



# Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Projects & Operations  
Committee Meeting  
April 6, 2016

**AGENDA**  
**PROJECTS AND OPERATIONS COMMITTEE MEETING**  
**BOARD OF THE TEXAS DEPARTMENT OF MOTOR VEHICLES**  
**4000 JACKSON AVE., BUILDING 1, LONE STAR ROOM**  
**AUSTIN, TEXAS 78731**  
**WEDNESDAY, APRIL 6, 2016**  
**3:00 P.M.**

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

1. **CALL TO ORDER**
  - A. **Roll Call and Establishment of Quorum**
  - B. **Comments and Announcements from Committee Chair, Committee Members, and Executive Director**
2. **UPDATES**
  - A. **Enterprise Project Management Office (EPMO) Update - Judy Sandberg and Eric Obermier** 4
    1. Registration and Titling System (RTS) Refactoring 16
    2. Single Sticker Phase II 18
    3. RTS Name Parsing 19
    4. Licensing, Administration, Consumer Relations, and Enforcement (LACE) Replacement 20
    5. webDEALER 21
    6. Application Migration and Server Infrastructure Transformation (AMSIT) 22
    7. Call Center 23
    8. FileNet 24
    9. Physical Security 25
  - B. **Finance and Administrative Services - Linda M. Flores**  
 Facilities Update 28
3. **ACTION ITEMS FOR CONSIDERATION AND POSSIBLE RECOMMENDATION TO THE BOARD - Whitney Brewster**
  - A. **Strategic Plan's Mission, Vision, Philosophy and Values** 30
  - B. **Updated Board Policy Document "TxDMV Goals and Objectives"** 33

**4. EXECUTIVE SESSION****A. Section 551.071** - Consultation with and advice from legal counsel regarding:

1. pending or contemplated litigation, a settlement offer;
2. a matter in which the duty of the attorney to the government body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Government Code, Chapter 551; or
3. any item on this agenda.

**B. Section 551.074** - Personnel matters.

Discussion relating to the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of personnel.

**5. ACTION ITEMS FROM EXECUTIVE SESSION****6. PUBLIC COMMENT****7. ADJOURNMENT**

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

Agenda items may be presented by the named presenter or other TxDMV staff.

Pursuant to Sections 30.06 and 30.07, Penal Code (trespass by license holder with a concealed or openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun or a handgun that is carried openly.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify the department as far in advance as possible, but no less than two days in advance, so that appropriate arrangements can be made. Contact Stacy Steenken by telephone at (512) 302-2380.

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

CERTIFYING OFFICIAL: David D. Duncan, General Counsel, (512) 465-5665.

# RTS Operational Update

April 06, 2016

Eric Obermier – Texas Department of Motor Vehicles

Todd Kimbriel – Texas Department of Information Resources

Chris Keel – Deloitte

Harold Gilchrist, Eddie Soles – Atos (DCS)



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# RTS Refactoring

## Key Project Milestones



- ❑ Refactored Point of Sale and Cognos Deployment to TxDMV Regional Service Centers and Counties (5/18/2015-10/9/2015)
- ❑ Cognos Enterprise Reporting Quarterly Release 1 (10/31/2015)
- ❑ Refactored Core Launch (decommission of mainframe) (11/23/2015)
- ❑ Search by Customer Name (12/7/2015)
- ❑ Legislative Updates – RTS 8.3.0 (1/2/2016)
- ❑ Cognos Enterprise Reporting Quarterly Release 2 (2/14/2016)
- ❑ Single Sticker Phase II – RTS 8.4.0 (3/5/2016)

# RTS Support Teams

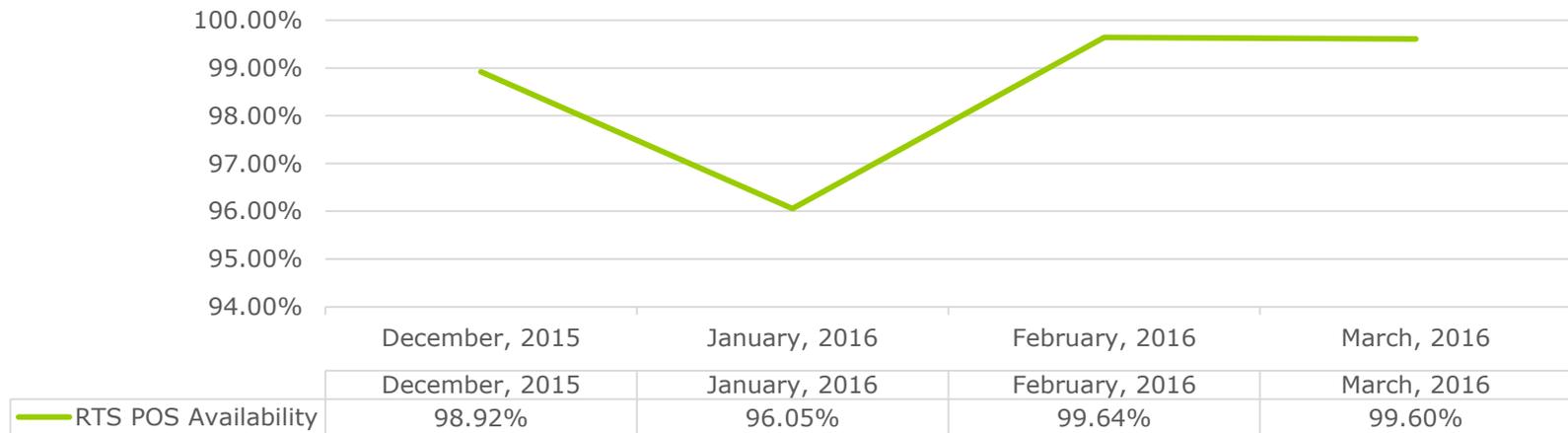
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- ▣ TxDMV Information Technology Staff
- ▣ Deloitte Project Team – Workstream 4 Maintenance & Operations
- ▣ Data Center Services Staff (DIR & DCS Vendors)

# RTS Availability

- ▣ December 2015 – 98.92%
- ▣ January 2016 – 96.05%
- ▣ February 2016 – 99.64%
- ▣ March 2016 – 99.60%

RTS POS Availability



*Availability calculations are based on the percentage of time the RTS Point of Sale was available between the hours of 7:00am and 6:00pm, Monday through Friday.*

# Summary of RTS Outages

Affected Users	Start Time	End Time	Description of Issue
All Users	12/7/2015 8:50	12/7/2015 11:25	Search by name performance issue
TxDMV Users	12/28/2015 8:30	12/28/2015 13:00	TxDMV Regional Offices could not create CCO's
All Users	1/7/2016 14:00	1/7/2016 19:00	Database indexes dropped
All Users	1/21/2016 7:00	1/21/2016 8:00	Batch processing ran long
All Users	1/25/2016 16:55	1/25/2016 18:30	Closeout process slow or unresponsive
All Users	1/26/2016 14:20	1/26/2016 14:50	Large file being moved on production server
All Users	1/27/2016 7:00	1/27/2016 8:00	Print service not running after planned restart
All Users	1/28/2016 16:35	1/28/2016 16:45	Network connection to DIR experienced brief outage
All Users	2/25/2016 7:00	2/25/2016 7:20	Batch processing ran long
All Users	2/29/2016 7:00	2/29/2016 7:30	DCS network outage caused by card in another agency's server
All Users	3/3/2016 7:00	3/3/2016 8:00	Batch processing ran long
All Users	4/4/2016 7:00	4/4/2014 15:45	SAN switch restarted causing RTS server problems



# Operational Challenges

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- People
  - Ex. Production changes made to system during business hours negatively impacting RTS performance (Response - Reinforced Change Management Policy)
- Process
  - Ex. System startup procedure did not include validation of critical service resulting in the inability to print receipts (Response - Updated system startup procedure)
- Technology
  - Ex. Server / Network problem in consolidated data center impacted RTS availability and performance as well as other State systems (Response - Isolated offending server and corrected configuration and improved monitoring)

# TxDMV Project & Operations Briefing Book

## Ongoing Improvement Activities

- Working with Deloitte and DCS support staff to enhance monitoring & alerts for nightly batch processes (4/30/2016)
- Working with Deloitte to reorganize / restructure nightly batch processes (8/31/2016)
- Working with Deloitte and DCS support staff to replace middle-tier database and servers (3/31/2017)

# Deloitte Ongoing Improvement Activities

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- ❑ Re-deployment of Search by Owner (6/3/2016)
- ❑ Transition server support to DCS (6/1/2016)
- ❑ Work with TxDMV on remediation of periodic nightly batch processes running longer than expected (8/31/2016)
- ❑ Automation of critical service startup scripts (6/3/2016)

# DIR / DCS Ongoing Improvement Activities

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- Implement enhanced batch process notifications using automated ticket generation (5/31/2016)
- Implement enhanced server monitoring (4/15/2016)
- Implement additional network monitoring (4/30/2016)
- Working with TxDMV and Deloitte to refine batch process exception handling and improving efficiency (8/31/2016)

# Planned RTS Releases

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Release Date	Description
5/2/16	RTS Release 8 - Electronic Lienholder Release
5/2/16	Enterprise Reporting Quarterly Release 3
6/3/16	RTS Release 9 - Plate Release, Search by Owner, Print Performance
7/30/16	RTS Release 10 - Electronic Lienholder Release
7/30/16	Enterprise Reporting Quarterly Release 4
8/31/16	RTS Release 11 - Plate Release, TxDMV Fund

# External Communication

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- ❑ System outages communicated and regular updates sent until resolved
- ❑ Enhanced defect communication process
- ❑ System updates communicated in advance

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Questions?

