

# A Summary of TxDMV Operations

11/1/2009 – Present

This report reviews and summarizes the newly created Texas Department of Motor Vehicle's operations since its inception 10 months ago on November 1, 2009. It is comprised of four parts; and encompasses the Department's set up, the continuity and growth of its operations and its outreach efforts to customers, partners and stakeholders.

## I. Agency Set Up

TxDMV opened for business on November 1, 2009. The Board, which was appointed by the Governor in October, held its inaugural meeting on November 4 and has met every month since with the exception of March.

### Hiring

One of the Board's first actions was the formation of a hiring committee to select the Department's executive director.

February 1 marked the Executive Director's first day at the helm of the agency and the jump-start of the hiring process for other key Department positions:

- The Chief Financial Officer and Chief Operating Officer were hired in April;
- The General Counsel was selected in May.
- A Local Government and Regulated Industries Director was hired in May as well to serve as a liaison between the Department and stakeholders.
- Five vacant and newly created director positions were filled at the end of August.
- The next wave of job postings will pertain to Financial and Administrative Services staff.

### Reorganization

With key positions in place, the Executive Director reorganized the Department on June 1 to realign operations with customer service and business improvement goals. In addition to the four divisions that transitioned from TxDOT per HB 3097, four new divisions were created: Administrative Services, Consumer Relations, Enforcement and Financial Services.

### Strategic Plan

The Department's FY 2011-2015 strategic plan was submitted and published in July. The document incorporates only the elements required and outlined in the joint instructions published by the Governor's Office and the Legislative Budget Board (LBB) in March 2010. The agency's plan includes:

- The budget structure submitted to the LBB on April 16, 2010.
- A new strategy focused on Motor Carrier registration and regulation (in addition to the original three strategies established during the current FY 2010-2011 biennium pertaining to Registration and Titling; Vehicle Dealer Regulation, and Automobile Theft Prevention.)

The strategic plan supports TxDMV's commitment to economic development, regulatory and general government goals; and outlines the Department's vision, mission and philosophy:

- To be the most efficient, effective, transparent, and customer-driven agency in Texas providing excellent services to all.
- To promote and protect the interests of the motoring public and all citizens in the state of Texas.

- 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.

The plan improves the agency's external communications and emphasizes customer service. It guides the agency's budget preparation and establishes a basis for measuring success.

#### Legislative Appropriations Request (LAR)

The Department's LAR was completed, approved by the Board and submitted to the LBB in August. It reflects a base request of approximately \$313.3 million for the FY 2012-2013 biennium, and includes:

- A proposed 10% reduction (\$3.1 million) which affects two functions—Automobile Burglary Theft Prevention Authority and Motor Carrier registration and regulation.
- Three baseline capital projects—TxDMV Automation/formerly Vision 21 (\$61.2 million biennial request), Growth and Enhancement (\$1.4 million biennial request) and Technology Upgrades (\$14.7 million biennial request).
- Nine exceptional items for a total biennial request of \$28 million. These items pertain to new agency facilities, vehicles, regional office security, telecommunications upgrade, repairs, furnishings and equipment.
- Restoration of ABTPA's proposed 10% reduction and an online grants management system.
- Anticipated data center services costs and monies to cover participation in the Comptroller's Project One which establishes a common system for financial and human resource activities.

## **II. Continuity of Operations**

One of the TxDMV's top priorities is to ensure the set up of the Department happens seamlessly for customers and stakeholders with minimal impact to their operations. Below is an overview of the Department's operations by area.

#### Auto Burglary and Theft Prevention

- Maintained focus on increasing public awareness on auto crimes,
- Held auto burglary and theft prevention meetings and trainings,
- Provided funding and administrative oversight to 28 grantees across Texas. Grants awarded for FY 2010 total \$14,150,000.

#### Consumer Relations

- Centralized the Vehicle Titles & Registration Division's Call Center & Correspondence Services Branch to answer agency-wide inquiries.
- Responded to over 85,000 written customer service inquiries in the targeted five days or less 98% of the time.
- Received 252,946 calls (a 32% increase) on various topics.
- Experienced a 54% increase in wait time from 1:45 minutes to 3:12 minutes with an overall abandoned call rate average of 13% due to shortage of staff.
- Hired eight new Call Center employees to address shortage.

#### Enforcement:

- Opened over 5800 written complaints on Motor Vehicle licensees, and 685 motor carrier-related complaints,

- Mediated settlements resulting in over \$180,860 in reimbursements to consumers,
- Filed approximately 1700 dockets, and assessed over \$1.5 million in civil penalties and collected over \$736,000,
- Attended over 250 hearings at the State Office of Administrative Hearings.

