



THE UNIVERSITY OF TEXAS AT AUSTIN  
**CENTER FOR TRANSPORTATION RESEARCH**

## Technical Memorandum

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**Subject:** DPS-CTR IAC Contract – Technical Assistance to TxDPS Driver License Division, Technical Memorandum 9: Evaluate factors and develop proposed timelines associated with transferring the Driver License Division to the Department of Motor Vehicles or a stand-alone agency.

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# Chapter 1. Introduction

## **1.1. Task 9 Purpose and Goals**

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This memo outlines findings and recommendations for how the Legislature could structure a transfer of the Driver License Division (DLD) of the Department of Public Safety (DPS) to the Department of Motor Vehicles (DMV) or a stand-alone driver license agency.

The study team considered factors such as business continuity, transfer phasing, cooperation between agencies, legislative oversight, and minimizing impact to services during the transition period.

The study team also conducted a series of in-depth case studies of other state agency transfers to glean lessons learned and to understand how the Legislature typically structures transition timelines and implementation directives relating to major agency organizational changes.

The findings and recommendations in this memo provide a template for the Legislature to use for bill drafting and appropriations should it decide to pursue such a change.

## Chapter 2. Executive Summary

### 2.1. General Conclusions

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The potential transfer of the DLD out of DPS should be evaluated in the context of the many major organizational changes the Legislature has implemented at state agencies over the years. While the transfer of the driver license program out of DPS would be a significant undertaking, it is important to note that the Legislature has directed, and state agencies have accomplished, numerous program transfers with limited problems and, often, improvements.

Our analysis did not find significant differences in conceptualizing a move to DMV versus the creation of a new agency in terms of the implementation steps and timelines that the Legislature should consider. Overall, our conclusion is that such a change could be accomplished successfully if a long planning timeline, a clear set of milestones, and consistent oversight is put into place to guide the transition.

Moving the program to DMV is perhaps more disruptive of an option than creating a stand-alone agency because it would require the additional factor of integrating with DMV's existing systems, culture, governance, and organizational structure versus starting from a blank slate. A key difference between the two options relates to the governance structure. If moving the program to DMV, the composition of the agency's existing board, heavily focused on the auto industry, would need to be carefully considered and updated to appropriately oversee such a large new program. For the new agency option, the challenge would be creating an entity to negotiate with and make decisions on behalf of the new agency during the initial planning phase, before it fully assumes the legal authority and funding to operate the program. We therefore recommend designating the new agency's governance and acting director early, with administrative attachment to the Governor's office until the program fully transfers to the new agency.

In this memo, only one set of recommendations is presented to cover both scenarios, with small variations between the two noted when appropriate. Under either scenario, patience would be required, and the Legislature should not expect significant change until about 5 years from the bill's effective date under the timeline proposed here, though smaller improvements would start sooner. Throughout, clearly articulated legislative goals, oversight, and reporting are key to maintain momentum and a sense of urgency.

The success of the organizational changes contemplated here will depend on whether the Legislature establishes clear expectations, sound process, and consistent oversight; success will also require that the agencies involved work in good faith to implement the changes to benefit Texans. The need for leadership to buy into the transition and commit to its success cannot be overstated. The Legislature cannot control every detail but can establish a sound process to keep the transition on track and achieve objectives. Ultimately, the agencies must do the rest.

## 2.2. Key Recommendations

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### 2.2.1. Implementation Elements

Based on best practices gleaned through the extensive case study review the study team conducted, the Legislature should consider including the following provisions in legislation transferring the DLD to DMV or a stand-alone agency. These elements are explained in detail in Chapter 5 of this memo.

- **Clear goals and measures of success.** In making such a major change, the Legislature should clearly articulate the goals, expectations, and measures for evaluating progress under a new organizational structure.
- **Phased transition period with specific milestones.** For either scenario, the Legislature should contemplate an initial five-year transition period, including a one-year planning period before the funding and authority would transfer from DPS, and an additional four-year period of close oversight.
- **Transition roles.** The Legislature should require appointment of the following teams to begin formal planning and oversight for the transition immediately upon the bill's effective date.
  - For the new agency scenario only, temporary transition leadership should be appointed under the Governor's office during the initial planning year to represent the interests of the new agency.
  - An Executive Working Group of agency executives should guide the planning and development of the interagency contracts and steps needed to execute the transition.
  - A Transition Oversight Committee, including members appointed by the Speaker of the House of Representatives, Lieutenant Governor, and Governor, should provide regular oversight.
- **Transition Plan.** This plan, similar in focus to a strategic plan, should outline the broad strategies, goals, tactics, and timelines for phases of the transition process over the five-year transition period. The Legislature should require the Executive Working Group to present a draft of this plan within three months of the bill's effective date, and the final plan should be presented to the Transition Oversight Committee no later than six months after the bill's effective date.
- **Interagency Contract (Memorandum of Understanding.)** The Legislature should require the agencies to enter a formal, legally binding interagency contract (or memorandum of understanding [MOU]) detailing specific elements of the transfer. The Legislative Budget Board (LBB) should review the draft MOU for budget implications before it is finalized.

- **Governance.** For the driver license program to be successfully administered, it is critical the Legislature carefully consider the governance under either scenario. Merging the driver license program into the DMV’s current governance structure would be more difficult than setting up a new governance structure at a new agency.
  - In the DMV scenario, the Legislature should adjust the current composition of the DMV board, currently heavily focused on the auto industry, to reflect the significant change in the agency’s functions if it were to take over the driver license responsibility. However, given the recent legislative history of DMV, the political issues surrounding a change in board composition will be difficult. Two options are presented in Chapter 5.
  - For the new agency scenario, a structure based on the successful Texas Department of Licensing and Regulation (TDLR) model, which regulates almost 40 different licensing programs under a single board, would be the preferred option from a best practice standpoint. TDLR’s board consists of seven general public members who may not have conflicts of interest with industries regulated by the board.
- **Reporting to the Legislature.** The Transition Oversight Committee should be required to provide the Legislature with three comprehensive reports on the status of the transfer, communicating any issues that may need to be resolved (due prior to the three legislative sessions following the transfer, after which the reporting requirement and committee would be discontinued).
- **Follow-up reviews.** The State Auditor’s Office, Sunset Advisory Commission, and LBB should be required to conduct targeted follow-up reviews after the initial transition is complete.
- **Other standard provisions.** Legislation transferring the administration of functions or programs between agencies usually contains several standard elements to ensure no grey area exists regarding the legal status of contracts, administrative rules, licenses, or staffing. Chapter 5 contains a list of specific provisions.
- **Appropriations considerations.** The General Appropriations Act (GAA) would reflect appropriations, and any restrictions on those appropriations, both for DPS and either DMV or a new stand-alone agency. Under the timelines described below, the GAA would sustain appropriations at DPS for DLD through the first year of the state fiscal biennium. The appropriations to DPS would then be reduced in the second year of the biennium and increased at DMV or the new agency. Chapter 5 and Task Memo 6 provide additional appropriations considerations and fiscal analysis.



## 2.2.2. Timeline

The timeline in Table 2.1 summarizes the key milestones in the recommended transition timeline from year one through year twelve. The first five years comprise the bulk of the transition activity, while the last seven years provide check-in points for continuing oversight and course corrections, if needed. A more detailed timeline is provided in Chapter 5.

**Table 2.1 Proposed Transfer – Key Milestones**

<b>Date</b>	<b>Elapsed Time</b>	<b>Key Step</b>
June 2021	--	Bill Signed by Governor.
September 1, 2021	--	Bill Effective Date. Appointment of Executive Working Group and Transition Oversight Committee.
By March 1, 2022	6 months	Final Transition Plan presented to Transition Oversight Committee in public meeting.
By August 31, 2022	1 year	Interagency MOU executed between DPS and receiving agency, after review by the LBB (updated at least every two years thereafter.)
September 1, 2022	1 year	Legal authority, appropriations, and staff fully transfer from DPS to DMV or new agency.
By October 1, 2022	1.25 years	First Report to Legislature from Transition Oversight Committee.
By March 1, 2024	2.5 years	State Auditor’s Office audit of financials and any observed issues from the transfer.
By October 1, 2024	3.25 years	Second Report to Legislature from Transition Oversight Committee.
October 1, 2026	5.25 years	Third and final Report to Legislature from Transition Oversight Committee and committee abolished.
September 1, 2027	6 years	Special-purpose, limited scope Sunset and LBB reviews of the transfer.
September 1, 2033	12 years	Full Sunset and LBB reviews of receiving agency.