# Projects & Operations Committee Meeting

April 6, 2016

Project Dashboards



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# RTS Refactoring

## Benefits to Public

- Improved Customer Service (system modernization provides opportunities for increased efficiency when implementing improvements)

## Benefits to Agency

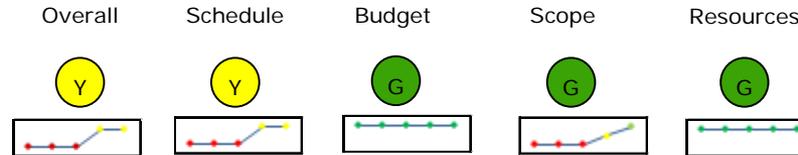
- Modernization of the RTS system
- Business intelligence reporting capabilities
- Transitions RTS from TxDOT to the TxDMV infrastructure

RTS Refactoring will refresh the RTS technology by modernizing the core RTS system and provide business intelligence reporting capabilities.

Project Manager – D. Kester  
 Business Owner – J. Kuntz  
 Executive Sponsor– W. Brewster

Project End Date: 31 Dec 2018

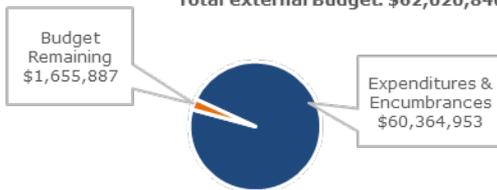
### March 2016 Status



October 2015 to February 2016 Trend Line

	WS2+	WS4-7	WS4-8	WS4-9
Req	✓	✓	G	G
Design	✓	✓		G
Devel	✓	✓		G
Test	R	✓		
Deploy	R	✓		

RTS Refactoring External Budget  
 Source: Automation  
 Total external Budget: \$62,020,840



Internal Hours



RTS Plan vs Actuals

RTS Project Change Requests



### Accomplishments – Last 30 Days

- Deployed Release 5 on March 5, 2016, which included Single Sticker II
- Completed erasure of data storage on the mainframe
- Deployed a maintenance release on March 7 and 14 for Enterprise Reporting

### Milestones – Next 30 Days

- Complete System Testing:
  - ERQ3 which includes 15 reports (for example Funds Remittance Report)
  - Release 8 which includes ELT (Electronic Lienholder) and New 7-Character Disabled Veteran (DV) Plate Patterns

### Risk/Issues

- R<sub>1</sub> – Defect Management methodology is not clear
- R<sub>2</sub> – Knowledge transfer and training may not be complete by Year 1 of the SOW
- R<sub>3</sub> – Data aging process is not completely defined
- I<sub>1</sub> – Number of requests of Ad-hoc reporting has increased with implementation of Cognos Reporting functionality
- I<sub>2</sub> – Ws2+ was never successfully deployed
- I<sub>3</sub> – There is no disaster recovery for the middle tier

### Mitigation/Corrective Action

- R<sub>1</sub> –IT refined SOPs and presented process to ESC
- R<sub>2</sub> – Vendor is required to report monthly on progress.
- R<sub>3</sub> – Meetings are underway to address process
- I<sub>1</sub> – Immediate: Project team work with requestors to prioritize and schedule requests. Long term: Work with users to help them understand reporting capabilities
- I<sub>2</sub> –Deloitte to implement with Release 9 in 05/2016
- I<sub>3</sub> – Working with Deloitte and DCS to replace middle tier Database and servers (3/31/2017)

# Single Sticker PII

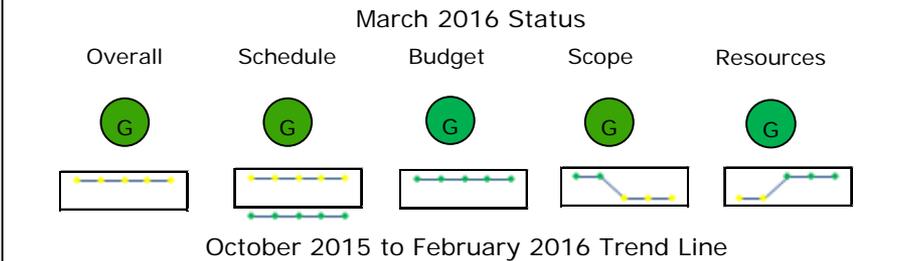


Benefits to Public	Benefits to Agency
<ul style="list-style-type: none"> <li>Provides a single "Registration and Safety Inspection" Sticker process</li> <li>Aligns Safety Inspection and Registration time frames</li> <li>Reduces unsafe and environmentally unfriendly vehicles on Texas roads</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with HB 2305 and HB 188</li> <li>Automates TxIRP solution for Motor Carrier Division</li> </ul>

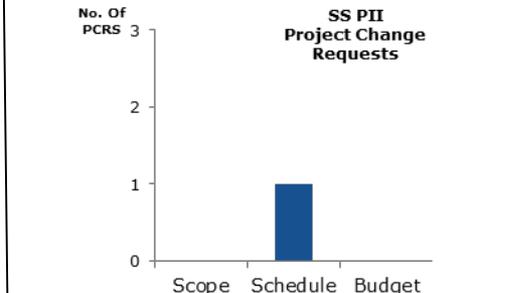
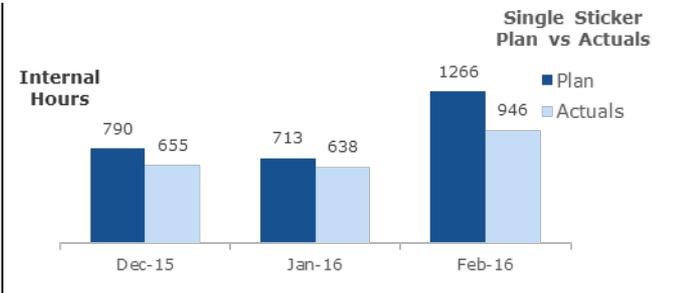
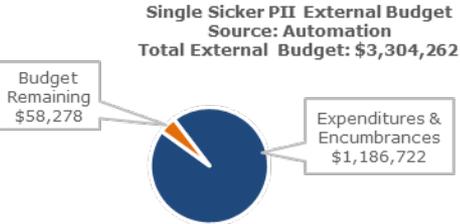
Single Sticker Phase II implements the 90-day inspection window for vehicle registration and the 180-day inspection window for the used vehicle dealers.

Project Manager – T. Beckley  
 Business Owners – J. Kuntz, J. Archer  
 Executive Sponsor – W. Brewster

Project End Date: 31 July 2017



	RTS	TxIRP
Requirements	✓	G
Design	✓	G
Development	✓	G
Test	✓	
Deploy	✓	



Accomplishments – Last 30 Days
<ul style="list-style-type: none"> <li>Deployed Single Sticker II on March 5, 2016</li> <li>Project Change Request was approved by Governance Team to extend project end date to meet TxIRP project contract</li> <li>TxIRP held a Kick off, work in progress</li> <li>Public Information Campaign is underway with electronic billboards, Community Impact releases, and social media</li> </ul>
Milestones – Next 30 Days
<ul style="list-style-type: none"> <li>Complete TxIRP Requirements</li> <li>Continue Public Information Campaign</li> </ul>

Risk/Issues	Mitigation/Corrective Action
<p>R<sub>1</sub> – The implementation of the TxDMV Fund may impact the TxIRP Single Sticker II effort</p> <p>I<sub>1</sub> – Production code includes defects</p>	<p>R<sub>1</sub> – Estimate effort and impact to determine corrective actions</p> <p>I<sub>1</sub> – Deloitte and IT repaired and implemented over 44 defects, to date 3 defects remain to be fixed with Release 8 in April</p>