#### Motor Carrier Registration:

- Issued 5,104 TxDMV certificates of registration to carriers operating on an intrastate basis; and 17,173 Unified Carrier Registration (UCR) certificates to Texas-based carriers that perform interstate moves.
- Mailed out 16,801 IRP registration renewal applications,
- Completed 11,622 IRP registration renewals, 47% of which were processed online by carriers or service providers,
- Opened 3,065 new IRP accounts and registered 4,082 new power units,
- Collected \$45,733,992.00 in IRP fees for other IRP jurisdictions. \$53,258,294.00 were collected for Texas by other IRP jurisdictions.

#### Motor Vehicle Licensing:

- Received 10,786 motor vehicle license applications from 11/1/2009 to 7/31/2010.
- Approved 17,618 applications in the same period.

#### Specialty License Plates:

- Executed contract with My Plates, the private vendor authorized by TxDMV to sell specialty license plates, with a start date of 11/19/2009.
- Added 33 new specialty license plates designs to online offering.
- Approved 20 other designs on 8/25 with an estimate launch in November.
- As of 7/31, the vendor sold 19,070 plates and generated \$1,444,706.80 in General Revenue.

#### Vehicle Titles & Registration:

- Issued 4,041,828 vehicle titles from November 1, 2009 through July; the Department is on track to meeting its 5,497,671 FY 10 performance target.
- Mailed approximately 20,899,632 vehicle registration renewal notices since November 1.
- Close to meeting projected revised target of 21,768,422 registered vehicles for FY 2010.
- Issued 7,680 72-hour temporary permits and 2,475 144-hour temporary permits.
- Spent \$2,969,664.71 on TexasSure program, a joint project of Texas' departments of motor vehicles, insurance, public safety and information resources, designed to reduce the number of uninsured drivers on the roads via an automated database that identifies vehicle owners without mandatory insurance coverage.

### **III. Business Improvement**

Quoting TxDMV Chairman Vandergriff in a meeting with staff last year: "the (Tx)DMV was not created to maintain the status quo." In addition to keeping operations running smoothly, the Department is dedicated to the continual improvement of its services. Below is an overview of the significant initiatives that are either underway or implemented since November 1 in various areas.

#### Auto Burglary and Theft Prevention

- Reduced FY 2010 administrative budget and the FY 2010 and FY 2011 grantee funding by five percent for the biennium of ABTPA's appropriations, per the Governor's request.
- Adopted rule changes to change the date of the ABTPA advisory committee to August 31, and to change the current rule for expenditure reports from the calendar year to the fiscal year, as approved by the ABTPA Board of Directors.

#### Enforcement

- Redirected focus from monetary penalties toward education efforts. Enforcement attorneys are now allowed to offer a reduction in civil penalties on agreed orders if a dealer will agree to attend a training program.
- Increased emphasis on inspecting premises of dealers to determine problem areas before they develop into consumer complaints.

#### Motor Carrier Registration

- Implemented requirement for all Motor Carriers to obtain a USDOT number prior to obtaining a TxDMV certificate of registration. Over 81% of 39,463 active carriers are in compliance.
- Received praise from Federal Motor Carrier Safety Administration for being the fastest and most efficient state to implement the Performance and Registration Information Systems Management (PRISM) program.
- Gathering functional requirements for incorporating intrastate commercial vehicles in PRISM, in support of HB 2985.
- Developed a multi-year fleet registration solution through TxIRP, allowing owners of non-apportionable vehicles to register their fleets for periods of one to eight years. This initiative supports HB 3433 and was implemented on 3/25/2010.
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- Developing functional and system requirements to improve Texas' commercial trailer registration process. The new process will include a multi-year trailer license plate.

#### Motor Vehicle Licensing

- Completed staggering of motor vehicle license renewals in November-December 2009; all new applications and renewals are now issued for a 2-year term (previously an annual renewal) (as allowed by HB 2651, 80<sup>th</sup> Legis. Session)
- Completed transition of the Salvage Dealer Licensing Program from the Vehicle Titles and Registration Division to the Motor Vehicle Division on 7/19/2010.

#### Specialty License Plates

- Changed specialty license plate approval process: as of August 2010, the TxDMV Board gives final approval for all newly proposed vendor and non-vendor plate designs. Published agendas for Board meetings now feature notice of consideration of new proposed plates.
- Developed windshield stickers to replace annual state official license plates. Starting December 2010, the license plates will no longer display expiration dates and state officials will be able to renew the sticker online annually.