## Chapter 3. Methodology

### 3.1. Scope

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This memo focuses on the decisions the Legislature would need to make to direct and support a transfer of the DLD from DPS to DMV or a stand-alone agency. The analysis and recommendations do not delve into the many operational details the agencies would be responsible for working out, but rather it focuses on the high-level framework the Legislature would need to establish to direct a transfer of this magnitude.

The recommendations in this memo generally are silent on the many potential changes to policies governing driver license services that the Legislature also could consider while making such a transfer. Hence, this analysis does not delve into issues such as funding specific program changes or improvements, changing the relationship between the state and county tax-assessor collectors, or adjusting the agencies' fee authority and method of finance. The focus here is on setting forth an overall framework that the Legislature could use as a guide for structuring a transfer under almost any scenario.

While this memo addresses high-level considerations regarding appropriations structure, the project's more detailed analysis of the potential fiscal implications of a transfer to DMV or a new stand-alone agency is included in Task Memo 6.

### 3.2. Review of Previous Agency Transfers

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Transfers and consolidations of agency functions have occurred frequently over the state's history, providing ample opportunity to learn from experience. The study team conducted 10 detailed case reviews of agency creations, transfers, and mergers to glean best practices and lessons learned (listed in Table 3.1). In this review, we included two cases from Georgia and Florida driver license agencies that offer additional insights, though the comparisons are not as direct. For each case, the team performed the following analysis.

- Reviewed bills, bill analyses, fiscal notes, and appropriations relating to each transfer.
- Requested and reviewed transition plans, interagency agreements, audits, reports, and evaluations of the transfers.
- Conducted a series of on-background interviews with former appointed board members, agency staff, and legislative staff involved in these changes.
- Drafted a summary analysis of each case (provided in the Appendix).

The team also reviewed two recent bills that proposed moving the DLD to DMV. While House Bill (HB) 11 (2019) did not pass the Legislature, and the provisions of Senate Bill (SB) 616 (2019)

will not take effect if this study is completed, both bills provided insights into how the Legislature previously contemplated the mechanics of moving the driver license program to DMV.

**Table 3.1 Cases Reviewed**

<b>Creation of New Agencies</b>	
Creation of the Texas Department of Motor Vehicles from the Texas Department of Transportation	House Bill 3097 (2009)
Creation of the Texas Building and Procurement Commission out of the abolished General Services Commission	Senate Bill 311 (2001)
<b>Transfer of Programs between Agencies</b>	
Transfer of the crash records program from the Texas Department of Public Safety to the Texas Department of Transportation	Senate Bill 766 (2007)
Transfer of 13 licensing programs from the Department of State Health Services to the Texas Department of Licensing and Regulation	Senate Bill 202 (2015)
Transfer of the motorcycle and all-terrain vehicle safety program from the Texas Department of Public Safety to the Texas Department of Licensing and Regulation	Senate Bill 616 (2019)
Transfer of the motor fuels program from the Texas Department of Agriculture to the Texas Department of Licensing and Regulation	Senate Bill 2119 (2019)
<b>Major Consolidations and Reorganizations</b>	
Creation of the Texas Juvenile Justice Department from the merger of the Texas Youth Commission and Texas Juvenile Probation Commission	Senate Bill 653 (2011)
Consolidation and reorganization of the Texas Health and Human Services agencies	Senate Bill 200 (2015)
<b>Other States</b>	
Creation of the Georgia Department of Driver Services	House Bill 501 (2005)
Transfer of driver license responsibilities from the Florida Department of Highway Safety and Motor Vehicles to tax collectors	House Bill 5501 (2010)

### 3.3. Factors Considered

The following research questions guided the study team in reviewing other agency transfers and considering the unique circumstances surrounding driver license services:

- **Legislation** – What key statutory provisions should guide a transfer of this magnitude?
- **Appropriations** – What key appropriations and fiscal efficiency elements should guide a transfer of this magnitude? Considerations include:
  - Clear separation of baseline funding versus additional funding needed to make improvements.
  - Clear tracking of appropriations and expenditures for both direct program costs and administrative support costs.
  - Short- and long-term efficiency implications: while any program transfer will have efficiency costs to support change, an effective transfer will also realize improved efficiency and potentially cost savings. Short-term efficiency costs may be ameliorated by:
    - proper planning and execution by affected agencies, supported by appropriate legislative and executive oversight, and
    - clear communication with affected staff on disposition of their positions.
- **Performance goals** – What should the specific goals of such a major change be? How should the Legislature measure and track the impact of the change on customer service and avoid negative impacts?
- **Oversight** – What are the best accountability and transparency tools? How can the Legislature best ensure a project of this magnitude stays on track?
- **Timeline** – What is a reasonable expectation for how long such a major state change would take to implement? What incremental milestones are best to ensure progress over time?
- **Cooperation between agencies** – How should the Legislature balance clear direction for a transition with providing significant flexibility for the many technical issues to be worked out between the agencies?
- **Business continuity** – What processes need to be in place to ensure a smooth transition that minimizes disruption to both consumers and agency staff? Examples of issues considered under this topic include the transfer of legal authority, rulemaking, staffing, equipment, facilities, and contracts, and ongoing administrative support functions such as general counsel, human resources, accounting, and information technology.

## Chapter 4. Findings

### **4.1. Summary of Case Study Analysis**

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The study team conducted ten detailed legislative case reviews of agency creations, transfers, and mergers to glean best practices and lessons learned. Table 4.1 highlights key factors considered in the case study analysis, including the case description; the related bill and the date it was signed; the effective date of the transfer and the current status of the case; and a notes section that summarizes the transition process.

**Table 4.1 Overview of Cases Reviewed**

<b>Case Description</b> <i>Bill Number &amp; Date</i>	<b>Effective Date of Transfer &amp; Current Status</b>	<b>Notes</b>
<b>Creation of New Agencies</b>		
<p>Creation of the <b>Texas Department of Motor Vehicles (DMV) from the Texas Department of Transportation (TxDOT)</b></p> <p><i>HB 3097 (2009)</i></p>	<p><b>Transfer date:</b> November 1, 2009</p> <p><b>Current status:</b> Mostly complete, though TxDOT and DMV still have a current MOU through August 31, 2021, covering facilities, equipment, and personnel. DMV field offices are still located in some TxDOT facilities.</p>	<p>Introduced as part of the Sunset process of TxDOT. Required the creation of a DMV Transition Team and State Auditor’s Office follow-up audit.</p> <p>The MOU specified that TxDOT would continue to provide administrative support to DMV until phased out under the terms of an MOU (as DMV hired personnel and assumed more independent functions). TxDOT could invoice DMV for those services. It took eight years for DMV to achieve full separation of IT systems (2017).</p>
<p>Creation of the <b>Texas Building and Procurement Commission (TBPC) out of the General Services Commission (GSC)</b></p> <p><i>Senate Bill 311 (2001)</i></p>	<p><b>Transfer date:</b> September 1, 2001 - phased. Full transfer of GSC duties and staff to TBPC did not occur until the first meeting of the TBPC on February 26, 2002.<sup>1</sup></p> <p><b>Current status:</b> Complete.</p>	<p>Introduced as a part of the Sunset process of GSC. The bill made other key changes to procurement, telecommunications, and several other duties and functions of the former GSC, creating savings that outweighed transition costs.</p> <p>Transition plans were required, as was an audit in 2004, which allowed the newly created TBPC time to comply and ramp up its services.</p>

<sup>1</sup> Texas State Library Archives Commission. “Texas Building and Procurement Commission: An Inventory of Building and Procurement Commission Meeting Records at the Texas State Archives, 2002-2006”. Legacy.lib.utexas.edu, Texas Library Archives Online. <https://legacy.lib.utexas.edu/taro/tslac/40079/tsl-40079.html>.