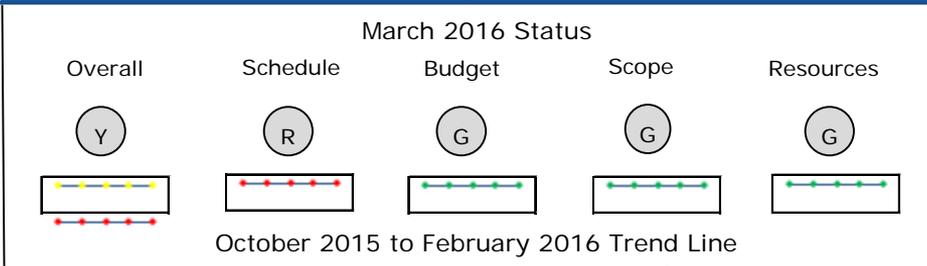
# RTS Name Parsing

Benefits to Public	Benefits to Agency
<ul style="list-style-type: none"> <li>Improved customer service resulting from improved name search capabilities for TACs and TxDMV serving customers</li> <li>Improved search capabilities for Law Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Creates a Customer Centric RTS Database</li> <li>Improved accuracy of names and addresses entered</li> <li>Improved data retrieval from RTS database</li> </ul>

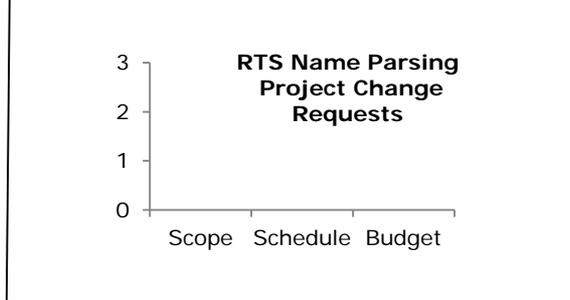
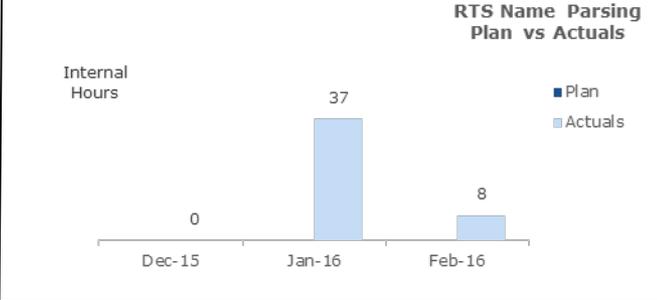
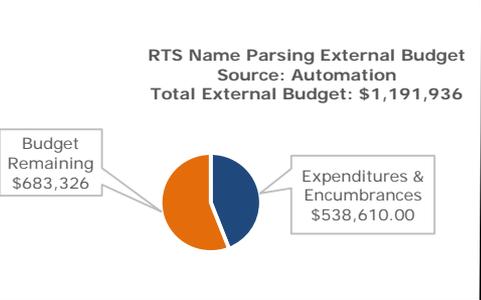


RTS Name Parsing will change data entry into RTS so names are collected by their component parts and not in a text field; provide verification of addresses and parse out existing names.

Project Manager – S. Dokka  
 Business Owner – J. Kuntz  
 Executive Sponsor – S. Mellott  
 Project End Date: 15 February 2013



Initiating	✓
Planning	✓
Executing	✓
Closing	✓



Accomplishments – Last 30 Days
<ul style="list-style-type: none"> <li>Received approval for Project closeout from Governance Team - March 17, 2016</li> </ul>
Milestones – Next 30 Days

Risk/Issues	Mitigation/Corrective Action

# LACE

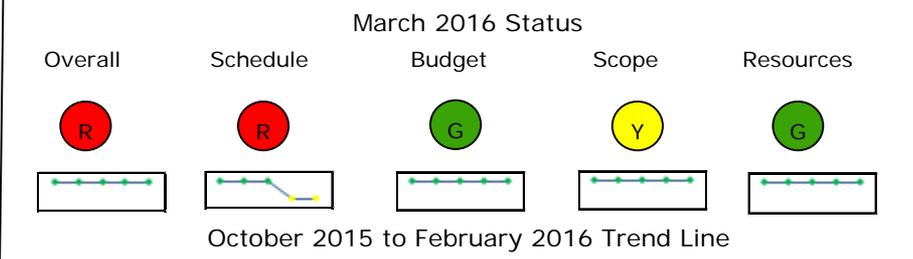


Benefits to Public	Benefits to Agency
<ul style="list-style-type: none"> <li>Improved Customer Service with a Web based, self-service application. Online submittal of protests and complaints</li> <li>Online tracking of licensee applications, protests, and complaints</li> </ul>	<ul style="list-style-type: none"> <li>Reduced support costs and submission errors</li> <li>Improved data sharing and accuracy</li> <li>Integrated case management</li> </ul>

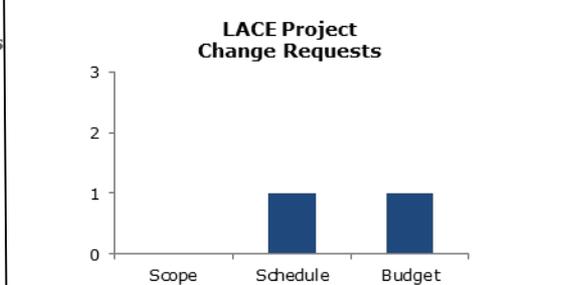
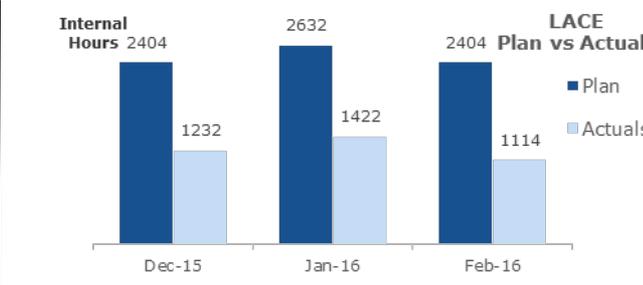
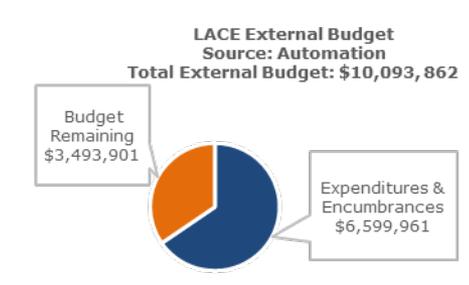
LACE will manage the licensing of dealers, motor vehicle converters, manufacturers etc.; track litigation and enforcement cases.

Project Manager – M. Lucas  
 Business Owners – D. Avitia, B. Harbeson, E. Sandoval  
 Executive Sponsor – S. Mellott

Project End Date: 27 March 2017



Requirements	
Design	<span style="color: yellow;">●</span> Y
Development	
Test	
Deploy	



Accomplishments – Last 30 Days
<ul style="list-style-type: none"> <li>Approved Business Requirements</li> <li>Approved Functional Requirements Document</li> <li>Approved Technical Requirements Document</li> <li>Approved Integration Requirements Document</li> <li>Completed 80% of Joint Application Design (JAD) sessions</li> <li>Delivered Prototypes for MVD and ENF</li> </ul>

Milestones – Next 30 Days
<ul style="list-style-type: none"> <li>Complete Application Design</li> <li>Complete Integrated Database Design</li> <li>Complete Interface Design</li> <li>Complete Report Design</li> <li>Obtain Executive approval on proposed schedule change</li> </ul>

Risk/Issues
<p>R<sub>1</sub> – Schedule may continue to slip due to delays in designing/configuring log-in and access using ForgeRock product</p> <p>I<sub>1</sub> – Schedule is red because BRD (1-4) were completed 2.5 months behind schedule</p> <p>I<sub>2</sub> – Scope is yellow because Deloitte asserts the BRDs exceed scope described in SOW</p> <p>I<sub>3</sub> – USPS does not meet business requirements for address validation in LACE</p>

Mitigation/Corrective Action
<p>R<sub>1</sub> – Work with Deloitte and Salesforce to determine solution alignment and schedule corrections needed</p> <p>I<sub>1</sub> – TxDMV and Deloitte are developing a proposed project schedule to recommend to executives</p> <p>I<sub>2</sub> – TxDMV believes the scope is appropriate, but acknowledges it is complex. Deloitte will present a plan with options for using automation more efficiently, identifying low-value exceptions, and ensuring all functionality in the SOW/BAFO are retained</p> <p>I<sub>3</sub> – Research Smarty Street as potential solution; working on cost analysis for budget planning</p>