#### Vehicle Titles and Registration

- Developing a database to track all temporary permits issued by TxDMV regional offices and tax assessor-collector offices. This database will link to the Registration & Title System, remove the cardboard tag inventory requirement and reduce fraud by providing law enforcement electronic access to the records. The pilot is on schedule for 9/28/10 with statewide implementation scheduled for 10/9/10.
- Received approval from National Highway Traffic Safety Administration on April 22, 2010 on petition for alternate odometer disclosure requirements.

#### Vision 21

- Changed the original scope of Vision 21, the Department's modernization effort impacting business processes and technology, from a focus on the Vehicle, Titles & Registration Division (VTR) to include the entire new TxDMV.
- Set the target end date for the implementation of V21 to December 2015 to accommodate the increased scope.
- Established an Advisory Council, comprised of key stakeholders, to provide expertise and input as needed.
- Created a Change Network to increase communication and partnership with stakeholders for the duration of the V21 program. In a first phase, the initiative starts with TxDMV regional office managers and primary and secondary representatives from every tax assessor-collector office in the state.

## **IV. Customer, Partner and Stakeholder Outreach**

A primary TxDMV founding principle acknowledges the importance of the Department's relationship with its customers, partners and stakeholders and values the need to strengthen them.

#### Listening Tour

Last winter, the Board Chairman and TxDMV division directors embarked on a statewide "listening tour" to gather feedback and input on the Department's operations and services from the public and stakeholders. The initiative was suspended due to low attendance after four sessions in Austin, San Antonio, Dallas and Fort Worth. The Department still maintains an e-mail account to invite feedback at [TxDMVListens@txdmv.gov](mailto:TxDMVListens@txdmv.gov)

#### 2010 Report on Customer Service

TxDMV published its inaugural 2010 Report on Customer Service, which assesses the Department's performance in meeting the needs of its external and internal customers and partners. The report was submitted to the LBB in June in compliance with section 2114 of the Texas Government Code.

#### Customer Satisfaction

To measure the quality of the service rendered to the public, the Department created two customer satisfaction-tracking tools:

- A database to track complaints, compliments and suggestions with 386 entries received to date. Close to 80% of submissions are compliments.
- An online customer satisfaction survey tailored customers who interact with the Department via e-mail, telephone, and in person at the regional offices. Over 1,000 responses were received to date.

### New Media

TxDMV established a presence on social media networks like Facebook, Twitter and YouTube where a significant portion of the motoring public looks for information. This presence allows the Department to interact with even more customers and to gauge public opinion.

### Public Service Announcements

- To remind drivers about auto crimes, ABTPA grantees implemented a holiday initiative in December 2009 and launched a statewide coordinated initiative aimed at reminding drivers not to leave their cars running while unattended during July's Watch Your Car month.
- To remind drivers to renew their vehicle registration on time, four new TV spots were created and added to The *Put Texas in Your Corner* vehicle registration compliance media campaign arsenal. To date, the new spots totaled over 54 millions impressions and won five bronze Telly awards in June. The campaign also totaled 62 million radio impressions and 19 million internet impressions.

### Training

- By popular request from Tax Assessor Collectors, the Department is working on a phased approach to resume training and technical assistance support to all TAC offices. TxDMV has already increased onsite training, assistance and outreach to TAC offices by nearly 400%. The Department has notably provided 100% of all TACs with fraud and theft detection training in their office operations.
- TxDMV has made significant progress in developing online training content for TAC office staff to minimize the risk of inconsistent practices; uniform registration and title modules will be available soon.
- The Department also offers various training programs for licensees and law enforcement. These include the Dealer Training Seminars, which have trained over 13,000 stakeholders in the dealer law over a period of 11 years, and the Red Flag Program is for law enforcement and other stakeholders interested in learning how to spot a counterfeit title and the accompanying odometer rollbacks.
- Throughout the year, ABTPA hosted a mandatory grant workshop, held two advisory committee meetings (Insurance Fraud Committee and Border Solutions Committee), and organized the 2010 ABTPA Annual Summit to provide training to grant task force members.
- The implementation of a focused outreach and training plan for apportion customers resulted in an increase in TxIRP Online participation with 67% (16,690 of 25,000 accounts) of the customer base set up with an online account in the system. This is one of the highest participation rates in the nation.