Case Description <i>Bill Number &amp; Date</i>	Effective Date of Transfer & Current Status	Notes
<b>Transfer of Programs between Agencies</b>		
<p>Transfer of the <b>crash records program from DPS to TxDOT</b></p> <p><i>Senate Bill 766 (2007)</i></p>	<p><b>Transfer date:</b> Oct 1, 2007</p> <p><b>Current status:</b> Complete</p>	<p>The bill was the result of informal agreement between the agencies, since TxDOT was the primary user of crash records data. No formal oversight process was required for the transfer. The two agencies entered into an MOU (as required by law) on Sept. 21, 2007. After the transfer, TxDOT used available federal funds to overhaul and improve the system. DPS retained authority to use the data and approve the data collection forms law enforcement must use at crash sites.</p>
<p>Transfer of <b>13 licensing programs from the Department of State Health Services (DSHS) to the Texas Department of Licensing and Regulation (TDLR)</b></p> <p><i>Senate Bill 202 (2015)</i></p>	<p><b>Transfer date: *</b> Phase 1 – No later than August 31, 2017 Phase 2 – No later than August 31, 2019</p> <p><b>Current status:</b> Complete.</p> <p>*Legislation allowed the transfers to happen earlier by MOU. TDLR took over the programs much earlier than required: Phase 1 completed on October 3, 2016 and Phase 2 completed November 1, 2017.</p>	<p>Introduced as part of the Sunset process of DSHS. Required transition plans, an advisory board for each transferred program, and annual reporting to the Legislature during the transition. The bill required TDLR to create a separate division for the DSHS programs which did not fit well within TDLR’s functional regulatory model.</p> <p>Because TDLR accomplished the Phase 2 transfers earlier than required, the originally anticipated appropriations authority had to be adjusted the next biennium through exceptional item requests.</p>
<p>Transfer of the <b>motorcycle and all-terrain vehicle safety program from DPS to TDLR</b></p> <p><i>Senate Bill 616 (2019)</i></p>	<p><b>Transfer date:</b> September 1, 2020</p> <p><b>Current status:</b> In process.</p>	<p>Introduced as part of the Sunset process of DPS. The bill outlined a process for equipment disposal and transfers but did not require a formal transition committee.</p> <p>An MOU between the agencies was required by August 31, 2020; DPS must compensate the Motorcycle Education Fund Account for property purchased or leased from the account.</p>

Case Description <i>Bill Number &amp; Date</i>	Effective Date of Transfer & Current Status	Notes
<p>Transfer of the <b>motor fuels program from the Texas Department of Agriculture (TDA) to TDLR</b></p> <p><i>Senate Bill 2119 (2019)</i></p>	<p><b>Transfer date:</b> September 1, 2020</p> <p><b>Current status:</b> In process.</p>	<p>Introduced due to stakeholder pressure advocating for the move (the Food and Fuel Association representing gas stations and convenience stores.)<sup>2</sup> There had been a well-documented history of conflict between the association and TDA.</p> <p>An MOU was signed July 29, 2019. The stakeholder workgroup allowed in the bill was formed on February 3, 2020 and expires October 1, 2020.</p>
<b>Major Consolidations and Reorganizations</b>		
<p>Creation of the <b>Texas Juvenile Justice Department (TJJD) from the merger of the Texas Youth Commission (TYC) and Texas Juvenile Probation Commission (TJPC)</b></p> <p><i>Senate Bill 653 (2011)</i></p>	<p><b>Transfer date:</b> December 1, 2011</p> <p><b>Current status:</b> Complete.</p>	<p>Motivated by a lack of accountability and trust in the existing institutions due to the backdrop of major TYC scandals. Supported through the Sunset process of TJJD and TYC.</p> <p>A short-term Transition Team was required by the bill and expired March 1, 2012. Staff used a “Business Continuity Plan Checklist” to guide the transition. From December 1, 2011 through March 1, 2012, the Transition Team shifted to “assisting the new TJJD board in implementing the continued transition” and preparing a transition plan with short-, medium- and long-range goals through August 31, 2013.<sup>3</sup></p>

<sup>2</sup> Herman, Ken. “Unsticking Texas Ag Commissioner Sid Millers Gas Pump Stickers.” Statesman. Austin American-Statesman, January 8, 2020. <https://www.statesman.com/news/20200107/herman-unsticking-texas-ag-commissioner-sid-millers-quos-gas-pump-stickers>.

<sup>3</sup> Transition Team Report for the Texas Juvenile Justice Department (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet, available <https://web.archive.org/web/20120322181219/http://www.tjjd.texas.gov/home/boardmeeting.aspx> (accessed April 24, 2020.)



<b>Case Description</b> <i>Bill Number &amp; Date</i>	<b>Effective Date of Transfer &amp; Current Status</b>	<b>Notes</b>
<p>Consolidation and reorganization of the <b>Texas Health and Human Services (HHS) agencies</b></p> <p><i>Senate Bill 200 (2015)</i></p>	<p><b>Transfer date:</b>  Phase One  between September 1, 2015-September 1, 2016</p> <p>Phase Two  between September 1, 2016-September 1, 2017</p> <p><b>Current status:</b>  In process.</p>	<p>Initially introduced as part of the Sunset process of the HHS agencies in 2014. A concurrent contracting scandal and subsequent creation of a Governor-appointed HHS strike force (which issued a report in March 2015) helped solidify the changes and included additional recommendations that were included in the timeline and transition plan process.</p> <p>The bill required the executive commissioner to prepare a transition plan by March 1, 2016 and required public hearings throughout the state to consider input from stakeholders. The bill also created an office to oversee policy and performance efforts across the system and to assist in the transition of transferred functions.</p> <p>A Transition Legislative Oversight Committee was created to oversee the transition and was required to meet on a specific schedule through 2023. The committee was also required to report annually on progress and other issues related to the reorganization.<sup>4</sup></p>

<sup>4</sup> House Research Organization, Bill Analysis. “SB 200,” May 24, 2015, <https://hro.house.texas.gov/pdf/ba84r/sb0200.pdf#navpanes=0> HRO.House.Texas.Gov. (accessed April 24, 2020).

Case Description <i>Bill Number &amp; Date</i>	Effective Date of Transfer & Current Status	Notes
<b>Other States</b>		
<p>Creation of the <b>Georgia Department of Driver Services (DDS)</b> to handle the drivers licensing services previously provided by the dismantled Georgia Department of Motor Vehicles Safety (GDMVS)</p> <p style="text-align: center;"><i>House Bill 501 (2005)</i></p>	<p><b>Transfer date:</b> July 2005</p> <p><b>Current status:</b> Complete.</p>	<p>Concerns over customer service led to this change. All responsibilities pertaining to driver license testing, application, and suspension were transferred to the newly formed DDS. The Department of Revenue took on all responsibilities related to vehicle registration, titling, tag issuance, and tax collection.<sup>5</sup></p> <p>The legislation specified that DDS must provide an annual report documenting customer service metrics and its “ability to meet public demand for its services”.<sup>6</sup> It also established a board to govern the new agency, with members from DMVS moving over to DDS.</p> <p>This change caused controversy regarding access to identification needed to vote. The state had just passed legislation requiring residents to show a “unique digital identification card” at the polls, which needed to be applied for at the DMVS. At the same time, DMVS was transitioning into DDS and closed 100 of its 160 county offices. Voting rights advocates claimed this combination of factors disenfranchised 150,000 primarily African American voters.<sup>7</sup></p>

<sup>5</sup> Crane, Bill. 2011. "Georgia View: Sonny Perdue's Non-Legacy - Georgia Trend Magazine". *Georgia Trend Magazine*. <https://www.georgiatrend.com/2011/01/01/georgia-view-sonny-perdues-non-legacy/>.

<sup>6</sup> "2005-2006 Regular Session - HB 501 Department of Driver Services; Create as Successor to Department of Motor Vehicle Safety Sponsored By". *Georgia General Assembly*. <http://www.legis.ga.gov/legislation/en-US/display/20052006/HB/501>.

<sup>7</sup> McDougall, Harold. 2010. *African American Civil Rights in The Age of Obama: A History and A Handbook*. 2nd ed. Washington, D.C.: Howard University Press.

<b>Case Description</b> <i>Bill Number &amp; Date</i>	<b>Effective Date of Transfer &amp; Current Status</b>	<b>Notes</b>
<p>Transfer of <b>driver license responsibilities from the Florida Department of Highway Safety and Motor Vehicles to County Tax Collectors</b></p> <p><i>House Bill 5501 (2010)</i></p>	<p><b>Transfer date:</b> June 30, 2015</p> <p><b>Current status:</b> Complete. Shifted seven counties per year from FY 2011-2015.</p>	<p>This bill formalized a process that was already happening slowly where counties were taking over primary responsibility for issuing driver licenses. The goal was to create a better process and structure to ensure quality customer service and budget visibility. A Transition Plan was required to be submitted to the state legislature on February 1, 2011. The plan determined which counties should transfer when, based on their size, capacity to take on additional services, expiration dates of DL office leases, and other factors. Facilities transfers in each county were negotiated on a case by case basis. The plan specified administrative services that the state continued to provide (such as access to a queuing system). Much of the process was managed through coordination between a Tax Collector Liaison, a DHSMC transition team, and individual Tax Collector Offices.</p>

## 4.2. Reasons for Legislative Restructuring of Agencies

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There are several common reasons for legislative restructuring of agencies. Among these include poor performance; efficiency or cost concerns; opportunities identified in an outside evaluation; and stakeholder pressure. The following section illustrates these factors within the context of the specific cases studied.

