. Also, registrations under the International Registration Plan (IRP) and all token trailer registrations were exempted from having their inspection status verified at the time of registration. This exemption was important to the motor carrier industry because those vehicles are already required to undergo federal inspection on a frequent basis and these vehicles travel interstate and are often not physically in Texas. In addition, the violation for not having a valid inspection was put back into law after being inadvertently repealed during the 83rd session. Lastly, H.B. 2115 allows new vehicles purchased by commercial fleet buyers to receive two years of an initial inspection. This will make single-sticker implementation easier for those vehicle owners.

S.B. 1425 was intended to be the Auto Burglary and Theft Prevention Authority (ABTPA) clean-up bill, but it did not become law. The statutory needs of ABTPA will be revisited during the interim to determine if additional recommendations will be made to the Legislature on both technical and substantive programmatic changes to statute.

Though most strategies and functions received only very modest increases, there was a several million dollar increase to cover higher license plate production and volume costs. Also, several millions were added to the agency capital budget to fund data center consolidation service costs as required by law; relocation of two regional service centers and the Bull Creek campus located in TxDOT facilities; and costs for ongoing efforts to create a separate TxDMV information technology environment from TxDOT (Application Migration and Server Transformation project).

A total of 12 bills creating 49 new specialty license plates were passed during session. Forty-seven of the license plates relate to military award recipients and military service, with the remaining plates addressing various topics (such as hearing impaired, by the Texas Medical Center).

Legislative Implementation Efforts

The Government and Strategic Communications Division continues to monitor the implementation of legislation from the 84th Legislative Session that impacts TxDMV. Of the 71 enacted bill identified as having some level of implementation activity by the department, 34 of those have been fully implemented. Of the remaining 37 enacted bills, following is a summary of the implementation status.

- Eight bills are on hold due to prerequisite 3rd party actions such as specialty license plate design by the sponsor or actions from other agencies to establish guidelines or rules (such as contracting rules associated with SB 20 by Nelson)
- Of the 29 remaining bills solely within the purview of the department:
 - Two bills do not go into effect until September 1, 2016:
 - SB 1512 by Hancock recreating the TxDMV Fund
 - HB 735 by Israel relating to annual reporting on alternatively fueled vehicles registered in Texas
 - The remaining 27 bills are implemented from a practical and functional standpoint with the outstanding items being technical and procedural details such as updates to manuals and final rule adoptions remaining.

For some legislation with broad impacts, such as S.B. 20 relating to state agency contracting requirements, staff has formed an internal workgroup to discuss the provisions of the bill, impacts to current practices, and to identify areas requiring additional clarification. TxDMV is also coordinating with the Texas Comptroller and the Department of Information Resources as well as other state agencies on implementation efforts related to S.B. 20.

Staff has also met internally and with stakeholders to discuss options related to legislation which did not pass during the session. For example, TxDMV has reached out to staff of legislative leadership to discuss the need to address the disabled veteran specialty license plate situation. The omnibus bill contained language removing the requirement to maintain “DV” in the alpha numeric sequencing due to the shortage of patterns for such plates, while keeping the “Disabled Veteran” language at the bottom of the license plate. Absent passage of the bill, the department identified a series of patterns to help the DV plate supply sufficiently fill current demands while programming to add one more character to the plate sequence is developed. This programming will reduce the size of the image on the DV license plate to fit seven characters; thereby providing multiple additional DV plate sequences for many years to come, and no longer requiring a legislative change to remedy the situation.

In September 2015, staff from the Office of the Governor came to visit with a few TxDMV executive team members to talk through some of the ongoing issues before the agency, including participation of Mexican carriers in the International Registration Plan and continued analyses of facilities needs. The governor’s staff had the opportunity to see the Camp Hubbard complex and discuss potential solutions. Discussions are still ongoing.

On November 9, 2015, TxDMV was asked to provide testimony to the House Select Committee on Transportation Planning regarding anticipated future revenues collected through registration, permitting and other fees. This committee was created through H.B. 20, 84th Legislature, which directs TxDOT to develop performance measurement requirements and project planning procedures, and to identify availability of funding for transportation projects. Linda Flores, Chief Financial Officer, and Jeremiah Kuntz, Director of Vehicle Titles and Registration, provided testimony outlining both historical and projected revenues to help the committee identify trends.

On November 5, 2015, the Governor's Office of State and Federal Relations (OSFR), led by Jerry Strickland, held a meeting with all state agencies to discuss any significant issues facing Texas at the federal level. Caroline Love, Director of the Government and Strategic Communications Division, attended on behalf of TxDMV, and provided information on the need to monitor efforts at the federal level to create a national vehicle identification number (VIN) database to help catalog recalls and deny registrations if not remedied. Due to the significant impacts this could have on TxDMV, the collection of registration revenues and TxDMV stakeholders, OSFR and federal colleagues will alert us of any related future efforts. Currently nothing is under consideration related to this effort in Congress or the U.S. Senate, however, there has been in the recent past.

“Two Steps, One Sticker” Comes to Texas Windshields

The agency continues implementation efforts of H.B. 2305 (83rd Legislature, Regular Session), to inform Texas motorists of the requirements of the Two Steps, One Sticker – or “Single Sticker” – program where the vehicle registration sticker serves as proof of both inspection and registration.

During this first year of implementation, which began March 1, 2015, and concludes at the end of February, 2016 (Phase I), motorists simply need to ensure a vehicle has obtained a valid inspection prior to renewing registration to help synchronize vehicle inspection and registration expiration dates. The goal for the second year (Phase II) of Single Sticker implementation is to effectively leverage existing mechanisms and relationships to increase consumer awareness about the new 90-day widow for inspection and registration requirement that begins March 1, 2016, and minimize confusion about the process of vehicle inspection and registration renewal.

In addition to utilizing stakeholder and legislative communication efforts through newsletters, magazines and other publications, an essential component of TxDMV's efforts relates to the use of the existing eReminder system to provide information about vehicles needing an inspection no earlier than 90-days prior to registration renewal.

TxDMV is working on updating its eReminder system to send customized electronic messages 90-days and 45-days prior to registration expiration with the inspection requirement reminder, in addition to the existing 3-week eReminder currently distributed to customers signed up for the service. Staff is also working on opportunities to highlight the eReminder service availability to motorists and sign up more customers for the service through push cards, social media efforts, and other avenues. TxDMV has seen a tremendous year-over-year increase in the number of emails sent via the eReminder system since 2012. Between 2012 and 2015, the total number of emails sent by the eReminder system increased from 623,262 to 3,195,403, an increase of 412%.

In addition, staff will be utilizing various social media outlets, such as Twitter and Facebook, to highlight Single Sticker requirements, promote the eReminder service, and post inspection requirements at the start of each of the 90-day inspection/registration periods. On September 1, 2015, TxDMV began promoting the eReminder service as well as posting images of vehicle registration stickers expiring at the end of the month. TxDMV messaging expanded in January 2016 to include calls to action for motorists with March 2016 renewal dates.

This aggressive social media promotion schedule will be complemented by traditional media efforts, including press releases, articles provided to trade magazines (e.g., Texas Independent Automobile Dealers Association, Texas Automobile Dealers Association, Texas Assessor-Collectors Association of Texas), and TxDMV responses to media inquiries. Along with print media, TxDMV will pursue no-cost public service announcements placement on both public and commercial broadcasting radio stations.

Customizable press releases were utilized by the county tax assessor-collectors to great effect during the first year of the Single Sticker campaign, particularly in rural areas, in both traditional and online/new media formats. TxDMV has provided the counties with press releases that can be easily tailored to their needs describing second year requirements of Single Sticker. In addition, articles on Single Sticker were sent to all legislators for their use in constituent newsletters and letters to the editor.

In December 2015, the agency complimented the above mentioned efforts through the purchase of geo-targeted advertising (sponsored tweets) on Twitter, as well as purchasing geo-targeted advertising (sponsored posts, banner ads) on Facebook. TxDMV proposes to maximize the number of ad impressions by focusing on the smaller media markets in the state throughout the campaign, with targeted statewide ads launched at key points along the campaign timeline. TxDMV is also reviewing options for additional paid advertising opportunities and will provide the updates as initiatives progress further.

More information is available at www.TwoStepsOneSticker.com.

Budget

The impact of H.B. 2202 and H.B. 1 (83rd Legislature, Regular Session) continued in FY15. These bills also significantly modified the agency's method of finance by shifting the funds from which the agency's expenditures are made from the State Highway Fund to General Revenue. During FY15, approximately 79% of the agency's expenditures were paid from General Revenue and approximately 21% of its expenditures were paid from the State Highway Fund.

The 84th Legislature, Regular Session, enacted S.B. 1512 recreating the TxDMV Fund as a dedicated account in the State Treasury outside the General Revenue Fund and rededicated revenue sources for the fund. The TxDMV Fund was originally created in the 83rd Legislature (H.B. 2202) but was subsequently abolished by the passage of H.B. 6 (funds consolidation). S.B. 1512 also included a one-time \$23 million transfer from General Revenue to the TxDMV Fund to occur in FY17. The

TxDMV Fund will officially be created on September 1, 2016 (FY17). The delay in the creation of the fund allows the agency to prepare for the transition from its current method of finance to 100% funding through the TxDMV Fund.

The agency's FY15 appropriation was \$135.6 million, with 763 full-time equivalent positions. TxDMV used additional appropriation authority allowed by the General Appropriation Act to carry forward prior year unexpended balances (\$33.6 million) associated with automation projects, (Article VII Rider 5 Unexpended Balance and Capital Authority: TxDMV Automation Systems) and legislatively approved salary increases (\$1.1 million). The funding for TxDMV Automation Systems requires the TxDMV to use funds from the previous and current biennia.

The remaining unexpended balances were related to the implementation of the Centralized Accounting Payroll and Personnel System (CAPPS); County Technology Support and federal/state funding for the Commercial Vehicle Information System Network (CVISN).

The FY15 budget also included \$6.3 million for the purpose of making contract payments to My Plates for specialty license plates. The funding is derived from fees collected for specialty plates under the contract. These proceeds will be used to reimburse My Plates in accordance with its contract. Additional information about the My Plates contract performance is on page 14 of this report.

The TxDMV continued to experience an expenditure gap for Data Center Services (DCS). The agency's biennial appropriations were insufficient to cover anticipated expenditures in FY15. Actual DCS expenditures exceeded the \$4 million appropriation by \$2 million. The TxDMV Board authorized staff to inform the Legislative Budget Board and the Governor's Office of Budget, Planning and Policy that the agency would exceed the 25% limitation for capital budget transfers. Further, the board allowed the agency to use one-time lapses to fund the deficit. The agency does not anticipate a shortfall for the upcoming biennium due to the approval by the 84th Legislature of an exceptional item for DCS funding.