# webDEALER

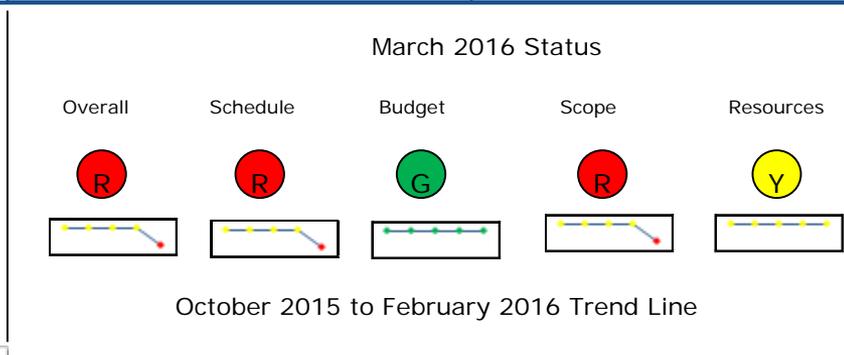


Benefits to Public	Benefits to Agency
<ul style="list-style-type: none"> <li>Reduced costs for titling and registration services from motor vehicle sales.</li> <li>Improved titling and registration time by reducing manual processes</li> </ul>	<ul style="list-style-type: none"> <li>Reduced costs for the county tax office and TxDMV to title and register vehicles</li> <li>Improved system to track and manage registration and title services from Motor Vehicle Sales .</li> <li>Eliminates RSPS-DTA Processes</li> </ul>

webDealer allows a vehicle title to be created, stored and transferred in electronic form, improving the speed and accuracy of the titling process.

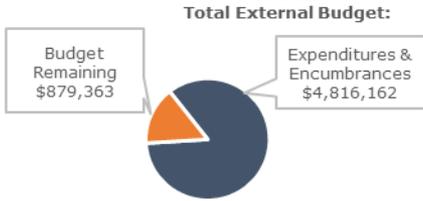
Project Manager – G. Wessels  
 Business Owner – T. Thompson  
 Executive Sponsor – J. Kuntz

Project End Date: 02 February 2017



	New Car	Used Car	CFB	Adopt	CP	eTAGs	eTitles	Sal
Req	✓	✓	✓	✓	R	✓	R	✓
Design	✓	✓	✓	✓		R		✓
Devel	✓	✓	✓	✓				R
Test	✓	✓	✓	✓				
Deploy	✓	✓	✓	✓				

RTS County Refresh External Budget Source:



Accomplishments – Last 30 Days
<ul style="list-style-type: none"> <li>Salvage - Waiver rescinded due to fee reduction approval, ID Management-Development complete. Started install on Test server. Determined release date for RTS dependent functionality</li> <li>eTAGs-hired additional resource</li> <li>Centralized Payment – BRD in Chief level review</li> <li>eTitles – BRD in Director level review</li> </ul>
Milestones – Next 30 Days
<ul style="list-style-type: none"> <li>Salvage-ID Management-complete install on Test server. RTS dependent functionality completion</li> <li>Centralized Payment –BRD signoff. Hire additional resource</li> <li>eTitles-BRD sign off</li> </ul>

Risk/Issues	Mitigation/Corrective Action
<p>Schedule is red due to:</p> <p>I<sub>1</sub> –Salvage-Two dependencies, RTS WebService and ID Management, caused delays in finalizing the development and being ready for SAT start</p> <p>I<sub>2</sub> –eTAG- Integration across WD extends schedule end date</p> <p>I<sub>3</sub> – Centralized Payment-Decision on gateway supplier caused delay in BRD signoff</p> <p>Scope and Schedule are red due to:</p> <p>I<sub>4</sub>- Requirements for ETitles not completed by planned date</p>	<p>I<sub>1</sub> –Escalate to CIO and EPMO director to prioritize. Determine the timelines for RTS webService readiness and the ID Management Test server readiness and communicate new SAT/UAT dates</p> <p>I<sub>2</sub> – Get guidance from GT on enterprise priorities and schedule</p> <p>I<sub>3</sub> –Addressed. Get guidance from GT on enterprise priorities and schedule</p> <p>I<sub>4</sub> – Finalize vision, scope, and BRD with business area and Executives</p>



# AMSIT

## Benefits to Public

- Improved agility to meet customers' needs with system autonomy
- Improved service quality with stabilized environment

## Benefits to Agency

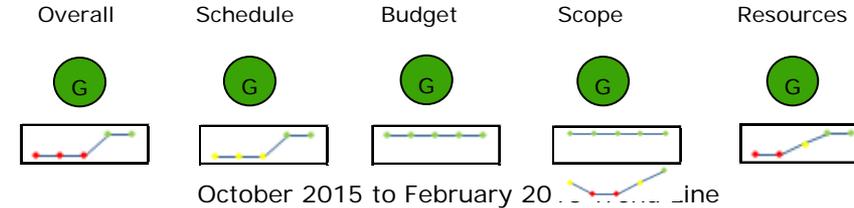
- Completes technology separation from TxDOT
- Streamlined support processes and enhanced automation
- Improved information security
- Compliance with state mandates related to Data Center transformation

The AMSIT project implements the separation of TxDMV applications from TxDOT.

Project Manager – R. Abdeladim  
 Business Owner – T. Benavides  
 Executive Sponsor – E. Obermier

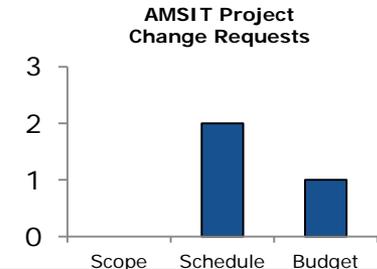
Project End Date: 31 August 17

### March 2016 Status



Initiating	G
Planning	G
Executing	
Closing	

**AMSIT External Budget**  
 Source: Capitol  
 Total External Budget: \$7,353,955



### Accomplishments – Last 30 Days

- Vendor on boarded 03/04/16
- Vendor kick off meeting conducted on 03/24/16
- QAT Monitoring Report submitted
- Texas Project Delivery Framework (TPDF) Project Plan & Registers and Communications Plan submitted
  - Resource Plan reviewed with EPMO Director; revisions in progress

### Milestones – Next 30 Days

- Initiate planning and requirements for the Network Security Operations Center (NSOC)
- Conduct weekly status meetings with vendor
- Receive preliminary vendor's work plan by 04/15/16
- Initiate vendor assessment of TxDMV network, servers, applications & databases

### Risk/Issues

- R<sub>1</sub> – Risk that schedule may slip if human resources are not available to complete assignments by planned timelines
- R<sub>2</sub> – Risk that scope may expand as in-depth analysis of technical environment & applications results in identification of unknowns, e.g., dependencies, interfaces or additional work
- R<sub>3</sub> Shared drive has critical applications – currently several are unknown
- R<sub>4</sub> "As is" migration will not always meet TxDMV security standards as systems are transitioned to TxDMV.

### Mitigation/Corrective Action

- R<sub>1</sub> – Share – Engage Executive Sponsor and Business Owner (including leadership) to identify resources to meet timelines
- R<sub>2</sub> – Accept – A minimal contingency budget has been established, options will be presented to ESC and GT for decision-making
- R<sub>3</sub> Mitigate – Engage business and technical subject matter experts in the identification of critical applications
- R<sub>4</sub> Mitigate or accept – Engage ESC and GT for decision-making due to possible cost and schedule impacts



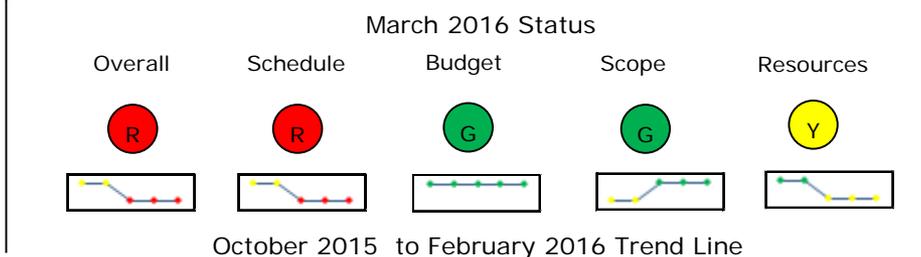
# Consolidated Call Center

Benefits to Public	Benefits to Agency
<ul style="list-style-type: none"> <li>Reduced call wait time</li> <li>Improved call distribution for call coverage</li> <li>Implementation of Virtual Hold and Customer Callback Features</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an Enterprise Call Center Strategy</li> <li>Improved call load management</li> <li>Improved agent resource utilization</li> </ul>

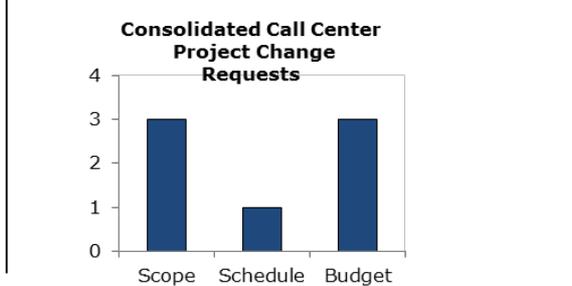
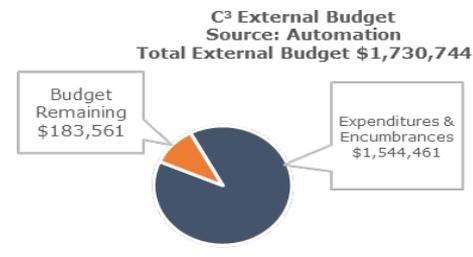
Consolidated Call Center (C<sup>3</sup>) Project applies an enterprise strategy to call center implementation.