### 4.2.1. Poor Performance

Several cases received momentum for change due to a deterioration of trust in the agencies by the Legislature. Hence, organizational change served to facilitate bigger reforms to address issues with poor performance.

#### 4.2.1.1. General Services Commission (GSC) – Cost Overruns

The creation of the Texas Building and Procurement Commission (TBPC) out of the abolished GSC was motivated by GSC's poor performance history and concerns about the accountability of the Commission's budget expenditures. SB 311, the bill related to this change, was the result of an extremely critical Sunset review of GSC, which concluded "structural changes are needed to ensure that deficiencies are corrected. These structural changes are beyond GSC's authority to accomplish. The plans, intentions, and corrections envisioned by GSC and its Commission are not sufficient to best position the State to deal with the future."<sup>8</sup> Some of the criticism levied at GSC included mismanagement of construction projects, not leasing spaces at a best value, lack of authority over surplus properties, outdated procurement technology, and poor oversight of existing contracts that waste taxpayer dollars.<sup>9</sup>

Ultimately, the Sunset bill abolished GSC, redistributed its responsibilities among several agencies, and created the TBPC and several other smaller entities.<sup>10</sup> In the House, supporters of abolishing GSC said the agency "has long been one of the state's most poorly managed agencies, with a history of cost overruns and project delays that have cost the state's taxpayers millions of dollars...[GSC] also has been unresponsive to customers who use some of its services."<sup>11</sup> One construction project was particularly onerous in its failures, with GSC going 70 percent over budget and two years behind schedule.<sup>12</sup> In light of these issues, SB 311 made key process and reform changes to procurement, telecommunications, and several other duties and functions of

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<sup>8</sup> Texas Sunset Advisory Commission (2000). "General Services Staff Report". Sunset Advisory Commission Online. <https://www.sunset.texas.gov/public/uploads/files/reports/General%20Services%20Commission%20%28TF%20C%20Procurement%20Comptroller%29%20Staff%20Report%202000%2077th%20Leg.pdf>

<sup>9</sup> Ibid.

<sup>10</sup> Legislative Budget Board (2001). "S.B. 311 Fiscal Note". Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/fiscalnotes/html/SB00311F.htm>.

<sup>11</sup> House Research Organization (2001). "MAJOR ISSUES OF THE 77th LEGISLATURE REGULAR SESSION". HRO.house.texas.gov, Texas House Online. <https://hro.house.texas.gov/pdf/focus/major77.pdf>.

<sup>12</sup> House Research Organization (2001). "Daily Floor Report: May 22<sup>nd</sup>, Part 1, 2001". HRO.house.texas.gov, Texas House Online. <https://hro.house.texas.gov/pdf/fr2001/010522A.PDF>.

GSC at the same time that it moved those duties to other departments. Making these changes simultaneously meant that this legislation came with cost savings that outweighed any additional appropriations. Savings were projected to be realized primarily from reforms to the procurement and contracting process. Because of new guidelines mandated by this legislation, the LBB anticipated a savings of \$35 million annually from the bill, starting in 2003.<sup>13</sup>

#### **4.2.1.2. Texas Juvenile Justice Department (TJJD) – Youth Facility Scandals**

When the Legislature created TJJD in 2011 from the merger of the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission (TJPC), it was largely motivated by a string of sexual abuse scandals in the state’s secure institutions for juvenile offenders, run by TYC.<sup>14</sup> These scandals had been ongoing for several years, and a 2008 Sunset review had recommended the merger, but the 2009 Legislature failed to adopt the change. In 2011, the Sunset Commission once again made the recommendation to merge the agencies, due to ongoing problems being reported at TYC facilities and a sense that a greater urgency towards reforming the juvenile justice system was needed. The merger of TYC and TJPC into a single agency included other significant policy reforms of the Texas juvenile justice system, including closing some TYC facilities and treating youth “closer to home” through the county juvenile probation system whenever possible. Creation of the consolidated agency was one small part of many other policy changes, but it contributed to a general sense of overhaul, reform, and rebuilding of trust in the state’s ability to deliver juvenile services effectively.<sup>15</sup>

#### **4.2.1.3. Health and Human Services (HHS) – Contracting Controversy**

In the case of HHS, the agency was in the middle of its Sunset process in 2014, and Sunset staff already had recommended organizational changes and consolidations of the massive health and human services system for efficiency. Then, a major contracting controversy erupted relating to a procurement of a fraud prevention program technology company called 21CT by HHSC’s Office of Inspector General. This controversy led to Governor Abbott appointing a “Health and Human Services Strike Force,” which issued its own report in March 2015. This report found that, “Although the 21CT controversy and contracting generally received the lion’s share of attention in recent months, we believe it is best viewed as a symptom of other problems within HHSC’s management structure.” The Strike Force generally supported Sunset’s previous recommendations but suggested a “phased” approach to organizational consolidation and change, which was eventually adopted by the Legislature in SB 200. Members of the Governor’s team served on the

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<sup>13</sup> Legislative Budget Board (2001). “S.B. 311 Fiscal Note”. Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/fiscalnotes/html/SB00311F.htm>.

<sup>14</sup> Emily Ramshaw, “Sexual Abuse in State Lockups,” January 7, 2010. The Texas Tribune. <https://www.texastribune.org/2010/01/07/15-of-tx-youth-offenders-forced-into-sex-acts/>

<sup>15</sup> Pew Charitable Trusts, “Bending the Curve: Juvenile Corrections in Texas,” (2013). [https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pes\\_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf](https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pes_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf) (accessed April 24, 2020).

oversight committee formed to oversee changes at HHS, and the findings in this report also formed the basis of some of the transition planning.<sup>16</sup>

#### 4.2.1.4. Crash Records Program - Backlogs

In 2007, the Legislature transferred the Crash Records Bureau, in the DLD at DPS, to TxDOT.<sup>17</sup> According to the Senate Research Center Bill Analysis, TxDOT was by far the largest user of DPS Crash Records data. Eighty percent of all data inquiries came from TxDOT, with the information primarily used “for state project planning and prioritization, evaluation of highway and railroad crossing safety, safe conditions on roadways, the effectiveness of safety programs, and to obtain funding to improve highway safety.”<sup>18</sup> However, there was a significant backlog in DPS’ crash data that was available to TxDOT electronically. In 2006, TxDOT’s annual Texas Traffic Safety Report noted that there was a backlog in excess of 60 months (five years) of crash data available electronically to TxDOT. The 2006 improvement goal was to make crash data available electronically within “60 days of the event,” which would be a significant improvement.<sup>19</sup> As a way to achieve this goal, the report included linking the Texas Department of State Health Services, DPS, and TxDOT accident databases as a strategy to improve the timeliness, quality, and availability of this data.<sup>20</sup> Given TxDOT’s status as the primary user of DPS Crash Records data, as well as the five-year backlog of available crash data electronically, the purpose of the transfer of the Crash Records System from DPS to TxDOT was to ensure that TxDOT had easier, quicker, and more streamlined access to this needed data.

Once the transfer occurred, TxDOT invested significant energy and capital into improving the Crash Records Information System. Between 2007 and 2018, TxDOT spent \$43 million in newly available federal dollars to overhaul and operate the Crash Records Information System. According to the 2016-2017 Sunset Report reviewing TxDOT, Texas’ Crash Records Information System is now highly regarded nationally.<sup>21</sup>

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<sup>16</sup> Report of the Health and Human Services Strike Force (March 2015)

[https://gov.texas.gov/uploads/files/press/Strike\\_Force\\_3\\_26\\_15.pdf](https://gov.texas.gov/uploads/files/press/Strike_Force_3_26_15.pdf) (accessed April 24, 2020).