The TxDMV's overall expenditures in FY15 decreased by 6.8% when compared to FY14. This decrease is primarily due to decreases in automation related projects of approximately \$10 million for computer programming and data processing services, software maintenance and equipment since major components of refactoring projects were completed during FY14. There were increased salary costs due to fewer agency vacancies, combined with the legislatively mandated two percent salary increase for all employees.

Revenue

In FY15, TxDMV deposited approximately \$223.6 million to General Revenue and approximately \$1.5 billion to the State Highway Fund (Fund 006). Overall, TxDMV's revenues increased by approximately 2.2% in FY15 compared to FY14, which includes natural population growth and overall economic conditions. In FY15, vehicle registration, vehicle title and business dealer licenses revenue increased as a result of natural growth and record auto sales. Commercial trucking and oversize/overweight revenue decreased as a result of falling oil prices and a decrease in demand for oversize/overweight permits.

It is currently estimated that FY16 revenue will be approximately 0.7% higher for all revenue collections compared to FY15. While vehicle registration, vehicle title, business dealer licenses and commercial transportation revenue is estimated to increase in FY16, oversized/overweight revenue is estimated to drop due to the oil price slide and tempered economic expectations leading to the issuance of fewer permits. The Comptroller echoed concerns over the oil patch, economic conditions moving forward and oversized/overweight permit revenue in October's Certification Revenue Estimate. TxDMV staff will continue to monitor prevailing economic conditions and track agency deposits to General Revenue and the State Highway Fund to ensure revenue is in line with estimated collections.

FY15 Annual Financial Report

The Finance and Administrative Services Division completed the agency's Annual Financial Report for the year ending August 31, 2015. TxDMV completed and submitted the report in compliance with the Texas Comptroller of Public Accounts' (CPA) deadline on November 20, 2015. The report was transmitted to state oversight agencies, including CPA, the Governor's Office of Budget, Planning and Policy, and the Legislative Budget Board. The report is available online at http://www.txdmv.gov/reports-and-data/cat_view/13-publications/25-reports-data/73-finance.

Facilities Update

Austin Headquarters

The TxDMV's headquarters is spread out among TxDOT owned buildings in central Austin. To complete the agency's separation from TxDOT, efforts were made during the 84th Legislature to secure an exceptional item for facilities for TxDMV headquarters which was vetoed. TxDOT plans for the property and buildings are unknown where TxDMV headquarters personnel (approximately 415 FTEs of agency total of 763 FTEs) are currently located (4000 Jackson Avenue, Austin, known as Camp Hubbard). Another TxDOT location nearby, which houses the TxDMV's Motor Carrier Division (MCD) was sold in 2015 by TxDOT (4203 Bull Creek Road, Austin, known as Bull Creek Complex). MCD has approximately 119 FTEs (out of the agency total of 763 FTEs). TxDOT committed to a three-year lease back clause of that Bull Creek property that allows TxDMV to remain until February 2018. TxDMV did receive an exceptional item to fund the relocation of MCD from the 84th Legislature and is currently working with Texas Facilities Commission (TFC) on finding a suitable location to relocate MCD.

TxDMV is in ongoing communications with the Office of the Governor on possible solutions for a permanent facility for a consolidated agency headquarters (that would also include MCD and the Austin Regional Service Center, for a total of approximately 537 FTEs, of the agency total of 763 FTEs (the remaining FTEs are located in the agency's other 15 Regional Service Centers (total of 16 across the state)). The information TxDMV has on space needed is from an estimate completed in 2014 by an architectural firm commissioned by TFC. The agency would require:

- approximately 146,000 square feet of office space and support operations; and,
- 610 parking spaces (505 staff spaces, 90 visitor spaces, and 15 fleet vehicle spaces)

Enterprise Projects

A primary strategic initiative is to continuously improve services for all customers. TxDMV has worked to enhance the way it does business internally and externally. There are several major enterprise projects in progress that are geared toward enhancing existing technology and defining business process improvements.

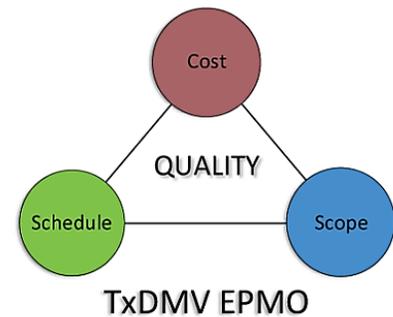
In order to properly manage the oversight of these projects an Enterprise Project Management Office (EPMO) comprised of project managers and business analysts is in place. The Texas Department of Information Resources (DIR) Project Delivery Framework is used as the foundation for project management methodology. Further, the TxDMV employs the use of executive steering committees (ESCs) for major projects in the portfolio providing executive oversight, timely management of the scope, schedule and budget, as well as support for the project objectives, the role of the project manager, and EPMO.

EPMO works in conjunction with the agency's Information Technology Division on projects that directly impact the agency's internal infrastructure. As TxDMV continues its efforts to separate from TxDOT, the emphasis is on establishing a solid foundation for supporting the agency's core functions. This includes establishing a solid information technology infrastructure, migrating existing systems to the State's Data Center and locating equipment and resources to secure facilities and buildings.

Completed TxDMV projects

During FY15, the agency successfully completed the following six projects:

- Temporary Permits: provides a secure web-based application for issuance of temporary permits 24/7 and eliminates third party permit sales (closed 1/15)
- Headquarters Telecommunications (infrastructure phase only): created a TxDMV telecommunication infrastructure for TxDMV headquarters located at Camp Hubbard and Bull Creek in Austin and separated telecommunications infrastructure from TxDOT (closed 3/15)
- Active Directory and Password Sync: aligned TxDMV with H.B. 3097 (enabling statute) creating a separate Active Directory structure for TxDMV and separating TxDMV infrastructure from TxDOT (closed 4/15)
- Single Sticker Phase I: As of 3/1/15 consolidated inspection sticker and registration sticker into a single sticker (H.B. 2305, 83rd Legislature) (closed 4/15)
- Centralized Accounting and Payroll/Personnel System (CAPPS) Financial: reduced conflicting data and gives decision-makers access to accurate and timely information (closed 5/15)
- Registration and Title System (RTS) Data Purification: improves data integrity in the TxDMV's Registration and Title System(closed 9/15)



What is a project?

1. A project is temporary; every project has a definite beginning date and a definite end date with a stated outcome.
2. A project provides a unique product or service that is different in some distinguishing way from all other products or services currently provided by the Agency.
3. A project effectively meets the Agency's strategic alignment, operational and/or transformational needs, or is legislatively mandated.
4. A project has an
 - A. Estimated total effort of 1,000 hours or more , or
 - B. Estimated total cost of \$100,000 or more, or
 - C. Spans the TxDMV enterprise even if less than \$100,000 or 1000 hours, or
 - D. Involves two or more TxDMV divisions even if less than \$100,000 or 1000 hours.
5. A project is approved by the Governance Team.
6. Or as approved by the Executive Director or Designee

Open TxDMV projects

Registration and Titling System (RTS)

RTS was developed in the 1980s and used by the agency, county tax assessor-collectors and deputies to perform registration and title transactions for the motoring public. The system contains nearly 100 million current and archived vehicle registration and titling records. While the system served the state well, it became increasingly difficult to maintain and update as policies and processes changed. TxDMV entered into a contract in 2013 with Deloitte Consulting LLP to refactor the RTS by updating the code from a mainframe shared with TxDOT to a JAVA web-based system. The contract consists of six separate work streams that will continue through 2018. This is a key part of ending the agency's dependency on TxDOT to provide technology support. The overall project budget is \$72 million and the schedule is August 15, 2013 to December 31, 2018. More information on the recent successful deployment of refactored RTS Point of Sale (POS) and Cognos reporting tool and complete migration off the TxDOT server is on page 13 of this report.

Single Sticker Phase II

The goal for the second year (Phase II) of Single Sticker implementation is to effectively leverage existing mechanisms and relationships to increase consumer awareness about the new 90-day window to complete inspection and registration requirement that begins March 1, 2016, and minimize confusion about the process of vehicle inspection and registration renewal. For Single Sticker Phase II, the TxDMV led the effort to form an Inter-Agency Executive Partner Group. Membership includes executives from TxDMV, Department of Public Safety (DPS), Texas Commission on Environment Quality (TCEQ), Texas Department of Information Resources (DIR), Tax Assessor-Collectors Association (TACA), and Texas State Inspection Association (TSIA). The inter-agency project team continues to meet weekly and discuss the more specific single sticker requirements and activities of the impacted agencies. Information on this project is also contained on pages 6-7 of this report.

webDEALER – eTitles

This application allows dealers to process title applications and new registrations online, greatly reducing both the time required to process transactions and the need for dealers to physically take paperwork for every car sale to their county tax assessor-collector office. In addition, the system includes eTitles, which creates, stores and transfers vehicle titles electronically. eTitles is the next step towards the electronic storage of all TxDMV issued titles, yet owners can still choose to receive a paper title. webDEALER is available to franchised dealers, used-vehicle dealers and commercial fleet buyers (companies such as Enterprise, Avis and Hertz) statewide. The next module to be deployed is for the salvage dealers. The number of counties and dealers utilizing the system continues to increase. 56 counties and 623 franchise dealerships actively processed titles electronically through webDEALER in December 2015. As of January 2016, over 700,000 webDEALER transactions have been successfully completed.

Licensing, Administration, Consumer Relations and Enforcement (LACE) Replacement Project

The project will create a web-based licensing and case management system to replace aging systems used in the motor vehicle, salvage, and motor carrier licensing and enforcement programs. The new system will provide for on-line license application which will allow stakeholders to apply online thereby reducing processing time and making it easier for licensees to use. The consolidated

case-tracking system will replace the three different systems currently in use and will be accessible to staff in the field, thereby increasing the efficiency and effectiveness of TxDMV investigators operating throughout the state. It will manage the licensing of motor vehicle converters, manufacturers and track litigation and enforcement cases. The LACE Replacement project was awarded to Deloitte and the independent verification and validation (IV&V) contract to Software Engineering Services. A formal project kickoff meeting was held on September 22, 2015. Schedule for the project is September 1, 2015 to February 28, 2017 and the budget is \$13 million.