Project Manager – S. Dokka  
 Business Owner – G. Booton, J. Archer  
 Executive Sponsor – S. Mellott

Project End Date: 30 November 2015



Requirements	✓
Design	✓
Development	✓
Test	✓
Deploy	<span style="color: red;">R</span>



Accomplishments – Last 30 Days
<ul style="list-style-type: none"> <li>Work Force Management (WFM) installation - Complete</li> <li>NICE Integration Management (NIM) System Setup – Complete</li> <li>Redaction feature Implemented</li> <li>Automated Surveys Implemented</li> <li>Courtesy Callback (CCB) Implemented</li> </ul>
Milestones – Next 30 Days
<ul style="list-style-type: none"> <li>Complete Work Force Management (WFM) testing</li> <li>Complete NICE Integration Management (NIM) System testing</li> <li>Monitor and Stabilize CCB</li> </ul>

Risk/Issues	Mitigation/Corrective Action
<p>I<sub>1</sub> – CCB is dropping calls, and placing agents in not ready status</p> <p>I<sub>2</sub> – NIM recording player issues (recordings on some work stations are garbled) continue</p>	<p>I<sub>1</sub> - IT has opened tickets with AT&amp;T (Phone line) and Cisco (Call Center product) to resolve CCB issue</p> <p>I<sub>2</sub> - Working with NICE vendor engineers to resolve the NIM player issues</p>

# FileNet

## Benefits to Public

- Centralized document/image management and reporting system
- Sustain consistent level of service

## Benefits to Agency

- Updated software
- Reduced support cost
- Further separates TxDMV infrastructure from TxDOT
- Achieves compliance with DIR/DCS Transformation mandate

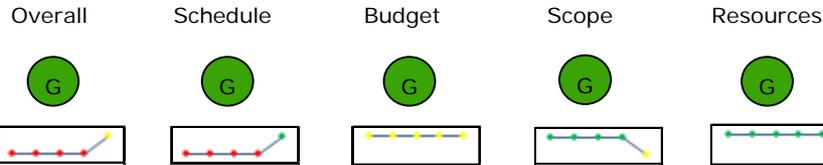


Upgrade FileNet (Document/Imaging Management Solution) to the latest version.

Project Manager – J. Das  
 Business Owners – L. Dennis, T. Benavides  
 Executive Sponsor – E. Obermier

Project End Date: 31 August 2016

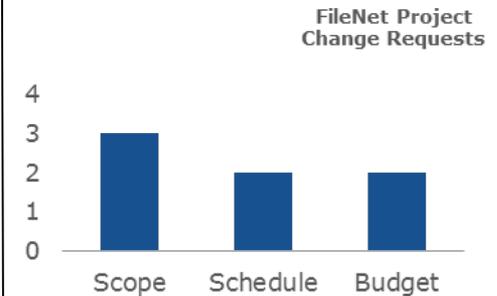
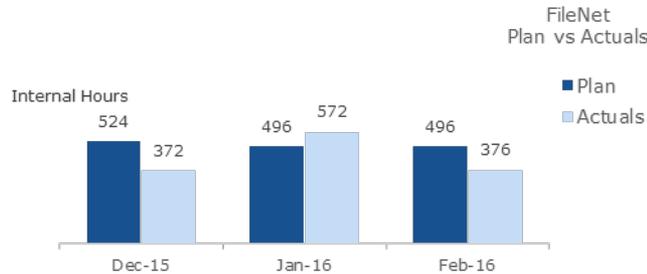
### March 2016 Status



### October 2015 to March 2016 Trend Line

Requirements	✓
Design	✓
Development	G
Test	G
Deploy	G

**FileNet External Budget**  
 Source: LACE Operating  
 Total External Budget: \$1,120,000



### Accomplishments – Last 30 Days

- Corrected the file format error in 600,000+ images that were affected during initial import of 60 million records from TxDOT servers to DCS
- Submitted Contract Change Order for vendor to perform additional work

### Milestones – Next 30 Days

- Obtain approval on requirements for related application changes
- Complete design specifications for application changes

### Risk/Issues

- R<sub>1</sub> – Technical staff resources are already assigned to other projects and support work
- R<sub>2</sub> – Impacted applications are being changed for other projects (LACE, WebDealer, RTS, ELIEN, KOFAX, TxIRP)

### Mitigation/Corrective Action

- R<sub>1</sub> – Coordinate with IT leadership on alternatives/solutions
- R<sub>2</sub> – Closely coordinate to plan and align with respective project release schedules (development, testing, implementation)

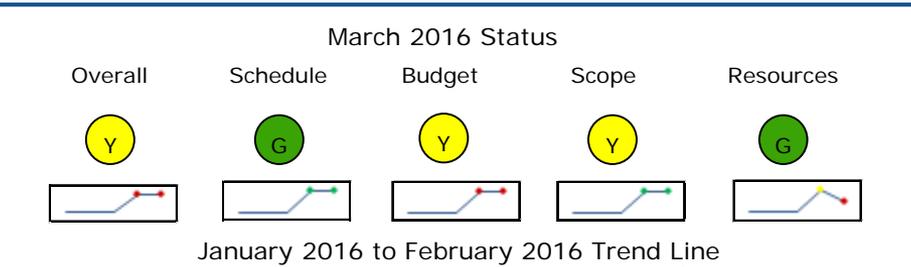


<h1>Facility Physical Security</h1>	<h2>Benefits to Public</h2>	<h2>Benefits to Agency</h2>
	<ul style="list-style-type: none"> <li>• Customer Safety and Security</li> <li>• Protection of assets</li> </ul>	<ul style="list-style-type: none"> <li>• Employee safety and security</li> <li>• Completes separation from TxDOT</li> <li>• Integrated security management system</li> <li>• 24-hour security system monitoring</li> </ul>

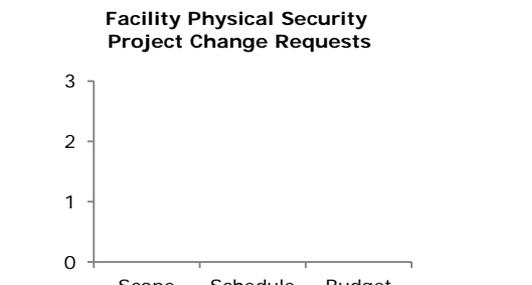
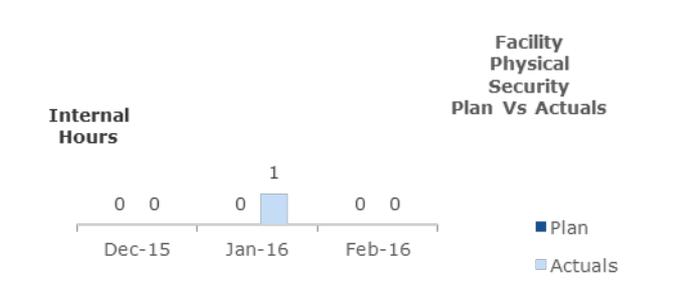
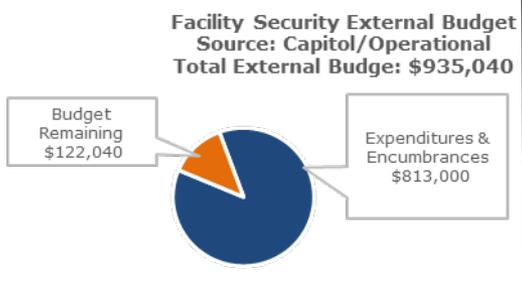
The Facility Physical Security Project will install an integrated security management system (SMS) with 24-hour monitoring for all 16 Regional Service Centers (RSC).