<sup>17</sup> Texas Legislature 80th Legislative Session (2007). “S.B. 766: An Act relating to the transfer of powers and duties for accident reports from the Department of Public Safety of the State of Texas to the Texas Department of Transportation.” Capitol.Texas.Gov. Texas Legislature Online.

<https://capitol.texas.gov/tlodocs/80R/billtext/pdf/SB00766F.pdf#navpanes=0> (accessed April 20, 2020).

<sup>18</sup> Texas Senate Research Center. “S.B. 766 Bill Analysis,” 2007. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/analysis/pdf/SB00766I.pdf#navpanes=0> (accessed April 21, 2020).

<sup>19</sup> Ibid.

<sup>20</sup> Texas Department of Transportation. *Texas Traffic Safety Annual Report*, 2006, p. 15. NHTSA.Gov., National Highway Traffic Safety Administration. [https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/texas\\_2006annrpt.pdf](https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/texas_2006annrpt.pdf) (accessed April 24, 2020).

<sup>21</sup> Texas Sunset Advisory Commission. *Staff Report with Final Results: Texas Department of Transportation, 2016-2017*, 2017. Sunset.Texas.Gov, Sunset Advisory Commission Online.

[https://www.sunset.texas.gov/public/uploads/files/reports/Texas%20Department%20of%20Transportation%20Staff%20Report%20with%20Final%20Results\\_06-21-17%20%20.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Texas%20Department%20of%20Transportation%20Staff%20Report%20with%20Final%20Results_06-21-17%20%20.pdf) (accessed April 21, 2020).

#### 4.2.1.5. Georgia Department of Driver Services – Customer Service Concerns

On May 2, 2005, Governor Sonny Perdue signed legislation to create Georgia’s Department of Driver Services (DDS), dismantling the Georgia Department of Motor Vehicles Safety (DMVS). All driver licensing services were transferred to the DDS, while the Motor Vehicle Division of the Department of Revenue (MVDDR) was to handle vehicle titles, registration, vehicle tag issuance, and collection of annual or other motor vehicle tax collections. Prior to 2000, Georgia’s DPS provided all of these services, but a reorganization in July of 2000 created the GDMVS and made the Georgia DPS solely a law enforcement agency.<sup>22</sup>

Governor Perdue announced his desire to reorganize the Georgia DMVS due to customer service deficiencies,<sup>23</sup> noting that the Georgia DMVS was a large agency with too many competing interests and missions, and that “[c]ustomer service and the efficient delivery of licenses have been lost in the shuffle, literally taking a back seat to everything else.”<sup>24</sup> The Governor noted that the reorganization of DMVS would vastly improve customer service by allowing DDS to “focus one core mission—driver’s license services. This will lead to shorter lines and the type of customer service Georgians deserve.”<sup>25</sup>

DDS’ first Annual Report in 2006 noted that several key performance metrics did improve after the change.<sup>26</sup> Notably, the wait time for road test reservations decreased from 15 weeks in July 2005 to 6 weeks or less in most customer service center locations in June 2006.<sup>27</sup> The average wait time statewide for customers visiting DDS locations in person improved from 22 minutes in July 2005 to just under 8 minutes in June 2006.<sup>28</sup> DMVS previously operated with a “30 Minutes or It’s Free” pledge, waiving fees for any customer who waits longer than 30 minutes at a customer service center. In July 2005, 1100 free licenses were issued per week. DDS continued to honor that pledge, and in June 2006, DDS issued fewer than 10 free licenses per week.<sup>29</sup>

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<sup>22</sup> William C. Head, PC. "The History of How GA DDS Became the DMV In Georgia" (no date). Bubbahead.Com. <https://bubbahead.com/dds-ga-history-of-georgia-dps-dmv-driver-license-office/> (accessed April 28, 2020).

<sup>23</sup> *Atlanta Business Chronicle* (January 6, 2005). “Perdue suggests DMVS reorganization.” BizJournals.Com/Atlanta. <https://www.bizjournals.com/atlanta/stories/2005/01/03/daily52.html> (accessed April 28, 2020).

<sup>24</sup> Ibid.

<sup>25</sup> Ibid.

<sup>26</sup> Georgia Department of Driver Services (June 2006). “Annual Report: Fiscal Year 2006.” galib.uga.edu, Galileo Digital Initiative Database. [http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=gppd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26\\_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5](http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=gppd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5) (accessed May 21, 2020).

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

<sup>29</sup> Georgia Department of Driver Services (May 2006). “Our First Year of Service to Georgia Drivers.” galib.uga.edu, Galileo Digital Initiative Database. [http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=gppd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26\\_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5](http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=gppd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5) (accessed May 21, 2020).

At the end of Governor Perdue’s tenure, a reporter noted the Governor’s efforts to improve customer service within state agencies, particularly citing the success of the initiative at DDS: “The customer service initiative did shorten lines and improve service gaps at the Georgia Department of Driver Services.”<sup>30</sup>

## 4.2.2. Efficiency or Cost Concerns

Additional, commonly cited reasons for the legislative restructuring of agencies are efficiency or cost concerns.

### 4.2.2.1. DSHS Transfers – Streamlining and Reducing Costs of Regulation

In the case of the transfer of some occupational licensing functions from DSHS to TDLR, the Sunset Advisory Commission, in its 2014 review, described DSHS’ regulatory functions over more than 70 different programs as being “unmanageable” in scope. The smaller occupational licensing programs at DSHS were languishing and would never be given much attention at DSHS, which always would have to prioritize its more critical programs such as hospital safety and public health response.<sup>31</sup> To streamline these occupational regulatory responsibilities and allow DSHS to better perform its public health functions, Sunset determined several regulatory programs “had no real connection to DSHS’ public health mission and would be more effectively administered by other agencies.”<sup>32</sup> The successful transfer of many of these programs to the specialized occupational licensing agency TDLR resulted in significant fee reductions and streamlined rules. Because of the consolidation process, “TDLR reduced and eliminated numerous fees for many of the transferred programs. Due to these reductions, Texas health professionals have kept more than \$1.1 million in their pockets since regulation of their profession transferred to TDLR.”<sup>33</sup> Furthermore, “TDLR streamlined the rules for the 13 transferred programs to improve readability, remove duplicate or obsolete rules, and reorganize the rules into smaller, more distinct rule sections. TDLR reduced the word count in each program’s administrative rules to make them clear, concise, and easier to read without impacting their effectiveness. Overall, the total word count was reduced by 45 percent in streamlined rules for the transferred programs.”<sup>34</sup>

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<sup>30</sup> Bill Crane. “Georgia View: Sonny Perdue’s Non-Legacy.” *Georgia Trend Magazine*, January 1, 2011. GeorgiaTrend.Com. <https://www.georgiatrend.com/2011/01/01/georgia-view-sonny-perdues-non-legacy/> (accessed April 28, 2020).

<sup>31</sup> Sunset Advisory Commission. *Department of State Health Services - Report to the 84<sup>th</sup> Legislature* (February 2015), p. 5. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/DSHS%20Agency%20Section.pdf> (Accessed April 27, 2020).

<sup>32</sup> House Research Organization, Bill Analysis. “SB 202,” May 24, 2015. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba84r/sb0202.pdf#navpanes=0> (accessed April 24, 2020).

<sup>33</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 8. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>34</sup> *Ibid.*



#### 4.2.2.2. TJJD – Cutting Costs through Organizational Change

The creation of TJJD also included concerns about TYC’s top-heavy structure and over-utilized youth lockup facilities. One of the major documented reasons for the creation of TJJD was to “produce efficiencies and cost savings that could be put back into helping youth.”<sup>35</sup> The fiscal note related to SB 653, the bill that merged TYC and TJPC, concluded that the merger would create savings for the state because nine executive staff positions and 5 percent of all central office staff could be eliminated to reduce duplication (an overall full-time equivalent [FTE] reduction of 21 positions).<sup>36</sup> Creation of the consolidated agency was one small part of many other policy changes (such as closing facilities), but helped reallocate funds away from state institutions and towards community-based treatment options for youth closer to home, where the dollars are proven to be more effective.<sup>37</sup>

#### 4.2.2.3. Motorcycle and All-Terrain Vehicle (ATV) Safety Program – Streamlining

The 2019 Legislature transferred the motorcycle and ATV safety program from DPS to TDLR effective September 1, 2020.<sup>38</sup> According to the House Research Organization Bill Analysis of SB 616, the reasons for the transfer included:<sup>39</sup>

- The desire to make use of TDLR’s experience in:
  - Streamlining and simplifying regulatory functions.
  - Coordinating cooperative interagency discussions.
  - Seeking input from regulated industries.
  - Administering safety programs similar to those transferred under the bill.
- The belief that the motorcycle and ATV safety program would receive more attention at TDLR than at DPS, which is necessarily more focused on law enforcement responsibilities.