The Application Migration and Server Infrastructure Transformation Project (AMSIT)

This project is designed to identify and move agency applications to the State Data Center as required by law and to complete the technology separation from TxDOT. TxDMV is collaborating with Data Center Services, the Department of Information Resources (DIR) and TxDOT on this project. There are 83 TxDMV servers currently shared with TxDOT that need to be relocated onto servers within the State Data Center infrastructure. This project is divided into 14 groups of applications as an effective strategy to deal with the various levels of effort and dependencies of applications between multiple servers. The activities to relocate applications requires coordination from various internal and external entities as well as communications with stakeholders who receive services through the applications. To date, the project activities include the identification of the applications and the creation of a plan to migrate. On December 23, 2015, Texas Quality Assurance Team (QAT) sent a letter to the Executive Director approving AMSIT as a major information resources project. Schedule for the project is January 1, 2016 through August 31, 2017 and the budget is \$7.3 million.

Consolidated Call Center phase of HQ Communications

This project applies an enterprise strategy to call center implementation to improve the customer service experience with features such as callback options, live chat, and enhanced operational tools. The working end date for this project is February 29, 2016.

Regional Offices Communications

This project upgrades the technology infrastructure (data and voice) at the regional offices, enabling TxDMV to separate from TxDOT's network. Update: This project is complete as of the date of this report as it was voted on by TxDMV's Governance Team in January 2016.

Centralized Accounting and Payroll/Personnel System (CAPPS) HR/Payroll

TxDMV is working with the Comptroller's office on this project. The project will reduce conflicting data payroll and leave accounting complete; e-learning, performance, and recruitment are underway. The end date is May 31, 2016.

Key Accomplishments during 2015

RTS Refactoring Project Success!

During October and November 2015, two major milestones were achieved: the refactored RTS Point of Sale (POS) and Cognos reporting tool were successfully deployed to all 254 counties (3,047 workstations across the state) and all data was migrated off the TxDOT mainframe servers. The refactored RTS POS will enable TxDMV to more quickly enhance the technology in order to better service the motoring public. With the initial POS rollout complete, TxDMV can now begin the exciting part of the project. In the upcoming months, enhancements to the RTS POS system will begin, starting with a new option to search for records by customer name. This feature was suggested by county users and is an example of the type of functionality TxDMV is working to add to the system. TxDMV looks forward to its continued partnership with Texas counties as technology is leveraged in order to improve customer service to the motoring public.

Best of Texas Award

The agency and agency staff were awarded two of The Center for Digital Government's "Best of Texas Awards." The award program recognizes public-sector professionals and local government organizations for their dedication and contributions through information technology to public service in Texas. Winners are selected based on a number of criteria, including collaboration among agencies, innovative use of technology, economic benefits and improving public services and business processes. Tom Benavides, TxDMV Infrastructure Services Manager, was awarded a Best of Texas award in the category "Outstanding IT Service and Support." In addition, the agency was awarded a Best of Texas award in the category "Best Application Serving the Public" for the agency's implementation of National Motor Vehicle Title Information System (NMVTIS). By implementing NMVTIS, TxDMV has empowered Texans with the information they need to protect themselves before buying a used car. TxDMV will continue to remind consumers to "Don't Buy a Wreck. Do a Title Check."

Single Sticker Award

In August 2015, the Texas Association of State Systems for Computing and Communications (TASSCC) honored the TxDMV, the Texas Department of Public Safety (DPS) and the Texas Commission on Environmental Quality (TCEQ) with the TASSCC Excellence Award for the Single Sticker project implementation. The award recognized the successful collaboration and partnership of the three agencies.

Special Thank You to Bell County



Bell County Tax Assessor-Collector Sharon Long (pictured above) and her staff agreed to be the pilot county for the new refactored RTS system. Their feedback, along with that of all counties, has been essential to the success of this phase of the project!



Tom Benavides, IT Services Division, TxDMV



L to R: John Crawford (DPS), Rudy Montoya (OAG, President of TASSCC), Edgar Gilmore (TCEQ), Eric Obermier (CIO, TxDMV)

90% of Customers and Stakeholders Express Above Average Satisfaction with Communications to and from TxDMV

In FY15, the Consumer Relations Division (CRD) served nearly a half-million customers. Ninety percent of the customers surveyed gave the division high marks – rating them above average in overall satisfaction. Considering all the technology and policy changes the agency has undergone this past year, the new programs implemented (such as Single Sticker implementation), and updates to legislation, the CRD team shows that it is living up to its mission to “Serve each customer right the first time!”

CRD is not the only division reporting on this board key performance indicator measure during this same period. Other divisions also had extremely high percentages:

- Motor Vehicle Division – 97% above average satisfaction
- Enforcement Division – 84% above average satisfaction
- Office of Administrative Hearings – 95% above average satisfaction

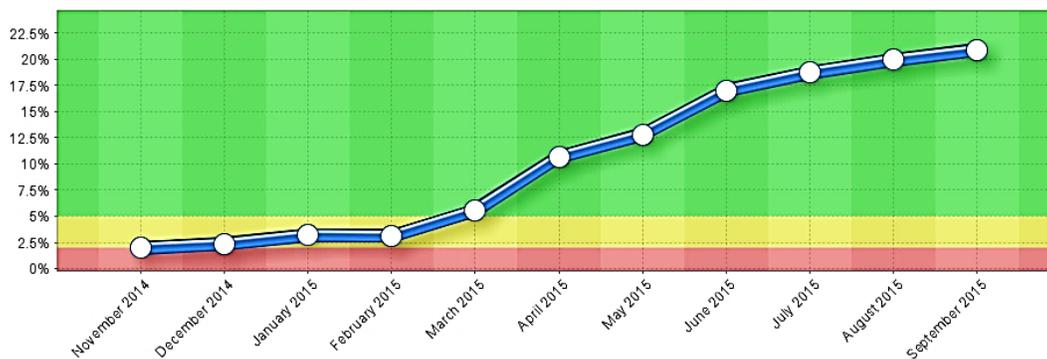
Motor Vehicle Division (MVD) Mediation Services

H.B. 1692 (83rd Legislative Session) included a new requirement for all parties to contested cases filed under Occupations Code Chapter 2301 (excluding Lemon law cases) and Transportation Code Chapter 503 to participate in mediation *before* the case can be referred to the State Office of Administrative Hearings. The Motor Vehicle Division developed a mediation program in response to the bill and, so far, has conducted mediation on all applicable cases filed after January 1, 2014, including such issues as Franchise Dealer Terminations, Franchise Dealer New Points, Franchise Dealer Relocations, and Franchise Agreement Modifications.

MVD’s mediation services and support continue to help parties reach resolution and avoid the time and expense of contested case hearings. Forty-eight cases have completed mediation since the program’s inception in January 2014. Of those, 42 cases were fully resolved and six cases have been referred to the State Office of Administrative Hearings. MVD’s mediation services has an 88% mediation success rate.

webDEALER title transactions on the rise

The number of dealer title transactions using the new system was 1.98% in November 2014. By September 2015, that increased to 20.88%.

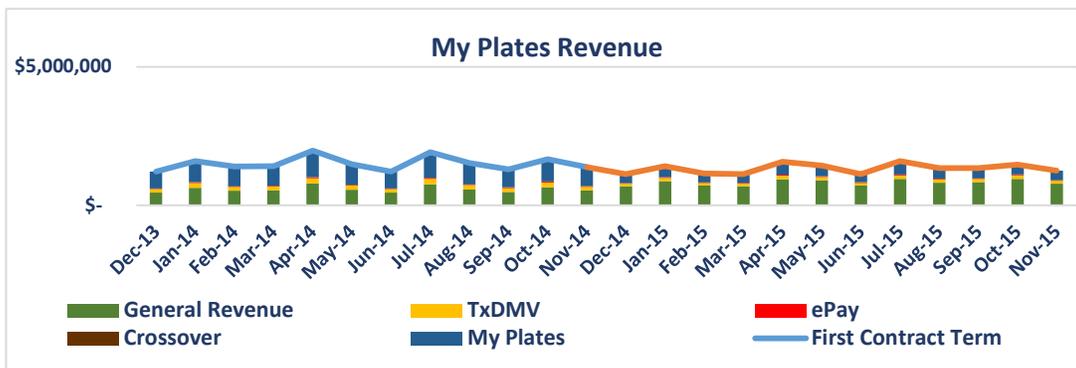


Interagency Agreement with TxDOT

TxDOT staff renegotiated the annual Memorandum of Understanding (MOU) with TxDOT. The 2016 MOU contains new language anticipating that TxDMV may use TxDOT Regional Office facilities in North Austin in the event of a disaster at the TxDMV headquarters complex. The revised MOU also clarifies certain information technology interactions and information sharing on oversize/overweight permit routing data. Finally, payment by TxDMV to TxDOT under the MOU is reduced an additional 25% (\$750K) to \$2.25 million, reflecting the downward trend in TxDMV operations' reliance on TxDOT resources.

My Plates Contract Performance

The initial contract with My Plates ended in November 2014 and contained a General Revenue guarantee of \$25 million to the state from the sale of vendor specialty plates. The vendor met and exceeded this revenue target with deposits to GR totaling \$27,334,769. A renewed contract containing more favorable state revenue royalty splits started mid-November 2014 and contains a five year GR guarantee to the state of \$15 million. The revenue deposited to the general revenue account from the My Plates contract has increased during this new contract term. The restructuring of the contract to increase the state's share of specialty plate renewal revenue has had a positive impact. The total deposits into GR have been \$10.4 million in the first year of the new contract. Since inception of the vendor specialty plate program in 2009, over 247,000 new plate orders have been received by My Plates.



FY15's Most Popular Specialty Plates

Starting in December 2015 (March 2016 renewal notices), the agency's registration renewal envelopes started featuring images of four of the most-registered specialty plates in the state. All four are available for purchase by the general public. They include My Plates' Lone Star Black (43,956 sets in use) and Texas Black 1845 (14,632 sets), and the state's Animal Friendly (12,631 sets) and State of the Arts (9,619 sets). Of the state's specialty plates with restricted eligibility, the most popular by registration are disabled veteran plates, with 231,185 sets issued. In January 2016, VTR added 49 new specialty plates as required by new statutes enacted by the 84th Legislature. Forty-seven of the new plates recognize military service.



Historically Underutilized Business (HUB) Program

In FY15, the TxDMV exceeded all of its established HUB Participation Goals. TxDMV sets realistic goals which are reviewed and analyzed each year. HUB goals are based on actual and historical expenditure data in the designated HUB categories.