Project Manager – C. Archer  
 Business Owners – W. Diggs  
 Executive Sponsor – Joshua Kuntz

Project End Date: 31 August 2017



Initiating	<span style="color: yellow;">●</span> Y
Planning	●
Executing	●
Closing	●



<b>Accomplishments – Last 30 Days</b>
<ul style="list-style-type: none"> <li>• Project Manager on boarded March 14, 2016</li> <li>• Clarified project scope</li> <li>• Reviewed deliverables in awarded vendor contract</li> </ul>
<b>Milestones – Next 30 Days</b>
<ul style="list-style-type: none"> <li>• Review Site Preparation Requirements</li> <li>• Plan project work</li> <li>• Develop Deployment Schedule to RSC's</li> <li>• Coordinate with VTR to schedule site preparation and implementation at Austin RSC (proof of concept location) to start within the next 45 days</li> </ul>

Risk/Issues	Mitigation/Corrective Action
<p>R<sub>1</sub> – Site Prep for the 16 RSC's needs to be verified and validated</p> <p>R<sub>2</sub> – Organizational Change Management requirements need to be defined for the project</p> <p>I<sub>1</sub> - Full project appropriation has been awarded to the vendor for security system equipment and installation services</p>	<p>R<sub>1</sub> – Project Manager will coordinate to verify and validate</p> <p>R<sub>2</sub> – PM will work with IT and Business to complete assessments of business and Infrastructure readiness and develop action plan</p> <p>I<sub>1</sub> – Coordinate with Finance and IT on solution for costs that exceed appropriations</p>



## Closed Projects

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- Governance Team Meeting January 21, 2016
  - Regional Office Project
- Governance Team Meeting March 17, 2016
  - RTS Name Parsing Project



# Glossary

AMSIT – Application Migration Server Infrastructure Transformation  
 BRD - Business Requirements Document  
 C<sup>3</sup> – Consolidated Call Center  
 CA - Corrective Action  
 CCB - Courtesy Callback  
 DCS – Data Center Services  
 CIO - Chief Information Officer  
 CPO - Chief Projects Officer  
 CPU – Central Processing Unit  
 DEV Development  
 DIR - Department of Information Resources  
 DPS - Department of Public Safety  
 EPMO - Enterprise Project Management Office  
 ERQ – Enterprise Reporting Quarter  
 G – Green (Status)  
 HB – House Bill  
 HEB - Howard E Butt Grocery Stores  
 I – issue  
 IT – Information Technology  
 ITSD – Information Technology Services Division  
 JIRA – Issue Tracking Software Developed By Atlassian  
 LACE - Licensing, Administration, Consumer Affairs, and Enforcement  
 LAST - Load and Stress testing  
 LPAR – Logical Partition  
 M – Migration  
 MCD – Motor Carrier Division  
 M/CA – Migration/Corrective Action  
 MS - Mitigation Strategy  
 NIM – Nice Information Management

PCR – Project Change Request  
 PM - Project Manager  
 PMLC - Project Management Life Cycle  
 PMP - Project Management Professional  
 RQAT - Quality Assurance Team  
 R – Red (Status)  
 R – Risk  
 R/I – Risk/Issue  
 RO – Regional Office  
 RRTS - Refactored RTS  
 QAT – Quality Assurance Team  
 SAT - System Testing  
 SDLC - Systems Development Life Cycle  
 SDLC – Software Development Life Cycle  
 SOP – Standard Operating Procedures  
 SOW – Statement of Work  
 SS PII - Single Sticker Phase II  
 TCEQ - Texas Commission on Environmental Quality  
 TPDF - Texas Project Delivery Framework  
 TS - Registration and Titling System  
 TxIRP – Texas International Registration Plan  
 TxDOT – Texas Department of Transportation  
 UAT - User Acceptance Testing  
 VTR – Vehicle Title and Registration Division  
 WFM – Work Force Management  
 WS2+ – Work Stream 2+  
 WS4 – Work Stream 4  
 Y – Yellow (Status)



# FACILITIES UPDATE

MARCH 31, 2016

## Agency Property Relocation Projects (PRP)

### 2016-2017 Agency Moves

★★★★★

The agency received funding during the 84<sup>th</sup> Legislative Session to relocate staff from the Bull Creek Property (Motor Carrier Division) and selected Regional Service Centers. An internal TxDMV workgroup was established that determined San Antonio (SA), Pharr (PH) and Corpus Christi (CC) are best candidates for relocation during the biennium. TxDMV and Texas Facilities Commission (TFC) gathered space requirements to determine appropriate square footage and develop property specifications. The following are actions taken for each proposed relocation:

#### >Bull Creek/Motor Carrier Division (Austin, Texas)

- Established Square Footage: 19,431
- Designated Boundary: Within a southern boundary of 35<sup>th</sup> Street and Mopac Expressway (Loop 1); a northern boundary of Highway 183 and Mopac Expressway (Loop 1); and within a mile radius on either side of Mopac Expressway (Loop 1)
- **RFP Posted: 01/08/16**
- RFP Information: 303-7-20532 (see [http://esbd.cpa.state.tx.us/bid\\_show.cfm?bidid=122034](http://esbd.cpa.state.tx.us/bid_show.cfm?bidid=122034))
- **RFP Closed: 02/25/16**
- Established Move Period: By or before 07/01/17
- Current Status: The Texas Facilities Commission (TFC) did not receive any responses to the RFP (requests for proposal) for this location. TFC has entered into an agreement with a realty company, CBRE of Austin, to gather viable locations in Austin. CBRE assisted in locating our current Houston RSC location.
- CBRE compiled several viable property options for TxDMV review. A meeting is scheduled the week of March 28, 2016 with internal TxDMV staff to discuss and narrow the search. Once the search has been narrowed, the real estate broker representative will meet with the agency to schedule site visits, likely to be in April.

#### >San Antonio Regional Service Center (San Antonio, Texas)

- Established Square Footage: 3,916
- Designated Boundary: Within a 5 mile radius from 3500 NW Loop 410, San Antonio, Texas
- **RFP Posted: 01/19/16**
- RFP Information: 303-7-20537 (see [http://esbd.cpa.state.tx.us/bid\\_show.cfm?bidid=122251](http://esbd.cpa.state.tx.us/bid_show.cfm?bidid=122251))
- **RFP Closed: 03/01/16**
- Established Move Period: By or before 02/01/17

- ❖ Agency Property Relocation Projects (PRP)
- 2016-2017 Agency Moves

- **Current Status:** TFC received one proposal for a new building, approximately 1 acre along Woodchase Drive, adjacent to the corner of Eckhert Road.
- **Next Steps:**
  - 1. TxDMV staff will perform a site visit to the property location to evaluate the proposed property.
  - 2. TxDMV will complete the TFC RFP Site Evaluation Report and return it to TFC. If the property does not meet agency needs, TFC will initiate the process to obtain a realty company for assistance.

#### >Pharr Regional Service Center (Pharr, Texas)

- **Established Square Footage:** 3,787
- **Designated Boundary:** Within a 5 mile radius from 600 West Expressway 83, Pharr, Texas
- **RFP Posted:** 01/25/16
- **RFP Information:** 303-7-20539 (see [http://esbd.cpa.state.tx.us/bid\\_show.cfm?bidid=1222364](http://esbd.cpa.state.tx.us/bid_show.cfm?bidid=1222364))
- **RFP Closed: 03/10/16**
- **Designated Move Period:** By or before 03/01/17
- **Current Status:** No bids were received for this RFP; however, TFC believes they may have other properties in the area that may be available and/or they may be able to “piggyback” a lease on another state agency lease for additional space in the same facilities.
- **Next Steps:** TFC is compiling a property list for TxDMV consideration. When the property list is available, TxDMV staff will make site visits to the properties of interest to the agency and share feedback with TFC.

#### >Corpus Christi Regional Service Center (Corpus Christi, Texas)

- **Established Square Footage:** 3,141
- **Designated Boundary/Location:** Within a 5 mile radius from 1701 South Padre Island Drive, Corpus Christi, Texas
- **RFP Posted:** 01/20/16
- **RFP Information:** 303-7-20538 (see [http://esbd.cpa.state.tx.us/bid\\_show.cfm?bidid=122280](http://esbd.cpa.state.tx.us/bid_show.cfm?bidid=122280))
- **RFP Closed: 03/03/16**
- **Designated Move Period:** By or before 04/01/17
- **Current Status:** TFC received one proposal for CCRTA Staples Service Center at 600 North Staples, Corpus Christi, TX 78401.
- **Next Steps:**
  - 1. TxDMV staff will perform a site visit to the property location in April 2016 to evaluate the proposed property.
  - 2. The agency will complete the TFC RFP Site Evaluation Report and return it to TFC. If the property does not meet agency needs, TFC will initiate the process to obtain a realty company for assistance.