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<sup>35</sup> House Research Organization, Bill Analysis. “HB 1915/SB 653,” April 28, 2011, HRO.House.Texas.Gov. file:///G:/My%20Drive/KT-UP%20Shared%20Drive/CTR-DLD%20Project/Task%209/Task%209%20Case%20Studies/TJJD%20Case%20Study%20Materials/HRO%20analysis%20sb0653.pdf (accessed April 23, 2020).

<sup>36</sup> Legislative Budget Board. “Fiscal Note, 82nd Legislative Regular Session, May 2, 2011, SB 653.” Capitol.Texas.Gov.

<https://capitol.texas.gov/tlodocs/82R/fiscalnotes/pdf/SB00653F.pdf#navpanes=0> (accessed April 23, 2020).

<sup>37</sup> Pew Charitable Trusts, “Bending the Curve: Juvenile Corrections in Texas,” (2013). [https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pcs\\_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf.pdf](https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pcs_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf.pdf) (accessed April 24, 2020).

<sup>38</sup> Texas Legislature 86th Legislative Session (2019). “S.B. No. 616, Article 8. Motorcycle and Off-Highway Vehicle Operator Training Programs,” p. 135. Capitol.Texas.Gov. Texas Legislature Online.

<https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).

<sup>39</sup> House Research Organization. “Bill Analysis: SB 616,” May 16, 2019, p. 7-9. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba81r/hb3097.pdf#navpanes=0> (accessed April 27, 2020).

- Address the fact that the motorcycle and ATV safety program has been “poorly managed” under DPS.<sup>40</sup>

According to the Sunset Advisory Commission review of DPS in 2018, the transfer would also enable TDLR to align the motorcycle and ATV safety regulatory functions with similar programs already under TDLR’s jurisdiction. This more efficient functional structuring of the regulatory programs would also allow TDLR to focus on improved customer assistance for the motorcycle and ATV safety program.<sup>41</sup> Additionally, TDLR is well known for its “successful regulatory model.”<sup>42</sup>

#### 4.2.2.4. Florida Driver Licenses – Formalizing Transfer to Locals

In 2010, the Florida State Legislature reorganized the Department of Highway Safety and Motor Vehicles (DHSMV) by eliminating the Division of Driver’s Licenses and Division of Motor Vehicles and replacing them with the Division of Motorist Services. The legislation then further authorized county tax collector offices to act as agents of DHSMV for the provision of all driver license services.<sup>43</sup> DHSMV, the Florida Tax Collectors Association, and the Florida Association of Counties submitted a transition plan to the Florida State Legislature on February 1, 2011, as specified in the legislation.

The transition of driver license services from state DHSMV offices to county tax collector offices had already been happening slowly and informally over many decades. The bill served to formalize this ongoing process. The deadline for the completion of the transfer was specified in legislation as June 30, 2015. By this date, all front-line drivers’ license issuance services were required to be transferred from the DHSMV Division of Drivers Licenses to the Florida Tax Collectors Association and the Florida Association of Counties.<sup>44</sup>

The change was estimated to save the state \$18 million annually, at a corresponding cost to the counties who would assume the duties. Nevertheless, the bill still received support from tax collectors and the DHSMV and was unanimously supported by legislators. By combining driver license services into existing tax collector offices in counties, the government could provide a “one-stop shop” for consumers, allowing them to access motorist services and driver license

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<sup>40</sup> Sunset Advisory Commission. *Sunset Advisory Commission Final Report: Texas Department of Public Safety*. June 2019, p. A1. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/DPS%20Staff%20Report%20with%20Final%20Results.pdf> (accessed April 27, 2020).

<sup>41</sup> Ibid, p. 5.

<sup>42</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1 (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015)*, December 2018, p. 5. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>43</sup> Florida House of Representatives (2010). “H.B. 5501: An act relating to the Department of Highway Safety and Motor Vehicles”. MyFloridaHouse.Gov. Florida Legislature Online. <https://www.myfloridahouse.gov/sections/Bills/billsdetail.aspx?BillId=44507>. (accessed April 26, 2020).

<sup>44</sup> Florida Highway Safety and Motor Vehicles. *Driver License Transition Plan*, February 1, 2011. FLHSMV.Gov. <https://www.flhsmv.gov/html/DLTP.pdf> (accessed April 26, 2020).

services all in one local office.<sup>45</sup> The more formalized process outlined in the bill aimed to create a more formalized structure, preserve quality customer service, manage local budgets more fairly, and clearly delineate expectations for all involved in driver license services.

### 4.2.3. Results of a Program Review

As noted above, a key reason for the legislative restructuring of agencies reviewed in the case studies are the results of an independent program review. As the case studies illustrate, Sunset Advisory Commission reviews have been the impetus for many of the Texas Legislature's major restructuring of agencies. The Texas Sunset process works by setting a date on which an agency is abolished unless the Legislature passes a bill to continue it. A special legislative commission considers recommendations from independent policy staff, hears public testimony, and decides on a package of changes to bring to the full Legislature.<sup>46</sup> In five of the eight Texas case studies reviewed, Sunset recommendations led to legislation that implemented major organizational changes (i.e., the cases of HHS, DMV, TDLR, TJJD, and TBPC). Frequently, the elements discussed above, including poor performance and a lack of trust in the agency to accomplish changes, were the backdrop for the reviews and contributed to the Sunset Commission's conclusions and recommendations. In addition to the structural changes stemming from Sunset reviews, agency management practices are also informed and reformed as the result of recommendations made by the State Auditor's Office as well as by performance reviews and budget recommendations made by the LBB.

### 4.2.4. Stakeholder Pressure

Stakeholder pressure is an additional impetus for the legislative restructuring of agencies. In these cases, the changes originate from stakeholders using the legislative process to advance industry goals.

#### 4.2.4.1. Creation of DMV

The creation of DMV is a good example of pressure from the auto industry being the primary cause for the legislative restructuring of motor vehicle regulation. During the 2009 TxDOT Sunset process, the Automobile Dealers Association and other industry representatives provided public comments suggesting the creation of a stand-alone DMV agency. The proposals submitted to the Sunset Advisory Commission from industry groups included the following:<sup>47</sup>

Create a separate and distinct agency to oversee motor vehicle and related operations governed by a board whose members are appointed by the Governor. The agency should contain the existing motor vehicle-related divisions currently in TxDOT which are Motor

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<sup>45</sup> Ibid.

<sup>46</sup> Sunset Advisory Commission, "The Process," <https://www.sunset.texas.gov/> (Accessed May 9, 2020)

<sup>47</sup> Sunset Advisory Commission. *Sunset Advisory Commission Final Report: Texas Department of Transportation*, July 2009, p 161-162. [Sunset.Texas.Gov.](https://www.sunset.texas.gov/)

<https://www.sunset.texas.gov/public/uploads/files/reports/Department%20of%20Transportation%20Final%20Report%202009%2081%20Leg.pdf> (accessed April 15, 2020).

Vehicles, Motor Carrier Regulation, Vehicle Titles and Registration, and Texas Automobile Burglary Theft Prevention Authority. (Van Tuyl Automotive Group, Texas Automobile Dealers Association, Alliance of Automobile Manufacturers)

Create a stand-alone agency that encompasses the motor vehicle industry and the many functions dedicated to that end, including titling and registering motor vehicles. (Texas Automobile Dealers Association)

Create a separate agency for motor vehicle functions that reports to a regulatory Motor Vehicle Board, consisting of a balance of industry and public members, all of these appointed by the Governor. (Texas Independent Automobile Dealers Association)

A review of the witness lists for HB 3097, the bill creating DMV, reveals the extent of industry support. Witnesses registering or testifying for the bill were almost entirely industry representatives.<sup>48</sup> The influence of industry on the creation of DMV can also be seen in the composition of the new DMV Board. While the original TxDOT board governing the motor vehicle division at TxDOT had a broader general public membership, the newly formed DMV board was highly specialized and industry specific. HB 3097 stipulated the nine-member board was to be comprised of four members representing the auto industry (dealers, manufacturers, and distributors), two general public members, and one each representing county tax assessor-collectors, motor carriers, and law enforcement.<sup>49</sup>

Over the long term, this board structure has created some problems as the board's composition shifted its focus. In 2019, reporting on its Sunset review of DMV, the Sunset Advisory Commission concluded that the DMV board needed to be wary of conflicts of interest.<sup>50</sup>

As the administrator, regulator, and arbitrator of competing interests in the motor vehicle industry, the department's board has struggled to balance these roles, particularly since the majority of the board members represent different facets of the industry. At times, board members struggle to prioritize the needs of the state as a whole versus their industry interests, straining their appropriate role as a member of a statewide policymaking board. Board actions to initiate potentially anticompetitive rulemaking indicate the volatility of this evolving industry and pose significant risk to the state if not checked.