In 2015, TxDMV exceeded the goal of 15% in the Other Services Contracts category (which includes items such as Educational/Training Services, Information Technology Services, Freight/Delivery Services, etc.), by 6.88%. The single largest area of HUB expenditure in this category was through the DIR Information Technology Staff Augmentation Contracts. TxDMV also exceeded the goal for Commodities Contracts (which includes items such as Consumables, Promotional Items, Telecommunication parts and supplies, etc.). The established goal was 13% and the agency achieved 26.89%. The single largest area of HUB expenditure in this category was through the purchase of telecommunication parts and supplies.

Management and staff have committed TxDMV resources to provide opportunities in both direct and indirect access and communication for HUB vendors. A couple of examples are, 1) TxDMV initiated a program to inform HUBs of Request for Proposals (RFPs) by e-mailing the information from TxDMV, as well as from other state agencies and universities and 2) as authorized, TxDMV fosters Mentor-Protégé relationships with vendors that can directly provide services and products to TxDMV and also products and services that TxDMV would typically not purchase such as medical supplies and construction services.

On April 2, 2015, TxDMV participated in the third annual "Taking Care of Business" HUB vendor fair at the J.J. Pickle Commons Center in Austin. TxDMV co-hosted the event along with the Texas Historical Commission, Texas Facilities Commission, State Office of Court Administration, Texas Education Agency, General Land Office, and Texas Workforce Commission. Whitney Brewster, TxDMV Executive Director, made opening remarks and thanked the participants for attending.

The fair was a huge success with participation from 137 HUB companies, 17 prime companies, 42 state agencies/universities, the Southwest Minority Alliance, the Houston Minority Alliance, and the Asian Chamber of Commerce. There were 206 individual vendors and 93 state agency/university representatives in attendance. This annual event provides opportunities for HUB vendors to directly connect with agencies and universities to better understand the processes and requirements for doing business with the State of Texas.

Consumer Protection

Enforcement

In 2015, the TxDMV Enforcement Division completed a total 13,437 cases. These included cases filed by consumers against motor vehicle and salvage vehicle dealers (6,815), complaints filed by consumers against household goods movers (451), complaints generated internally against motor carriers operating without liability insurance or being properly registered and other motor carrier complaints (5,791), and complaints generated against motor carriers for operating in violation of the weight and size laws (380). As a result of agency enforcement actions more than \$3.2 million in civil penalties were collected. Based on settlements brokered by agency investigators, \$534,436 was reimbursed by dealers to Texas consumers.

In FY15, there were 463 new Lemon Law cases opened and 363 cases were closed after either a hearing was held by the agency's Office of Administrative Hearings or a settlement was reached between the consumer and the manufacturer mediated by division personnel.

In the motor vehicle/salvage enforcement area, highlights in 2015, included:

- continuing the agency's dealer and law enforcement training programs conducted throughout the state
- initiating an advertising-only training program conducted in the major market areas to address the most common violation seen by the Enforcement Division
- re-writing and enacting salvage dealer rules to better define license types, locations where salvage dealers may operate, and established the requirement for consumers to be notified when the vehicle being purchased is salvage. Interested legislators, law enforcement agencies, prosecutors, community leaders and judges are being briefed on these changes in the rules
- increasing cooperation with auto-theft task forces and other state, federal and local law enforcement agencies throughout state. The division, working with ABTPA, launched a pilot program embedding a TxDMV investigator in an auto-theft task force
- collaborating with both dealers and manufacturers, the division conducted a working group to examine reimbursement paid to dealers for parts after performing warranty work

In the motor carrier/ household goods enforcement area, 2015 highlights included:

- expanding the “Don’t Make a Move Without Us” campaign, which explains to the public the danger of using unlicensed motor carriers for household goods moves; as part of this campaign, on May 4, 2015, the agency participated at the Capitol in the annual National Moving Month press conference, partnering with the Federal Motor Carrier Safety Administration (FMCSA), the American Moving and Storage Association (AMSA), the Southwest Mover’s Association (SMA), the Better Business Bureau (BBB), the Texas Association of Realtors (TAR) and State Representatives Jason Isaac and Celia Israel
- continuing training programs for law enforcement discussing criminal violations for operating motor carriers and buses without a license and conducting business as unlicensed household goods movers
- initiating the first administrative cases against interstate movers under a pilot program with FMCSA
- working with agency staff, industry, law enforcement and public members, in a successful advisory committee meeting to propose rules affecting the household goods moving business



L to R: John Esparza (SMA), Whitney Brewster (TxDMV), Joanne Cisneros (FMCSA), John Gormley (TAR), Carrie Hurt (BBB), Scott Michael (AMSA)

In the oversize/overweight enforcement area, 2015 highlights included:

- expanding education programs for industry and law enforcement. Agency investigators are now providing commercial motor vehicle training to incoming DPS commercial motor vehicle troopers

Collaboration with Law Enforcement Partners

Agency divisions, most frequently Vehicle Title and Registration, Enforcement, Motor Carrier and Auto Burglary and Theft Prevention Authority, work with law enforcement to provide information on how to keep the public safe from odometer fraud, hostage household goods carriers, oversize/overweight permitting violations and automobile theft, as well as other topics. For more information on these presentations, please see Appendix E.

TxDMV also assists law enforcement with active criminal cases on an ongoing basis. In November 2015, TxDMV helped the Houston Police Agency (HPD) and DPS catch someone who was accused of committing multiple robberies. The DPS Joint Crime Information Center sent a request for information on a 2003-2007 gray Mazda 6 in Harris County. They were able to provide the first three characters of the license plate. Information Technology Services Division (IT) staff researched and compiled a database of possible vehicle matches and provided it to DPS which forwarded it on to HPD. Three days later HPD sent the following message back to DPS:

“My unit wanted to thank you for the research you did and how fast you got it to us. We were able to locate the Mazda 6 by the temporary plate list you gave us. The county had a report of a witness grabbing three characters from the plate, and that

list you gave us had two plates and one of them belonged to a certain female. We conducted surveillance on her for 15 hours yesterday and sure enough they attempted several robberies. We were able to take them down and close out more than 30 cases spanning over three counties. We appreciate the help!"

TxDMV's assistance did not go unnoticed. DPS sent IT this message: "Thanks for your assistance. Pretty close to 40 armed robberies... but no one got hurt."

Office of Administrative Hearings (OAH)

Administrative hearings for Lemon Law and Warranty Performance complaints were transferred from the State Office of Administrative Hearings (SOAH) to TxDMV effective January 1, 2014 (H.B. 1692, 83rd Legislature, Regular Session). The newly established TxDMV Office of Administrative Hearings now hears those cases. Mediation is also required for all lemon law and warranty performance cases, as well as franchise termination and protest cases involving franchise dealers and manufacturers.

OAH has reduced the time it takes to issue a final decision for Lemon Law and Warranty Performance complaints, thus providing more efficient complaint processing for the citizens of Texas. In FY15, OAH received 448 complaint referrals. During the fiscal year, OAH closed 326 complaints. For complaints in which no hearing was requested, OAH issued final decisions in 60 days on average from the date the complaint was filed with TxDMV. Where a hearing was requested, OAH issued final decisions in 141 days on average from the date a complaint was filed. Overall, OAH averaged 111 days from the date a complaint was filed in which to issue a decision. As indicated above, prior to the establishment of OAH, the Lemon Law hearings were conducted by SOAH. During fiscal year 2013 (the last full fiscal year that SOAH conducted the Lemon Law and Warranty Performance hearings), it took an average of 222 days from the date a complaint was filed to final resolution of the complaint. The creation of OAH has been able to cut the time to completely resolve the average Lemon Law and Warranty Performance complaint by over 100 days, thus ensuring a quicker resolution of the complaints and providing faster service to Texas consumers.

Unsafe Motor Carriers - Motor Carrier Credentialing System/Complaint Management System (MCCS/CMS)

The agency implemented system changes to electronically identify "chameleon carriers" quickly, which are motor carriers that have a history of unsafe operations, or other unresolved disciplinary actions, that apply for new authority to operate on Texas highways under a new identity. The internal application was placed into production in early 2015 for the Enforcement Division's use.

Stakeholder Collaboration

Advisory Committees and Working Groups

The TxDMV strives to be a best practice agency that puts a strong emphasis on stakeholder collaboration. As such, there are several groups that provided stakeholders the opportunity to participate early on in the board's rule making process in 2015.

- VTR held several meetings of a stakeholder group, the Title and Registration Working Group, over the year and held its fifth meeting in July 2015. The agency created the working group to collect input from stakeholders pertaining to registration and titling issues and processes in order to develop solutions that facilitate all service providers' ability to best serve all Texans. The working group includes tax assessor-collectors, deputy tax assessor-collectors, and members of several auto industries. To date, the group has primarily focused on compensation for tax assessor-collectors and their deputies and the future process and handling fee (H.B. 2202, 83rd Legislature, Regular Session). In its July meeting, VTR laid out possible compensation structures. The group also discussed storage liens and miscellaneous fees related to issuing vehicle registration and titles. VTR found the meetings helpful in determining what process and handling fee structure to recommend to the board.
- On November 10, 2015, motor carrier enforcement investigators participated in the first Household Goods (HHG) Motor Carrier Advisory Committee meeting along with members of the moving industry, law enforcement officers, and the public. The group discussed ideas on how to update, enhance and streamline the current rules regarding the HHG motor carrier industry.
- The board also has a Motor Vehicle License Advisory Committee that has provided input to rules on issues involving manufacturers, distributors and dealers.

Outreach Efforts and Communication

Extensive outreach in 2015 included trainings, site visits, meetings, and speaking engagements at industry conferences. The events were attended or hosted by TxDMV division personnel specializing in enforcement, motor carrier safety, dealer licensing, titles and registration, and other motor vehicle industry-related topics to educate and receive input on ways to better serve customers and stakeholders. A list of agency outreach efforts is in Appendix E.

GovDelivery Year 1 Overview

In May 2014, TxDMV began using a software program, GovDelivery, to provide opt-in communications to its customers and stakeholder groups, and has established multiple, focused mailing lists to provide the most relevant, timely information. TxDMV's account serves 130,000 subscribers. The average subscriber receives messages on three different topics, with 45% of TxDMV's recipients opening at least one of the agency's messages over the past 90 days. This gives TxDMV an average annual engagement rate of 48%. TxDMV's goal for its second year of



TxDmv GovDelivery Subscribers, June 2014 - May 2015

GovDelivery usage is to achieve and maintain a 90-day engagement rate of over 50% while continuing to grow the subscriber base. In addition to using GovDelivery for public subscriptions, TxDMV also uses the system for the distribution of internal messages including news clips, the board update newsletter, business continuity plan updates and for emergency communications to employees such as notices for office closures and severe weather delays.