Action Requested: **RECOMMENDATION TO FULL BOARD** DATE: April 6, 2016

**To:** Texas Department of Motor Vehicles (TxDMV) Projects and Operations Committee  
**From:** Tom Shindell, Innovation and Strategic Analyst  
**Agenda Item:** 3A  
**Subject:** Consideration of Staff Recommendation Regarding Agency Mission, Vision, Philosophy and Values in Anticipation of Strategic Plan Submission

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### **RECOMMENDATION**

Staff requests that the Projects and Operations Committee recommend the approval of the current TxDMV Mission, Vision, Philosophy, and Values statements as presented to the full TxDMV Board.

### **PURPOSE AND EXECUTIVE SUMMARY**

The department's Mission, Vision, Philosophy, and Values statements are being presented for review and possible recommendation by the Projects and Operations Committee to the full TxDMV Board for inclusion in the TxDMV Strategic Plan scheduled to be submitted to the Legislative Budget Board the first week in July. The Projects and Operations Committee is asked to recommend approval of the statements with no changes to the TxDMV Board.

### **FINANCIAL IMPACT**

None.

### **BACKGROUND AND DISCUSSION**

As part of the strategic planning process requirements set forth by the Legislative Budget Board that all state agencies must follow, the TxDMV must submit a mission and vision statement. The TxDMV Board is responsible for reviewing and approving the mission and vision statement for inclusion in the department's strategic plan.

The TxDMV Executive Team met in January and reviewed the department's Mission, Vision, Philosophy, and Values statements. After extensive discussion, it was determined that these statements had been updated two years prior and remained applicable to the strategic direction of the department. The Executive Team recommended no changes.

## **TxDMV Vision**

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



## **TxDMV Mission**

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



## **TxDMV 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 continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.



## **TxDMV Values**

We at the Texas Department of Motor Vehicles are committed to:



DATE: April 6, 2016

Action Requested:      **RECOMMENDATION TO FULL BOARD**

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**To:** Texas Department of Motor Vehicles (TxDMV) Projects and Operations Committee  
**From:** Whitney Brewster, Executive Director  
**Agenda Item:** 3B  
**Subject:** Consideration of Recommendation Regarding Updated Board Policy Document “TxDMV Goals and Objectives”

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**RECOMMENDATION**

Consideration by the Projects and Operations Committee for possible recommendation for approval to the full TxDMV Board is requested to align wording in the TxDMV Goals and Objectives board policy document with the TxDMV Mission, Vision, Philosophy, and Values statements being considered for inclusion in the 2016 TxDMV Strategic Plan.

**PURPOSE AND EXECUTIVE SUMMARY**

To update and align the TxDMV Goals and Objectives board policy document wording for the Mission, Vision, and Values with same wording being used for the department’s Mission, Vision, and Values statements in the 2016 TxDMV Strategic Plan.

**FINANCIAL IMPACT**

None.

**BACKGROUND AND DISCUSSION**

The board last approved the TxDMV Goals and Objectives board policy document on October 12, 2011. Since that time, staff recommended and the TxDMV Board approved updated wording for the department’s Mission, Vision, Philosophy, and Values statements in 2014 for the Strategic Plan. Staff recommended no further updates to those statements for the 2016 Strategic Plan.

In order to align the board’s policy document with the wording of the 2016 TxDMV Strategic Plan, it is requested that the Project and Operations Committee recommend approval of the updated wording in the policy document to the full TxDMV Board.

## Texas Department of Motor Vehicles TxDMV Goals and Objectives

### 1. PURPOSE

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

### 2. SCOPE

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

### 3. TxDMV MISSION

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

### 4. TxDMV VISION

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

### 5. TxDMV VALUES

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

Transparency – Being open and inclusive in all we do.

5.1. Efficiency – Being good stewards of state resources by providing products and services in the most cost-effective manner possible.

5.2. Excellence – Working diligently to achieve the highest standards.

Accountability – Accepting responsibility for all we do, collectively and as individuals.

Stakeholders – Putting customers and stakeholders first, always.

### 6. TxDMV GOALS

#### 6.1. GOAL 1 – Performance Driven

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

#### 6.1.1. Key Objective 1

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

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

service demand, with the understanding and coordination of overarching agency-wide needs.

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

## **6.2. GOAL 2 – Optimized Services and Innovation**

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

### **6.2.1. Key Objective 1**

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

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



6.2.1.4. All regulations, enforcement actions and decision at TxDMV shall be made in a timely, fair and predictable manner.

6.2.2. Key Objective 2

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

6.2.3. Key Objective 3

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

6.2.4. Key Objective 4

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

### 6.3. GOAL 3 – Customer-centric

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

6.3.1. Key Objective 1

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

6.3.2. Key Objective 2

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

6.3.3. Key Objective 3

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

#### 6.3.4. Key Objective 4

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

#### 6.3.5. Key Objective 5

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

#### 6.3.6. Key Objective 6

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

#### 6.3.7. Key Objective 7

TxDmv shall timely meet all legislative requests and mandates.

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### 2. SCOPE

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

### 3. TxDMV MISSION

To ~~serve, promote and~~ protect ~~and advance the citizens and industries in the state with quality motor vehicle related services.~~ the interests of the motoring public and all citizens in the state of Texas.

### 4. TxDMV VISION

The ~~Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation~~ TxDMV shall be the most efficient, effective, transparent, and customer driven agency in Texas providing excellent services to all.

### 5. TxDMV VALUES

To earn the trust and faith of all citizens of Texas ~~by being with~~ transparency, efficiency, and excellence, accountability, and putting stakeholders first, ~~cost-effective, customer centric, trustworthy, performance-driven, and progressive.~~

~~5.1. Transparent Transparency – Being open and inclusive in all we do. a value that allows those at TxDMV who are affected by administrative decisions and business transactions, including but not limited to employees, customers, stakeholders, and legislative members, to know not only the basic facts and figures but also the mechanisms and processes. It is the duty of civil servants, managers and trustees to act visibly, predictably and understandably.~~

~~5.2. Efficiency – Being good stewards of state resources by providing products and services in the most cost-effective manner possible. a value that requires TxDMV to maximize the productivity of the personnel and capital resources of the agency. We do not add people, processes, programs or capital resources unless there is a proven need for them. We reduce people and restructure processes, programs or capital resources whenever~~

~~and wherever our customers and stakeholders no longer have a demonstrated need that requires the support.~~

~~5.3.5.1.~~

~~5.4.5.2. Teamwork Excellence – Working diligently to achieve the highest standards, a value that flows from TxDMV operating as one voice or unit. TxDMV is not now and never shall be again an agency made up of divisional silos. The TxDMV shall take a unified approach to performance, on that ties together the agency and individual aspect.~~

~~5.5. Communication—a value that ensures that all internal and external stakeholders of the TxDMV have clear, concise and accurate information on all aspects of agency operations and planning. Communication builds trust and teamwork.~~

~~5.6. Accountable Accountability – Accepting responsibility for all we do, collectively and as individuals. a value that states all TxDMV employees are responsible or answerable to someone for something, specifically to managers, the TxDMV Board, the Texas Legislature, stakeholders, and customers. It involves taking responsibility for our own actions and being able to explain them. Accountability comes in many forms and shall be used in all aspects of our daily business.~~

~~5.7. Cost Effective—a value at TxDMV whereby decisions and business transactions, as well as decision alternatives, are based on the one whose cost is lower than its benefit.~~

~~5.8. Customer Centric Stakeholders – Putting customers and stakeholders first, always. a value at TxDMV whereby we put the customer at the center of everything that we do, or do everything with the customer in mind.~~

~~5.9. Trustworthy—a value at TxDMV whereby everyone is clear, honest, and follows through to the best of their ability in the timeliest manner possible in order to produce results that benefit the public.~~

~~5.10. Performance Driven—a value at TxDMV whereby the agency stresses the importance of the performance of all employees and of the operating policies and systems. This approach shall consist of aligning the objectives, resources, and budgets of the different divisions and the goals, opportunities, and performance metrics of employees and measuring, analyzing, and reporting on employee and agency performance. This value shall lead the agency toward dramatic improvements in performance in financial terms, with respect to employee productivity and morale and the flexibility to adapt quickly to change.~~

~~5.11. Progressive—a value at TxDMV whereby the agency and all employees advocate for progress, change, improvement, or reform toward the vision of the agency.~~

## 6. TxDMV GOALS

## 6.1. GOAL 1 – Performance Driven

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

### 6.1.1. Key Objective 1

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

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

- 6.1.1.6. Decisions regarding the TxDMV divisions should be based on the overriding business need of each division to meet or provide a specific service demand, with the understanding and coordination of overarching agency-wide needs.
- 6.1.1.7. Developing and regularly updating a long-range Statewide Plan describing total system needs, establishing overarching statewide goals, and ensuring progress toward those goals.
- 6.1.1.8. The TxDMV shall establish a transparent, well-defined, and understandable system of project management within the TxDMV that integrates project milestones, forecasts, and priorities.
- 6.1.1.9. The TxDMV shall develop detailed work programs driven by milestones for major projects and other statewide goals for all TxDMV divisions.
- 6.1.1.10. The TxDMV, with input from stakeholders and policymakers, shall measure and report on progress in meeting goals and milestones for major projects and other statewide goals.