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<sup>48</sup> Texas Legislature Online. HB 3097 House Committee Report: Transportation Committee "Witness List" (March 24, 2009). Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/witlistbill/html/HB03097H.htm> (accessed May 8, 2020) and Texas Legislature Online. HB 3097 Senate Committee Report: Transportation & Homeland Security "Witness List" (May 11, 2009). <https://capitol.texas.gov/tlodocs/81R/witlistbill/html/HB03097S.htm> (accessed May 8, 2020).

<sup>49</sup> House Research Organization, Bill Analysis. "HB 3097," May 4, 2009, p. 3. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba81r/hb3097.pdf#navpanes=0> (accessed April 15, 2020).

<sup>50</sup> Legislative Budget Board. "Fiscal Note, 81<sup>st</sup> Legislative Regular Session, May 21, 2009, HB 3097." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/fiscalnotes/pdf/HB03097F.pdf#navpanes=0> (accessed April 16, 2020).

#### 4.2.4.2. Transfer of Motor Fuels Program

The transfer of the motor fuels program from the Texas Department of Agriculture (TDA) to TDLR in Senate Bill 2119 (2019) is another example of stakeholder pressure creating the impetus for a program transfer between agencies. Based on widespread media reports at the time, the bill was the result of advocacy by the Food and Fuel Association (FFA), representing the retail sector of the oil and gas industry (primarily gas stations and convenience stores), to move regulatory authority over gas pumps away from TDA.<sup>51</sup> FFA notably endorsed Commissioner Miller's primary opponent prior to the 2018 midterm elections, citing fiscal irresponsibility on the part of Commissioner Miller. The specific conflict with respect to fuel pump regulation came to the public's attention during an April 2019 hearing of the Texas House Committee on International Relations and Economic Development.<sup>52</sup> Speaking for a companion bill to Senate Bill 2119, the FFA president and CEO noted the "ups and downs" experienced working with Commissioner Miller. The FFA president and CEO also noted FFA's preference for working under an agency "regulated by an appointed director," which is true of TDLR.<sup>53</sup> In order to testify against SB 2119, Commissioner Miller took the highly unusual action of de-registering as a public official and registered as himself.

SB 2119 was also likely made possible due to a wider distrust of Commissioner Miller.<sup>54</sup> Aside from the specifics of the motor fuels program, the overall efficiency and appropriate use of resources and authority by Commissioner Miller was under general and legislative scrutiny. During the 84th session, Commissioner Miller faced tough questions from members of the Senate Committee on Agriculture, Water, and Rural Affairs.<sup>55</sup> Members of the committee were alarmed that Commissioner Miller was planning various fee increases that could not be justified by budgetary needs. Specifically, Commissioner Miller's fee increases were scheduled to generate \$22.6 million, even though it was estimated that TDA only needed to generate revenue of \$5.1 million to meet its budgetary needs.

### 4.3. Timelines

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Among the cases reviewed, there is a wide timeline range between when the bill was signed and when the legal transfer occurred. The shortest timeline under review was approximately 3.5

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<sup>51</sup> Ken Herman. "Unsticking Texas Ag Commissioner Sid Millers Gas Pump Stickers." *Austin American-Statesman*, January 8, 2020. Statesman.Com. <https://www.statesman.com/news/20200107/herman-unsticking-texas-ag-commissioner-sid-millers-gas-pump-stickers> (accessed April 21, 2020).

<sup>52</sup> Ken Herman. "Texas Agriculture Commissioner Sid Miller Needed at Fuel Pumps?" Statesman. *Austin American-Statesman*, April 2, 2019. Statesman.Com. <https://www.statesman.com/news/20190401/herman-texas-agriculture-commissioner-sid-miller-needed-at-fuel-pumps> (accessed April 21, 2020).

<sup>53</sup> Ibid.

<sup>54</sup> Jesus Azanza. "Texas Food & Fuel Association (TFFA) Endorses Trey Blocker for Commissioner of Agriculture." *Texas Food & Fuel Association*, January 15, 2018. TFFA.Com. <https://www.tffa.com/blog/tffa-daily-buzz-3511/post/texas-food-fuel-association-tffa-endorses-trey-blocker-for-commissioner-of-agriculture-9485> (accessed April 21, 2020).

<sup>55</sup> Jim Malewitz. "Lawmakers Grill Miller on Ag Fee Hikes." *The Texas Tribune*, December 8, 2015. TexasTribune.Com. <https://www.texastribune.org/2015/12/08/lawmakers-grill-miller-proposed-ag-fee-hikes/> (accessed April 21, 2020).

months (transfer of Crash Records Program); several were between 4.5 and 6.5 months (creation of DMV and creation of TJJJ); and several were between 1 year and 15 months (transfer of motorcycle safety program and transfer of motor fuels program). In many cases, the timeline was noticeably short, and the agencies were expected to work out any issues through ongoing MOUs.

The complexity of the change did not seem to be reflected in the length of time given for the transition. DMV and TJJJ were given very short timelines for such big transitions, but at the same time, many of the smaller program transfers were fairly short as well, such as the transfer of motorcycle safety program or the transfer of motor fuels program.<sup>56</sup>

The DSHS licensing program transfers to TDLR took a longer, phased approach (2 to 4 years). The HHS consolidation (a much larger and more complex effort) was also a phased approach over several years. In the HHS case, the Transition Legislative Oversight Committee, created to provide ongoing oversight of the transition, is expected to oversee the process through 2023 (a total of 8 years).<sup>57</sup> Similarly, in the Florida driver license services transfer to tax collector offices, the timeline was fairly lengthy. The legislation allowed for an incremental, phased approach to the transfer over a five-year period. This phased transition allowed for thorough training, necessary legislative changes, smooth transfer of staff and facilities, and specific measures to ensure effective customer service during and after the transition.

A challenge with determining these timelines is the need to “flip the switch” on a date certain during the biennium—authority, personnel, and fiscal resources ideally must switch over on the same day. The second phase of the DSHS licensing program transfers to TDLR was highly unusual among our cases, as it crossed the biennia, leading to appropriations issues with the timing of when funds were released to TDLR. When TDLR was able to complete the transfer earlier than expected, it could not immediately access all the money needed to implement, and came back with exceptional item requests (which the Legislature funded.)<sup>58</sup>

However, administrative support phasing outside of specific transfer provisions in statute is possible through the MOU process. For example, DMV’s extraction from TxDOT’s IT systems took eight years total (from 2009 until 2017). TxDOT and DMV still have a current MOU through August 31, 2021, covering facilities, equipment, and personnel. DMV field offices are also still located in some TxDOT facilities with no plan to move, which has also required ongoing MOUs and coordination.<sup>59</sup> Agencies involved in transfers or consolidations of programs often continue to have a relationship for some time beyond the transfer date, such as related to ongoing facility co-location, which can be managed indefinitely through an MOU.

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<sup>56</sup> See the respective case studies for more detail and sources.

<sup>57</sup> Ibid.

<sup>58</sup> Ibid.

<sup>59</sup> Ibid.

## 4.4. Appropriations Issues

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For purposes of understanding appropriations issues surrounding state agency transfers or mergers, we must differentiate between costs and consequences to individual agencies versus cost and consequences to the overall Texas budget. Generally, the Legislature views resources allocated to state agencies as belonging to the state, not individual agencies. Therefore, when the Legislature transfers the administration of programs from one agency to another, the existing funding and resources almost always follow the program to support services to Texans regardless of the program's placement.