TxDMV Team Meets with Metropolitan Area Tax Assessor-Collectors

On August 21, 2015, TxDMV executives traveled to Dallas to meet with tax assessor-collectors and staff members from Dallas, Denton, Harris and Tarrant counties. The meeting was held to discuss the upcoming deployment of the newly refactored RTS point-of-sale application to those counties. The rationale behind the overall development and deployment strategies and statewide deployment process was discussed. All parties were able to work together to address county concerns and finalize deployment dates for each county. TxDMV RSC personnel were onsite at each county tax assessor-collector office, beginning with Tarrant and Denton Counties, and were present through the final deployment of Harris County. Deloitte also sent project team members to the busiest offices in each county to provide support.



L to R: Ron Wright (Tarrant County), John Ames (Dallas County), Whitney Brewster (TxDMV), Michelle French (Denton County), Mike Sullivan (Harris County)

VTR Engages With Vehicle Storage Industry Stakeholders

On July 22, 2015, VTR met with vehicle storage facility industry representatives. The meeting provided the vehicle storage representatives with the agency's requirements for processing vehicle storage facility lien foreclosures. Assistance and guidance was provided on processing this type of transaction with tax assessor-collectors.

On August 16, 2015, VTR staff presented at the Tow Expo International in San Antonio as part of the Expo's Regulation and Legislative Conference. Industry representatives were provided instruction on correctly processing a storage facility lien foreclosure. The presentation provided examples of acceptable and unacceptable documentation to support ownership transfers following the public sale of such vehicles.

VTR Renews Commitment to NMVTIS Education

On July 28 and 29, 2015, VTR conducted four "refresher" training webinars for county tax officials on resolving National Motor Vehicle Title Information System (NMVTIS) errors as well as other areas that TxDMV's county tax office partners may offer to enhance customer service. The webinars had 341 participants and were very well-received by attendees. The training also included background and examples of how the system has helped Texans since implementation.

TxDMV Regional Service Centers Provide Support and Training Statewide

In August 2015, VTR trained 50 attendees from 15 counties on the newly refactored RTS applications including Cognos reports and the point-of-sale (POS) system. Sessions included hands-on training and demonstrations as RSC managers and staff gave in-depth, personalized support to

many of the county tax offices during the transition to the new refactored system. They visited 112 Texas counties to provide assistance during the deployment in addition to extended phone support. Regional staff also provided onsite webDEALER training and demonstrations at the Texas Independent Automobile Dealers Association (TIADA) Conference in August.

American Association of Motor Vehicle Administrators (AAMVA)

Texas has a national leadership presence in the motor vehicle industry with Executive Director Whitney Brewster elected to the AAMVA International Board in addition to serving on the regional board of AAMVA. AAMVA facilitates communication and fosters standardization among member jurisdictions concerning traffic safety, titling of motor vehicles, and licensing drivers. AAMVA represents its U.S. and Canadian membership by working collaboratively to support and improve motor vehicle administration, safety, identification security and law enforcement. AAMVA also communicates the consensus views of members to the public, state legislatures, Congress, and other organizations such as the American Trucking Association, the National Conference of State Legislatures, and the National Governors Organization. AAMVA also maintains the National Motor Vehicle Title Information System (NMVTIS)¹ which enables vehicle titling agencies to verify the information on a title with the issuing state's electronic records in order to reduce vehicle theft and fraud. Because of Ms. Brewster's past experiences with AAMVA in Alaska, she led the successful implementation of NMVTIS in Texas in 2013-14.



Executive Director Whitney Brewster

Each year, Ms. Brewster attends AAMVA events to stay informed on national trends. A recent presentation she provided was on "Changing the DMV Stereotype" where she shared TxDMV strategies for improving the experience for customers and exceeding their expectations. In November 2015, Ms. Brewster had the opportunity to travel to Guadalajara, Jalisco in Mexico representing the International Board of AAMVA. Scott Darling, administrator for the Federal Motor Carrier Safety Administration, as well as representatives from AAMVA's Canadian counterpart association, the Commercial Vehicle Safety Alliance, and the International Registration Plan, Inc. met with Adrian del Mazo Maza, secretary of communications and transportation for Mexico and the transportations heads from many of the Mexican states to discuss international highway safety and to take the initial step towards greater dialogue between the three countries on issues of mutual importance.

¹ The Anti Car Theft Act of 1992 specified that the information within NMVTIS be available to federal, state, and local law enforcement officials, insurance carriers, and other prospective purchasers (e.g., individuals, auction companies, and used car dealers). By making this information available across jurisdictions, forms of title fraud such as "title washing" are reduced. Title washing occurs when the condition of a vehicle due to flood, junk, or salvage (known as a "brand"), as previously documented by a state, is lost when the title travels to another state putting an unsuspecting buyer at risk of paying more than a vehicle is worth or operating a vehicle inadequately repaired and potentially unsafe to drive.

Other TxDMV staff hold leadership positions in AAMVA as well. AAMVA's Vehicle Standing Committee appointed VTR Title Services Planner Tony Hall as chair of the NMVTIS Business Rules Working Group (BRWG). Mr. Hall has represented the TxDMV on the NMVTIS BRWG since November 2014 and his appointment became official at the conclusion of the most recent NMVTIS BRWG meeting in November 2015. Tony has established himself as an expert on NMVTIS matters as a result of his key participation in TxDMV's NMVTIS implementation.



Tony Hall, Title Policy & Procedure Planner, TxDMV

The BRWG is charged with addressing and resolving vehicle, title, registration, and brand business issues as they pertain to NMVTIS and members include state motor vehicle agency representatives and AAMVA officials. With most states now implemented with NMVTIS, AAMVA's roles in NMVTIS is evolving from onboarding states to maintaining and enhancing the system. As a result, the NMVTIS BRWG is currently undertaking an initiative to enhance NMVTIS through performance management, ongoing monitoring, and establishing a tiered recognition program that will recognize states for the proactive and ongoing use of, and contribution to, NMVTIS.

David George, TxDMV Enforcement Investigator, was selected from nominees throughout the nation to serve on an AAMVA working group to study ways to improve cooperation between state motor vehicle agencies and law enforcement organizations.



David George, Enforcement Investigator, TxDMV



Other National Association Involvement

Ted Hernandez, TxDMV Enforcement Transport Investigator, continues to serve on the board of directors for the National Odometer and Title Fraud Enforcement Association (NOTFEA).

Ted Hernandez, Enforcement Transport Investigator, TxDMV

Business Executive Leadership Committee (BELC) Membership

Ms. Brewster was recently approached by the Department of Information Resources about serving on the BELC, and she agreed to be on the committee. This is a seven member committee comprised of constituent agency executives charged with establishing enterprise business strategies and objectives for the Data Center Services (DCS) program and to monitor achievements. The committee resolves strategic enterprise business issues related to the program. She is looking forward to having better insight into the challenges DCS faces, voicing how its performance impacts TxDMV's business and providing input on how service might be improved.

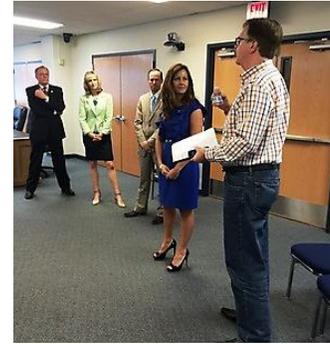
Mexico-Domiciled Motor Carriers

Two Mexico-domiciled motor carriers with long-haul operating authority approached the TxDMV to obtain apportioned registration under the International Registration Plan (IRP) for their commercial motor vehicles. The Mexico-domiciled motor carriers want IRP registration because this type of vehicle registration satisfies the vehicle registration requirements for any state in the U.S. Otherwise, the motor carriers must obtain vehicle registration in each state through which they want to travel.

The agency has been in communication with staff in the Office of the Governor on this issue, as well as the Federal Motor Carrier Safety Administration. The discussions are ongoing.

Lieutenant Governor's Visit

On August 19, 2015, Lt. Governor Dan Patrick visited the Austin headquarters to tour its facilities and learn more about the agency's operations. He also had the opportunity to meet with TxDMV's executive team and hear about some of its major initiatives. It was an honor to host this meeting, and TxDMV leadership is grateful for his interest in the department's success.



Lieutenant Governor Dan Patrick visiting with Executive Director Whitney Brewster and members of the TxDMV Executive Team

Looking Ahead

The TxDMV will continue to build upon an innovative and improved infrastructure to provide exceptional service to citizens and motor vehicle industries in the state. The agency looks forward to collaborating with state leadership to determine the best solutions that make the most sense for the state and the citizens it serves. As part of its ongoing efforts to increase efficiencies and services, the TxDMV looks forward to completing current projects and beginning new ones, some of which include the following:

- resolving the TxDMV facilities issues
- completing the separation from TxDOT, both facilities and IT infrastructure
- launching Single Sticker Phase II on March 1, 2016
- continuing the roll out of webDEALER to new/used/salvage dealers
- continue implementation of H.B. 2202 (83rd) which granted the TxDMV Board the authority to create deputy types, standards, and a processing and handling fee to cover costs of the agency, county tax assessor-collectors (TACs), and county deputies related to registration
- implementing innovative operational efficiencies focused on technology to lower costs in order to pass on savings to customers; ideas include:
 - self-service kiosks
 - electronic registration renewal notices (email and text)
 - longer license plate replacement recycle
 - use of barcode or QR code technology to improve efficiency and processing time
 - centralization of online registration renewal fulfillment
 - smart phone apps
 - registration renewal at inspection stations
 - elimination of registration sticker
 - electronic display of registration



Conclusion

The TxDMV Board members, Executive Director and employees are focused on the agency's vision, mission, goals and values. The board and Executive Director will ensure the agency priorities are conveyed to the Legislature for consideration during the upcoming 85th Legislative Session. TxDMV's

priorities are: 1) to gain approval to house a headquarters and Austin regional operations in a single TxDMV facility, 2) to put into place operational efficiencies, 3) to set a fair and revenue neutral registration process and handling fee to cover its costs to administer registration service, and 4) continue to implement innovative, cutting edge customer-centric services while remaining clearly focused on its customers and stakeholders by “Helping Texans go. Helping Texas grow.”