## 6.2. GOAL 2 – ~~Innovation and Economic Development~~ Optimized Services and Innovation

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

### 6.2.1. Key Objective 1

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

- 6.2.1.1. Build the TxDMV identity. This means that TxDMV shall make customers aware of what services we offer and how they can take advantage of those services.
- 6.2.1.2. Build the TxDMV brand. This means that TxDMV shall reach out to the stakeholders, industries we serve and the public, being proactive in addressing and anticipating their needs.
- 6.2.1.3. Determine immediate, future, and long term facility and capital needs. TxDMV needs its own stand-alone facility and IT system as soon as possible. In connection with these needs, TxDMV shall identify efficient

and effective ways to pay for them without unduly burdening either the state, its customers or stakeholders.

6.2.1.4. All regulations, enforcement actions and decision at TxDMV shall be made in a timely, fair and predictable manner.

6.2.2. Key Objective 2

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

6.2.3. Key Objective 3

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

6.2.4. Key Objective 4

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

### 6.3. GOAL 3 – Customer-centric

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

6.3.1. Key Objective 1

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

6.3.2. Key Objective 2

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

6.3.3. Key Objective 3

The TxDMV shall develop standard procedures for documenting, tracking, and analyzing customer complaint data. Successful problem resolution metrics should

be monitored to support continuous improvement activities that shall permanently improve customer facing processes.

6.3.4. Key Objective 4

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

6.3.5. Key Objective 5

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

6.3.6. Key Objective 6

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

6.3.7. Key Objective 7

TxDMV shall timely meet all legislative requests and mandates.



## **Board Policy Documents**

Governance Process (10/13/11)

Strategic Planning (10/13/11)

Board Vision (10/13/11)

Agency Boundaries (9/13/12)

KPIs (9/12/14)

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## Texas Department of Motor Vehicles TxDMV Board Governance Policy

### 1. PURPOSE

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

### 2. SCOPE

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

### 3. POLICY

#### 3.1. TxDMV Board Governing Style

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

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

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

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

### **3.2. TxDMV Board Primary Functions/Characteristics**

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

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



### 3.2.2. Stewardship

3.2.2.1. Challenging the framework and vision of the agency.

3.2.2.2. Maintaining a forward looking perspective.

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

### 3.2.3. Oversight of Operational Structure and Operations

3.2.3.1. Accountability functions.

3.2.3.2. Fiduciary responsibility.

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

3.2.3.4. Protecting the integrity of the agency.

### 3.2.4. Ambassadorial and Legitimizing

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

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

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

### 3.2.5. Self-reflection and Assessment

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

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

## 3.3. Board Governance Investment

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

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

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

#### **3.4. Practice Discipline and Assess Performance**

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

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

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

## Texas Department of Motor Vehicles Strategic Planning Policy

### 1. PURPOSE

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

### 2. SCOPE

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

### 3. POLICY

#### 3.1. TxDMV Board Strategic Planning

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

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

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

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## Texas Department of Motor Vehicles TxDMV Goals and Objectives

### 1. PURPOSE

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

### 2. SCOPE

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

### 3. TxDMV MISSION

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

### 4. TxDMV VISION

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

### 5. TxDMV VALUES

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

- 5.1. Transparent – a value that allows those at TxDMV who are affected by administrative decisions and business transactions, including but not limited to employees, customers, stakeholders, and legislative members, to know not only the basic facts and figures but also the mechanisms and processes. It is the duty of civil servants, managers and trustees to act visibly, predictably and understandably.
- 5.2. Efficient – a value that requires TxDMV to maximize the productivity of the personnel and capital resources of the agency. We do not add people, processes, programs or capital resources unless there is a proven need for them. We reduce people and restructure processes, programs or capital resources whenever and wherever our customers and stakeholders no longer have a demonstrated need that requires the support.
- 5.3. Teamwork – a value that flows from TxDMV operating as one voice or unit. TxDMV is not now and never shall be again an agency made up of divisional silos. The TxDMV

shall take a unified approach to performance, on that ties together the agency and individual aspect.

- 5.4. Communication – a value that ensures that all internal and external stakeholders of the TxDMV have clear, concise and accurate information on all aspects of agency operations and planning. Communication builds trust and teamwork.
- 5.5. Accountable – a value that states all TxDMV employees are responsible or answerable to someone for something, specifically to managers, the TxDMV Board, the Texas Legislature, stakeholders, and customers. It involves taking responsibility for our own actions and being able to explain them. Accountability comes in many forms and shall be used in all aspects of our daily business.
- 5.6. Cost Effective – a value at TxDMV whereby decisions and business transactions, as well as decision alternatives, are based on the one whose cost is lower than its benefit.
- 5.7. Customer Centric – a value at TxDMV whereby we put the customer at the center of everything that we do, or do everything with the customer in mind.
- 5.8. Trustworthy – a value at TxDMV whereby everyone is clear, honest, and follows through to the best of their ability in the timeliest manner possible in order to produce results that benefit the public.
- 5.9. Performance Driven – a value at TxDMV whereby the agency stresses the importance of the performance of all employees and of the operating policies and systems. This approach shall consist of aligning the objectives, resources, and budgets of the different divisions and the goals, opportunities, and performance metrics of employees and measuring, analyzing, and reporting on employee and agency performance. This value shall lead the agency toward dramatic improvements in performance in financial terms, with respect to employee productivity and morale and the flexibility to adapt quickly to change.
- 5.10. Progressive – a value at TxDMV whereby the agency and all employees advocate for progress, change, improvement, or reform toward the vision of the agency.

## 6. TxDMV GOALS

### 6.1. GOAL 1 – Performance Driven

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

### 6.1.1. Key Objective 1

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

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

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

## **6.2. GOAL 2 – Innovation and Economic Development**

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

### **6.2.1. Key Objective 1**

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

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

### 6.2.2. Key Objective 2

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

### 6.2.3. Key Objective 3

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

### 6.2.4. Key Objective 4

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

## 6.3. GOAL 3 – Customer-centric

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

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

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

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

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



6.3.5. Key Objective 5

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

6.3.6. Key Objective 6

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

6.3.7. Key Objective 7

TxDmv shall timely meet all legislative requests and mandates.

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

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

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

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

Accordingly, the TxDMV boundaries are as follows:

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

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

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

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

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

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

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	19 days	7 days		MVD
		7	Average turnaround time for single-trip routed permits	33.88 mins	32 mins		MCD
		8	Average turnaround time for intrastate 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/OW) complaints with no contested case proceeding	40 days	35 days		ENF
		20	Average time to complete OS/OW complaints with contested case proceeding	265 days	250 days		ENF
		21	Percent of lemon law cases resolved prior to referral for hearing	76%	60%		ENF
		22	Average time to complete lemon law cases where no hearing is held	147 days	65 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 renewal: A. Online B. Mail C. In Person	A. 15% B. 5% C. 80%	A. 16% B. 5% C. 79%		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 OS/OW permits: A. Online (self-issued) B. Online (MCD-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		OAH
		29	Average time to issue a decision after closing the record of hearing	Baseline in development	30 days		OAH
	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	
	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	79%	100%		EPMO	
	34	Percent of project manager compliance with EPMO project management standards based upon internal quality assurance reviews	Baseline in development	100%		EPMO	
	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		
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	4.48/80.61	4/80		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 - 28 Completed - 735	Available - 31 Completed - 814		VTR

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Customer Centri		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	4/300		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	Credentialing - 1.6 minutes Permits - 2.08 minutes CFS - 54.38 seconds	Credentialing - 1.5 minutes Permits - 2 minutes CFS - 50 seconds		MCD
		53	Abandoned call rate	Credentialing - 7% Permits - 6.42% CFS - 5.63%	Credentialing - 6% Permits - 5% CFS - 5%		MCD
<b>Key:</b>		<b>Critical</b>	<b>Off Target</b>	<b>On target</b>	<b>Not yet started</b>		
<b>Vision:</b> The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.							
<b>Mission:</b> To serve, protect, and advance the citizens and industries in the state with quality motor vehicle related services.							
<b>Philosophy:</b> 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 continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.							
<b>Values:</b> We at the Texas Department of Motor Vehicles are committed to: <b>TEXAS-Transparency, Efficiency, EXcellence, Accountability, and Stakeholders.</b>							