APPENDICES

Appendix A – TxDMV Board Members

Board Members			
	<p>Laura Ryan Cypress Chair Vehicle Manufacturing/Distribution Industry Term ends February 1, 2021</p>		
	<p>Raymond Palacios Jr. El Paso Vice-Chair Franchised Auto Dealer Term ends February 1, 2019</p>		<p>Robert "Barney" Barnwell III Magnolia Board Member Customer (Public) Representative Term ends February 1, 2019</p>
	<p>Luanne Caraway Kyle Board Member Tax Assessor-Collector Term ends February 1, 2019</p>		<p>Blake Ingram Sunnyvale Board Member Independent Auto Dealer Term ends February 1, 2017</p>
	<p>Marvin Rush Seguin Board Member Franchised Auto Dealer Term ends February 1, 2017</p>		<p>Gary Swindle Tyler Board Member Law Enforcement Term ends February 1, 2021</p>
	<p>Memo Treviño Laredo Board Member Customer (Public) Representative Term ends February 1, 2021</p>		<p>John H. Walker III Houston Board Member Motor Carrier Industry Term ends February 1, 2017</p>

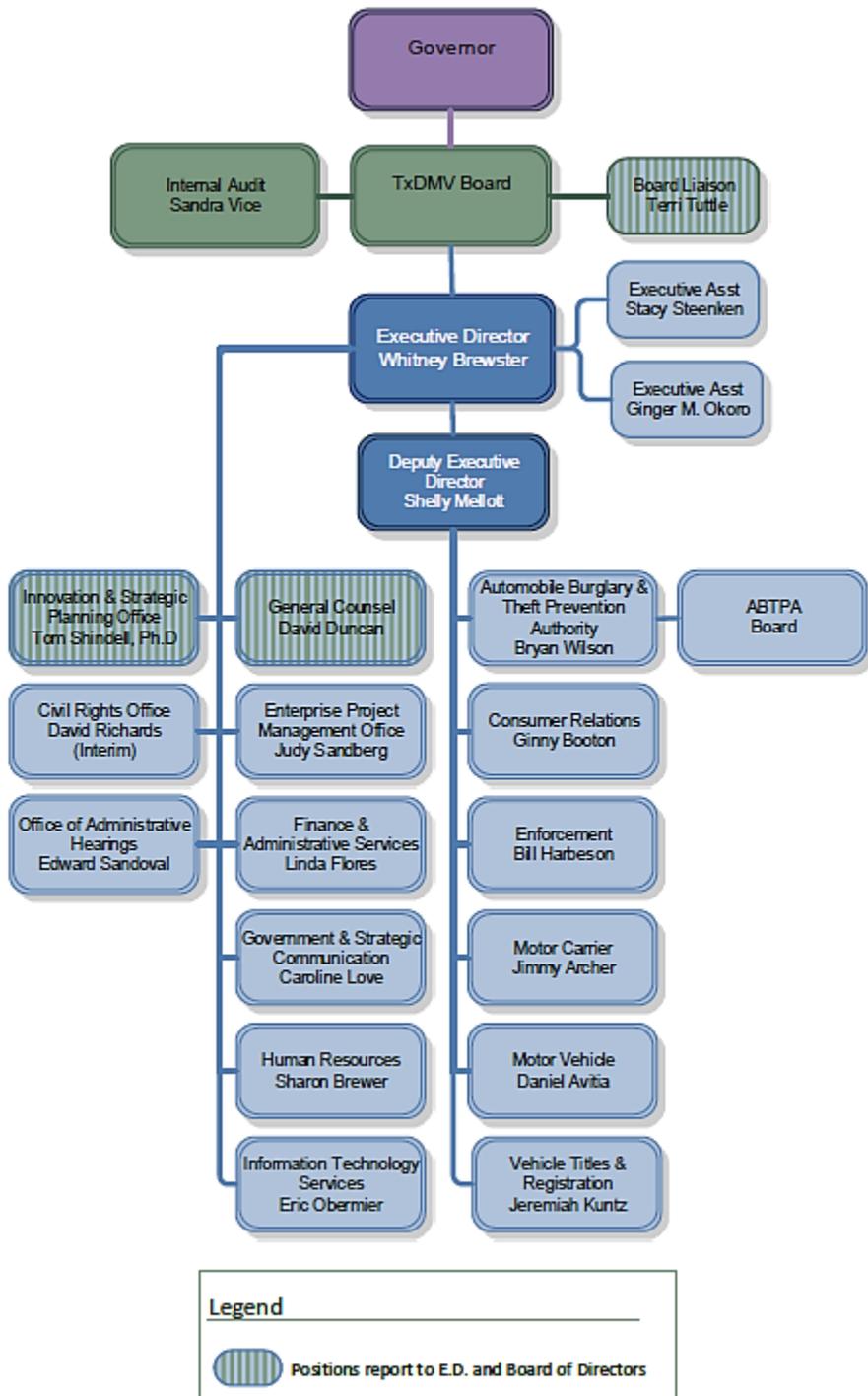
Appendix B – Board Key Performance Indicators

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Performance Driven	Effective and efficient services	1	Average processing time for new franchise license applications	45 days	35 days		MVD
		2	Average processing time for franchise renewals	11 days	5 days		MVD
		3	Average processing time of franchise license amendments	20 days	8 days		MVD
		4	Average processing time for new Dealer's General Distinguishing Number (GDN) license applications	35 days	17 days		MVD
		5	Average processing time for GDN renewals	14 days	7 days		MVD
		6	Average processing time for GDN license amendments	10 days	7 days		MVD
		7	Average turnaround time for single-trip routed permits	33.88 mins	32 mins		MCD
		8	Average turnaround time for interstate authority application processing	1.47 days	1.4 days		MCD
		9	Average turnaround time for apportioned registration renewal applications processing	2 days	2 days		MCD
		10	Average turnaround time to issue salvage or non-repairable vehicle titles	5 days	4 days		VTR
		11	Average time to complete motor vehicle complaints with no contested case proceeding	131 days	120 days		ENF
		12	Average time to complete motor vehicle complaints with contested case proceeding	434 days	400 days		ENF
		13	Average time to complete salvage complaints with no contested case proceeding	131 days	120 days		ENF
		14	Average time to complete salvage complaints with contested case proceeding	434 days	400 days		ENF
		15	Average time to complete motor carrier complaints with no contested case proceeding	297 days	145 days		ENF
		16	Average time to complete motor carrier complaints with contested case proceeding	133 days	120 days		ENF
		17	Average time to complete household goods complaints with no contested case proceeding	432 days	145 days		ENF
		18	Average time to complete household goods complaints with contested case proceeding	371 days	180 days		ENF
		19	Average time to complete Oversize/Overweight (OS/OV) complaints with no contested case proceeding	40 days	35 days		ENF
		20	Average time to complete OS/OV complaints with contested case proceeding	285 days	250 days		ENF
		21	Percent of lemon law cases resolved prior to referral for hearing	78%	80%		ENF
		22	Average time to complete lemon law cases where no hearing is held	147 days	85 days		ENF
		23	Average time to complete lemon law cases where hearing is held	222 days	150 days		ENF
		24	Percent of total renewals and net cost of registration renewals: A. Online B. Mail C. In Person	A. 15% B. 5% C. 80%	A. 18% B. 5% C. 70%		VTR
		25	Total dealer title applications: A. Through Webdealer B. Tax Office	Baseline in development	A. 5% B. 95%		VTR

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Optimized Services and Innovation	Implement appropriate best practices	26	Percent of total lien titles issued: A. Electronic Lien Title B. Standard Lien Title	A. 16% B. 84%	A. 20% B. 80%		VTR
		27	Percent of total OSION permits: A. Online (self-issued) B. Online (MCO-issued) C. Phone D. Mail E. Fax	A. 57.47% B. 23.03% C. 11.33% D. 1.76% E. 6.4%	A. 58% or greater B. 25% or greater C. 10% or less D. 1.7% or less E. 5.3% or less		MCD
		28	Average time to complete lemon law and warranty performance cases after referral	Baseline in development	25 days		GAH
		29	Average time to issue a decision after closing the record of hearing	Baseline in development	30 days		GAH
	Implement appropriate best practices	30	Percent of audit recommendations implemented	Baseline in development	90% annual goal for these recommendations which Internal Audit included in a follow-up audit		IAD
	Continuous business process improvement and realignment	31	Percent of projects approved by the agency's governance team that finish within originally estimated time (annual)	57%	100%		EPMO
		32	Percent of projects approved by the agency's governance team that finish within originally estimated budget (annual)	71%	100%		EPMO/FAS
		33	Percent of monitoring reports submitted to Texas Quality Assurance Team (TXQAT) by or before the due date	70%	100%		EPMO
		34	Percent of project manager compliance with EPMO project management standards based upon internal quality assurance reviews	Baseline in development	100%		EPMO
	Executive ownership and accountability for results	35	Percent of employees due a performance evaluation during the month that were completed on time by division	Baseline in development	100%		HR
		36	Percent of goals accomplished as stated in the directors performance evaluation	Baseline in development	Measure annually at the end of the fiscal year		EXEC
	Organizational culture of continuous improvement and creativity	37	Employees who rate job satisfaction as above average as scored by the Survey of Employee Engagement (SEE)	3.47 (SEE 2012)	3.65	3.60 (SEE 2013)	HR
		38	Increase in the overall SEE score	337 (SEE 2012)	360	351 (SEE 2013)	HR
Focus on the internal customer	Focus on the internal customer	39	Percent of favorable responses from customer satisfaction surveys	Baseline in development	90%		EPMO
		40	Annual agency voluntary turnover rate	6.5% (FY 2013)	5.0%		HR
	Increase transparency with external customers	41	Number of education programs conducted and number of stakeholders/customers attending education programs	4,48/60,61	480		MCD
		42	Number of education programs conducted and number of stakeholders/customers attending education programs	36/335	42/390		VTR
		43	Number of eLearning training modules available online through the Learning Management System and number of modules completed by stakeholders/customers	eLearning Modules Available - 26 Completed - 735	Available - 31 Completed - 814		VTR

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Customer Centric		44	Number of Shows and Exhibits attended to educate stakeholders/customers about TxDMV services and programs	6	7		MVD
		45	Number of education programs conducted and number of stakeholders/customers attending education programs	3/250	3/250		ENF
		46	Number of education programs conducted and number of stakeholders/customers attending education programs	3/150	4/500		ABTPA
		47	Percent of customers and stakeholders who express above average satisfaction with communications to and from TxDMV	Baseline in development	80%		All Divisions
	Excellent Service Delivery	48	Average hold time	9 min	9 min		CRD
		49	Abandoned call rate	22%	20%		CRD
		50	Average hold time	Baseline in development	1 min		ITS
		51	Abandoned call rate	Baseline in development	5%		ITS
		52	Average hold time	Credentiaing - 1.8 minutes Permits - 2.08 minutes CFS - 54.38 seconds	Credentiaing - 1.5 minutes Permits - 2 minutes CFS - 50 seconds		MCD
		53	Abandoned call rate	Credentiaing - 7% Permits - 6.42% CFS - 5.83%	Credentiaing - 6% Permits - 5% CFS - 5%		MCD
Key:		Critical	Off Target	On target	Not yet started		
Vision: The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.							
Mission: To serve, protect, and advance the citizens and industries in the state with quality motor vehicle related services.							
Philosophy: The Texas Department of Motor Vehicles is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continually improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.							
Values: We at the Texas Department of Motor Vehicles are committed to: TEXAS-Transparency, Efficiency, EXcellence, Accountability, and Stakeholders.							

Appendix C – Organizational Chart



Appendix D – Program Area Descriptions

Vehicle Titles and Registration (VTR) Division oversees the development of policies / procedures related to the registration and titling of vehicles and the management of vehicle records. Examines title applications for compliance, issues titles and salvage titles. Administers the specialty plates program. Issues temporary permits and registers motor carriers in the International Registration Plan. Provides support to Tax Assessor-Collectors.

Motor Carrier Division (MCD) provides efficient, equitable and reliable motor carrier permitting, credentialing and fleet registration programs. Issues intrastate credentials, interstate apportioned registration credentials, and oversize / overweight permits. Manages multi-year fleet registration and token trailer registration. Maintains route restriction maps, and audits routes for accuracy and safety.

Enforcement Division (ENF) regulates manufacturers, distributors, converters, and dealers of motor vehicles and other persons to provide for compliance with manufacturer's warranties and to prevent fraud, unfair practices, discrimination, impositions or other abuse of the people of this state. The division also investigates complaints and pursues administrative actions against motor carriers and salvage dealers.

Consumer Relations Division (CRD) serves as the consumer doorway to better, faster and more efficient customer service to the public and industries served by TxDMV. Whether a consumer contacts us by phone, correspondence or e-mail, this frontline customer service specialist team handles each call and inquiry in a professional manner that addresses the unique needs of each consumer. The mission of the CRD team is to: "Serve each customer right the first time!" 489,727 customers are served annually. With continuous focus on quality service, this division maintains an agency database to track consumer complaints, resolutions, compliments and suggestions.

The **Motor Vehicle Division (MVD)** provides a sound and efficient system for distributing and selling motor vehicles in Texas through the licensing of the salvage industry, motor vehicle manufacturers, distributors, representatives, in-transit operators, franchise dealers, converters, lease facilitators, lessors, and used motor vehicle dealers doing business in Texas. Additionally, MVD acts as a forum for dispute resolution providing mediation services to facilitate the resolution of disputes between new motor vehicle dealers and manufacturers. MVD oversees the processing and distribution of metal dealer plates to new and independent dealers, in transit operators, manufacturers, distributors and converters. Further, MVD regulates license holder's participation in shows and exhibitions that take place throughout Texas.

Office of Administrative Hearings (OAH) provides an independent forum for hearings for consumer complaints filed under the Texas Lemon Law. Major responsibilities of the Office of Administrative Hearings include, conducting administrative hearings regarding Lemon Law and warranty protection complaints and issuing decisions and orders pursuant to the Texas Occupations Code.

Automobile Burglary and Theft Prevention Division provides TxDMV staff to serve the administrative and management needs of the **Automobile Burglary and Theft Prevention Authority (ABTPA)**. The ABTPA is a unique state entity created under Revised Civil Statutes Chapter 4413 (37)

administratively attached to the TxDMV. ABTPA provides grants to law enforcement agencies to reduce the incidence of motor vehicle theft and burglary, conducts educational programs designed to inform automobile owners of methods of preventing vehicle burglary and theft; and assists vehicle owners in preventing motor vehicle burglary or theft. TxDMV staff also serve in meeting the ABTPA statutory reporting requirements.

Support Functions

The agency also maintains several divisions and offices that are integral to the day-to-day operations of the agency. These divisions/offices include: Executive Office, Board Support, Civil Rights Office, Enterprise Project Management Office, Finance and Administrative Services, Government and Strategic Communications, Human Resources, Information Technology Services, Internal Audit, Office of General Counsel and Office of Innovation and Strategic Planning.

Appendix E - Collaboration with Stakeholders

The TxDMV strives to be a best practice agency that puts a strong emphasis on stakeholder collaboration. Extensive outreach in 2015 included trainings, working groups, meetings, and speaking engagements at industry conferences. The events were attended or hosted by TxDMV division personnel specializing in enforcement, motor carrier safety, dealer licensing, titles and registration and other motor vehicle industry-related topics to educate and receive input ways to better serve and protect Texas citizens and better serve customers and stakeholders. The following legend is a guide for the chronologically listed outreach activities below.

EXEC – Executive Director

ENF – Enforcement Division

MCD – Motor Carrier Division

MVD – Motor Vehicle Division

VTR – Vehicle Title and Registration Division

MVD	1/8/15	60 th Annual Houston Boat Show	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
ENF	1/14/15	Dealer Training Seminar, San Antonio	Training for dealers, law enforcement personnel, tax office employees and other industry individuals
ENF	1/15/15	Household Goods Advisory Committee	Stakeholder work group for rule updates to TAC 218
MVD	1/15/15	All Valley RV Show, Mercedes	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
MCD	2/4/15	San Antonio Transportation Association, San Antonio	
MVD	2/4/15	Houston RV Show -51 st Edition	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
MCD	2/9/15	Chambers County officials, Austin	Discussion of oversize/overweight permits
MCD	2/11/15	Austin Police Agency Commercial Vehicle Enforcement, Austin	Meeting
MCD	2/12/15	Commercial Vehicle Information Systems and Networks (CVISN), Austin	Working group meeting
ENF	2/13/15	Texas Municipal Police Association (TMPA), Austin	Meeting to promote Enforcement training for motor carrier issues and schedule sessions
MCD	2/18/15	TxPROS training class, Austin	
ENF	2/19/15	Dealer Training Seminar, Waco	Training for dealers, law enforcement personnel, tax office employees and other industry individuals
MVD	2/19/15	2015 Dallas RV Super Show	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
MCD	2/24/15-2/26/15	International Fuel Tax Agreement/International Registration Plan, San Antonio	Audit Workshop

ENF	2/26/15	City of Sunrise Beach (Llano County) law enforcement	Training for officers on how to recognize unlicensed moving and bus companies and oversize/overweight issues
VTR	2/26/15	Austin Police Agency's Auto Theft Interdiction Project (ATIP)	Training on title fraud. 6 hours.
VTR	2/26/15	Statewide webinar	Information on RTS refactoring with county Tax Assessor-Collectors, attended by more than 328
MCD	3/2/15-3/6/15	Specialized Carriers and Rigging Association 2015 Specialized Transportation Symposium, Atlanta, GA	Spring Meeting
VTR	3/9/15	Title & Registration Working Group	This was the third of five meetings of this group (previous two meetings in 2014) to collaborate with stakeholders on proposed deputy rules
MCD	3/12/15	Commercial Vehicle Information Systems and Networks (CVISN), Austin	Working group meeting
MCD	3/16/15	Chambers County officials, Austin	Meeting regarding permits and movement of bulk products
VTR	3/17/15	RTS Refactoring Workshop, Austin	Employees from Bexar, Williamson, Nueces, McClellan and Callahan counties participated; overview of refactoring progress, opportunity to test drive reporting tool; feedback received on training materials
EXEC	3/18/15-3/19/15	American Association of Motor Vehicle Administrators (AAMVA) 2015 Workshop & Law Institute, Fort Worth	Opening remarks; information presented on National Motor Vehicle Title Information System (NMVTIS), titling and registration of three-wheeled vehicles and regulation of transportation networking companies
MCD	3/18/15	TxPROS half-day training class, Austin	
ENF	3/19/15	Dealer Training Seminar, Midland	Training for dealers, law enforcement, tax office personnel
VTR	3/24/15	Auto Burglary Theft Prevention Authority (ABTPA) grant writing workshop	Instruction on ABTPA reporting requirements; how criminals alter titles; how to conduct investigations, state and federal statutes, how to prepare cases for prosecution, 110 officers training, 2 hours
ENF	3/25/15	Law Enforcement from Mansfield, Victoria, Mason and San Angelo	Training on oversize/overweight and household goods movers for officers
VTR	3/25/15	National Insurance Crime Bureau Auto Theft Conference, Galveston	Training for 75 officers on how to identify fictitious temporary tags and specialty license plates, requirements for bonded titles
MCD	3/25/15-3/27/15	Texas Trucking Association (TxTA) Spring Seminar, Waco	
MVD	3/26/15	2015 DFW Auto Show, Dallas	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
MCD	4/2/15	City of Commerce Citizens Police Academy Alumni Association meeting, San Antonio	
ENF	4/7/15	Live Oak County Sheriff's Agency	e-Tag training
MCD	4/15/15	TxPROS half-day training class, Austin	

ENF	4/15/15-4/16/15	Dealer Training Seminar, Houston	Training on dealer advertising attended by dealers, law enforcement personnel, tax office employees
MCD	4/16/15	Dallas/Fort Worth Council of Safety Professionals Educational Seminar, Dallas	
ENF	4/22/15	Austin Police Agency, Austin	Meeting to discuss training available for law enforcement; information how rogue movers operate; sting operation to issue citations to rogue movers
MCD	4/30/15	Commercial Vehicle Information Systems (CVISN), Austin	Working group
MCD	5/4/15	Infrastructure-Friendlier Trucks Forum, University of Texas, Austin	
MCD	5/4/15-5/8/15	Federal Motor Carrier Safety Administration National Commercial Vehicle Information Systems and Networks (CVISN) Workshop, Arlington, VA	
ENF	5/5/15	Southwest Movers Association regional meeting, Corpus Christi	Presented information on rules update pertaining to movers, including advertising and claims procedures
ENF	5/6/15	La Porte Law Enforcement	Education on how to recognize unlicensed moving companies and bus companies
VTR	5/13/15-5/14/15	National Motor Vehicle Title Information System (NMVTIS) National Conference, New Orleans, LA	Working group on state business rules and developing best practices for titling and title brands by the American Association of Motor Vehicle Administrators
VTR	5/14/15	Hertz Rental	Discussion on webDealer to demonstrate benefits
ENF	5/19/15	Kaufman Law Enforcement	Education on how to recognize unlicensed moving companies and bus companies
ENF	5/19/15	Houston Movers Association	Information on rules updates pertaining to movers, including advertising and claims procedures
MCD	5/15/15-5/20/15	International Registration Plan (IRP) Annual Meeting and Board Meeting, Savannah, GA	
MCD	5/20/15	TxPROS half day training class, Austin	
ENF	5/21/15-5/22/15	Dealer Training/Advertising Seminar, El Paso	Dealers, law enforcement personnel, tax office employees; also a special training course on dealer advertising
VTR	5/22/15	Meeting with Insurance Auto Auctions (IAA)	Discussion on webDealer to ensure salvage functionality improves business needs
ENF	6/1/15	Federal Motor Carrier Safety Administration (FMCSA), Dallas/Fort Worth	Joint operation to conduct interstate household good carrier investigations to train TxDMV investigators how to handle complaints and identify worst companies operating in Texas; information gained will allow TxDMV investigators to enter case information into federal database (part of memorandum of understand with FMCSA)
VTR	6/2/15	Harris County Tax Assessor-Collector	Site visit by TxDMV VTR to identify possible

			improvements for control of license plates and registration sticker paper to assist in recommendations for enhancements to refactored RTS
ENF	6/2/15	Kaufman law enforcement	Training on how to recognize unlicensed moving and bus companies
ENF	6/3/15	Maverick County Sheriff's Agency	Training on e-Tags and motor vehicle dealer law
VTR	6/3/15	Title & Registration Working Group, Austin	This was the fourth of five meetings of this group (previous two meetings in 2014) to collaborate with stakeholders on proposed deputy rules, feedback on possible structure for process and handling fee (H.B. 2202, 83 rd)
MVD	6/4/15	28 th Annual Houston Summer Boat Show	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
ENF	6/8/15	Houston Independent Automobile Association, Houston	Advertising training
MCD	6/6/15-6/10/15	Unified Carrier Registration (UCR) Summer Board Meeting, Chattanooga, TN	Training, outreach
ENF	6/9/15	Southlake law enforcement	Training on how to recognize unlicensed moving and bus companies
ENF		Texas Municipal Police Association (TMPA)	Discuss the TxDMV's training efforts with law enforcement throughout the state. The discussions included motor carrier insurance and licensing issues. TMPA seemed receptive in allowing us to promote our training via their training calendar and network.
MVD	6/15/15	Tax Assessor-Collectors Association of Texas Annual Conference, Lubbock	Staff attorney presented information regarding MVD and licensing.
ENF	6/16/15	Austin area law enforcement agencies	Advisory to assist identification of oversize/overweight vehicles
ENF	6/16/15	Cedar Park Police Agency	Discussion to clarify motor carrier enforcement issues regarding cement trucks
MCD	6/17/15	TxPROS half day training class, Austin	
ENF	6/18/15	Dealer Advertising Seminar, McAllen	Training on dealer advertising attended by dealers, law enforcement personnel, tax office employees
MCD	6/18/15	Commercial Vehicle Information Systems and Networks (CVISN), Austin	Working group
MCD	7/7/15	Super Heavy Load Meeting, Austin	Meeting with carrier about a series of 224 loads to exceed 254,300 pounds
VTR	7/8/15	Title & Registration Working Group, Austin	This was the fifth meeting of this group (previous two meetings in 2014) to collaborate with stakeholders on proposed deputy rules, feedback on possible structure for process and handling fee (H.B. 2202, 83 rd)
MCD	7/10/15-7/11/15	Texas Logging Council Annual Meeting, Center (Shelby County)	
MCD	7/14/15	DFW County of Safety Professionals, Dallas	
MCD	7/14/15	Oversize Permit Seminar, Houston	

ENF	7/15/15	Frisco peace officers, Frisco	Law enforcement training in Frisco to educate peace officers on how to recognize unlicensed moving companies and unlicensed bus companies.
ENF	7/18/15-7/20/15	Texas Sheriff's Association Annual Conference, San Antonio	Information table with TxDMV law enforcement training courses
ENF	7/22/15	Austin Police Agency, Austin	Oversize/overweight and household goods mover training for officers
MCD	7/23/15	Commercial Vehicle Information Systems and Networks (CVISN) Committee Meeting, Austin	
ENF	7/30/15	Dealer Training Seminar, Amarillo	
ENF	8/11/15	Texas Independent Automobile Dealers Association, San Antonio	Presentation on motor vehicle sales issues
ENF	8/16/15	Texas Recreation Vehicle Dealer's Association, San Antonio	Presentation by Division Director
ENF	8/11/15-8/12/15	Burnet law enforcement officers, Burnet	Law enforcement training on how to recognize unlicensed moving companies and bus companies
ENF	8/19/15	Texas Auto Dealers Association, Austin	Training on dealer advertising
ENF	8/20/15	Dealer Training Seminar, Austin	Information for dealers, law enforcement personnel, tax office employees
VTR	9/1/15	Statewide trainings by webinar	Recent legislative changes to mechanic's liens
ENF	9/15/15	Texas Auto Dealers Association, Dallas	Training course on dealer advertising
MVD	9/15/15	Annual Meeting of the National Association of Motor Vehicle Boards and Commissions, Scottsdale, AZ	MVD Director attended representing TxDMV
MCD	9/16/15	TxPROS half day training class, Austin	
MCD	9/16/15	Safety Management Council Fall Conference, Kerrville	
ENF	9/16/15-9/17/15	Dealer Training Seminar, Dallas	Information for dealers, law enforcement personnel, tax office employees
MCD	9/19/15	Intermodal EXPO, Fort Lauderdale, FL	
MCD	9/20/15	American Trucking Associations/Technology Maintenance Council Fall Conference, Orlando, FL	
ENF	9/16/15-9/18/15	Southwest Movers Association Annual Conference, San Antonio	Director presented on accomplishments and future goals related to the moving industry; round table discussion on household goods rules advisory committee; also what to expect when an investigation is conducted; booth with information on "Don't Make a Move Without Us!" campaign
MCD	9/22/15	International Registration Plan Board of Directors Meeting, Burlington, VT	
ENF	9/24/15	Richwood law enforcement, Richwood	Training on how to recognized unlicensed moving companies and bus companies
VTR	10/3/15	Texas Towing & Storage Association General Meeting, Round Rock	Presentation on procedures for licensed vehicle storage facility lien foreclosures
MCD	10/5/15	International Fuel Tax Association/International Registration	Managers' and Law Enforcement Workshop

		Plan , San Antonio	
VTR	10/6/15	Texas Agency of Insurance Quarterly TexasSure Executive Sponsor Meeting	TexasSure is the insurance verification program we use for registration and registration renewal. Deputy Executive Director Shelly Mellott, General Counsel David Duncan, Information Security Officer Joshua Kuntz and Registration Services Planner Anita Orr also attended. Other participants included the Texas Agency of Public Safety (DPS), Agency of Information Resources and industry stakeholders HDI Solutions and Insure-Rite
ENF	10/6/15	Wichita Falls law enforcement	Training law enforcement on identification of oversize/overweight loads
ENF	10/7/15	Austin Board of Realtors Annual Roundup Conference, Austin	Booth with "Don't Make a Move Without Us!" campaign materials to educate public on dangers of using an unlicensed household goods mover
ENF	10/7/15	Sherman law enforcement	Discussion of options for stopping rogue (unlicensed) movers that operate along the Oklahoma/Texas border
VTR	10/14/15	National Title Solutions Forum (NTSF) Conference, San Antonio	Updates and information on TxDMV Electronic Lien program; information on use of National Motor Vehicle Title Information System (NMVTIS); legislative updates affecting lienholders and dealer industry; update on webDealer
MCD	10/14/15-10/16/15	Western Association of State Highway Transportation Officials Committee on Highway Transport (WASHTO), Reno, NV	
MCD ENF	10/14/15	TxPROS half day training class	Obtaining permits and compliance with oversize/overweight laws
ENF	10/15/15	Dealer Training Seminar, Tyler	Training for dealers, law enforcement personnel, tax office employees
MCD	10/29/15	Commercial Vehicle Information Systems and Networks (CVISN), Austin	Working group
ENF	11/10/15	Household Goods Motor Carrier Advisory Committee	Stakeholder work group for rules regarding Household Goods Motor Carrier industry
VTR MCD MVD	11/17/15	VG Young School for County Tax Assessor-Collectors; San Marcos	Presentations on DMV Hot Topics, Single Sticker Phase II, Red Flag Title Fraud Detection, dealer licensing, round table discussions, information and demonstration booth
ENF	11/17/15	Houston Movers Association	Presentation regarding most recent Household Goods Advisory Committee meeting on rules changes for HHG carriers; also TxDMV's participation in interstate HHG complaints and how handled
ENF	11/17/15	Houston law enforcement officers, Houston	Meeting to discuss possible future training classes for police commercial enforcement officers on how to recognize unlicensed moving companies

ENF ABTPA	11/17/15	Harris County Sheriff's Office Auto Theft Task Force, Houston	Meeting to discuss increased partnership between law enforcement and TxDMV and recent changes in agency rules affecting the salvage industry
ENF MVD	11/18/15	Salvage Industry Forum organized by Representative Armando Walle, Houston	Discussion on new salvage rules; attended by salvage dealers, pool operators, parts recyclers, prosecutors, citizens and other agencies
MCD	11/18/15	TxPROS training class, Austin	
ENF	11/19/15	Dealer Training Seminar, Wichita Falls	Training attended by dealers, law enforcement, tax office employees
MVD	11/18-11/20/15	Auto & Truck Show, San Antonio	Opportunity to enhance stakeholder and customer awareness of the services provided by TxDMV
MCD	11/18/15 11/19/15	International Registration Plan (IRP) Peer Review, Austin	
MCD	12/1-2/15	International Registration Plan IT and Data Services Committee Meeting, Oklahoma City, OK	
ENF	12/5/15	Brownsville Police Agency and Cameron County Sheriff's Agency, Brownsville	Motor carrier size and weight law enforcement training
ENF	12/8/15	Texas Commission on Law Enforcement Advisory Board, Austin	Staff participated as members
MCD	12/8-9/15	Unified Carrier Registration Executive Board and Strategic Planning Meeting, San Diego, CA	
MCD	12/10/15	Commercial Vehicle Information Systems and Networks Working Group, Austin	
MCD	12/10-12/11/15	Houston Council of Safety Professionals meeting, Houston	
ENF	12/11/15	University of Texas Center for Transportation Research, Austin	Discussion on data on number of axles associated with each vehicle operating on highways in Texas
ENF	12/15/15	Police agencies, Brownsville	Training for officers to recognize unlicensed moving companies and bus companies
ENF	12/16/15	Texas Councils of Governments, Arlington	Presentation on eTag System and webDealer
ENF	12/17-12/18/15	Hertz Car Sales, Live Oak	Presentation on motor vehicle dealer issues
ENF	12/17/15	BBB Fraud Task Force, Dallas	Meeting on regulatory agencies working together to combat fraudulent activities (moving companies)