Therefore, a legislative action that an individual state agency would experience as a cost (or savings) may not be experienced the same way in the overall state budget:

- Costs below a certain threshold are insignificant in the context of the \$250 billion Texas biennial budget. This does not mean those costs are unimportant; it simply means that in the broader context, agencies are assumed to be able to absorb costs under certain circumstances or thresholds. Obviously, the pressures are different depending on agency size; the DPS \$2.3 billion biennial budget is significantly more capable of absorbing fluctuations than DMV's \$310 million biennial budget.
- In a program transfer from DPS to DMV or to a new agency, DPS would experience a reduction and DMV or the new agency an increase. While these changes would result in significant impacts on those agencies, from the broad state perspective it is usually considered cost-neutral. A more detailed fiscal analysis is provided in Task Memo 6.

These dynamics are particularly acute in the process of officially estimating the fiscal implication of proposed legislation, known as the fiscal note process. The fiscal note provided by the LBB on proposed legislation is one tool used by the Legislature to determine whether the bill is one they wish to advance. While the fiscal note certainly discusses the implication to each affected state entity, its overall purpose is to determine a net state cost (or savings). Those estimates in turn inform the appropriations adjustments that must be made in the GAA if the legislation were to pass.

As the Texas state budget spans two-years, adjustments often must be made in subsequent legislative sessions to address any unforeseen circumstances or changes in costs. Therefore, if appropriations related to moving the DLD need to be adjusted, the next Legislature can take that action, and may even adjust the current fiscal year if necessary.

It is likely unrealistic to assume that all eventualities will be fully considered and estimated with complete accuracy in any legislation. Clear direction on the amount of appropriations to transfer, along with clear governance and oversight, allows the affected agencies the flexibility to address details.

#### 4.4.1. DMV Creation

The creation of DMV serves as a good example of the need for this flexibility. The fiscal note for HB 3097 estimated a minor net fiscal impact to the state of negative \$180,000 through the biennium ending August 31, 2011<sup>60</sup> associated with the estimated cost to conduct a single required audit. The overall cost to the state was projected to be so low for such a major transfer because the funds needed to operate the new agency were projected to come from transfers from TxDOT's existing budget and the future revenue DMV would collect.<sup>61</sup> Additionally, the fiscal note assumed that the new DMV would require four new high-level executive positions beyond the program and administrative support staff that would transfer from TxDOT.<sup>62</sup> However, in making appropriations for the new DMV and establishing a structure for the transfer of funds, HB 1 (the GAA) did provide flexibility in the determination of the number of FTEs to transfer. HB 1 appropriated \$200,000 and the 4 new executive FTEs in FY 2010, scheduling for 2011 the \$142,741,633 and 626 FTEs to be transferred from TxDOT.<sup>63</sup> Further, HB 1 allowed for up to 75 additional administrative FTEs to be transferred.<sup>64</sup> As reported by individuals involved in the transfer at the time, the four additional executive positions plus the transferred positions from TxDOT did not create the management structure needed to support such a large and essential agency. Eventually, utilizing the flexibility afforded in HB 1, TxDOT provided DMV with additional "empty" positions so that the DMV could hire additional management staff to help fill this need. TxDOT had an interest in DMV succeeding, because TxDOT relies on revenue produced by DMV. After the first budget years, DMV used the regular appropriations process to articulate needs and request additional funding, like any other agency. For example, in August 2010, as part of the first formal state budget process after DMV's creation, DMV submitted their Legislative Appropriations Request for FYs 2012-2013. In addition to their base operations request of \$\$281,939,643,<sup>65</sup> DMV requested an additional ~\$28 million in exceptional items, including improvements to facilities and IT infrastructure identified by the new agency to better perform its functions (ultimately, the Legislature did not fund most of these requests made during that difficult state budget year).<sup>66</sup> As the DMV case makes clear, there are always adjustments to be made. If MOUs are carefully planned and negotiated, and if the Legislature affords both flexibility and oversight, agencies can transfer funds between each other during a transfer and make requests for specific needs in subsequent appropriations years. Flexibility is important so agencies can

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<sup>60</sup> Legislative Budget Board. "Fiscal Note, 81<sup>st</sup> Legislative Regular Session, May 21, 2009, HB 3097." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/fiscalnotes/pdf/HB03097F.pdf#navpanes=0> (accessed April 16, 2020).

<sup>61</sup> Ibid.

<sup>62</sup> Legislative Budget Board. "Fiscal Note, 81<sup>st</sup> Legislative Regular Session, May 21, 2009, HB 3097." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/fiscalnotes/pdf/HB03097F.pdf#navpanes=0> (accessed April 16, 2020).

<sup>63</sup> HB1, General Appropriations Act, Article VII, Department of Motor Vehicles, 81<sup>st</sup> Legislature, 2009

<sup>64</sup> HB 1, General Appropriations Act, Article IX, Section 17.30, 81<sup>st</sup> Legislature, 2009

<sup>65</sup> Legislative Budget Estimates, Legislative Budget Board, January 2011

<sup>66</sup> Texas Department of Motor Vehicles. *Legislative Appropriations Request for Fiscal Years 2012 and 2013*, August 2010, p. 2A 1-2; 2E 1; and 4A 1-9. TxDOT provided document to staff via email in March 2020. Not available online.



accommodate changes in cash flow needed for the transfer, particularly to work out funding issues through the biennium and beyond.

#### 4.4.2. DSHS Licensing Program Transfers to TDLR

Another good example of this need for flexibility in appropriations is the case of the DSHS licensing program transfers to TDLR. In this case, funding was not originally appropriated to support TDLR's accelerated timeline, causing TDLR concern. TDLR and appropriators were eventually able to respond to the agency's additional funding requests and provide sufficient funding to complete the transfer earlier than originally anticipated.

In August of 2016, as part of the first formal state budget process after the Legislature passed the transfers, TDLR submitted their Legislative Appropriations Request for FYs 2018-2019. In addition to their base operations request of \$32,323,471, TDLR submitted an additional ~\$3.8 million in exceptional items requests directly related to the DSHS transfers, predominantly for staffing.<sup>67</sup> In the SB 202 Implementation Report, TDLR asserted that the second phase was completed early and successfully due to the ability of TDLR to secure additional funding. As the report concludes: "The ultimate success of Phase Two was due to legislative approval of Exceptional Item One, described in TDLR's FY 2018-2019 Legislative Appropriations Request. Since Phase Two was not originally scheduled to occur within the FY 2016-2017 biennium, funding was not included in the 2015 GAA. Successful program consolidation requires sufficient and timely funding to evaluate the programs, solicit and select information technology bids, streamline and adopt program rules, identify and select office locations, train existing staff, and hire and train new staff."<sup>68</sup>

### 4.5. Cooperation between Agencies

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MOUs and work groups are common features of agency restructuring that help ensure cooperation, accountability, and successful transitions. These features are briefly summarized below.

#### 4.5.1. Memorandums of Understanding

In the majority of cases reviewed, the legislation required the development of an MOU between the relevant agencies to document the details and expectations of the change and usually required that the MOU be signed by a set date prior to the transfer.

MOUs require that agencies work together through provisions that specify access to systems, information sharing, facilities, equipment, personnel, vehicles, furniture and other property, files,

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<sup>67</sup> Texas Department of Licensing and Regulation. *Legislative Appropriations Request for Fiscal Years 2018 and 2019*, August 5, 2016, p. 13 (2.A.) and p. 29 (2.E.). TDLR.Texas.Gov. <https://www.tdlr.texas.gov/Agency%20Reports/LAR%202018-2019.pdf> (accessed April 29, 2020).

<sup>68</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 8. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

computers, et cetera. Given the practical impossibility of including all transition details in legislation and the need for the agencies to develop specific programmatic details, MOUs frequently serve as the practical structure for the transition and provide a tangible process to ensure accountability.

In the cases reviewed, MOUs clearly were critical to defining the relationship between the agencies and their expectations of each other. For example, in the case of TxDOT and DMV, DMV essentially was attached to TxDOT administratively, with TxDOT being required to provide support until DMV could phase taking over full administration of the transferred programs. This process is ongoing, as an active MOU between the two agencies still exists today.

In the four cases reviewed that did not require an MOU in the legislation (i.e., Georgia, Florida, TBPC, and HHS), other mechanisms were used by the legislatures and included in the bills to ensure cooperation, accountability, and smooth transitions, such as commissions, councils, transition plans, transition teams, et cetera.

#### **4.5.2. Work Groups**

Work groups are another common feature of agency restructuring to ensure cooperation between the affected agencies. Among the cases we reviewed, work groups usually were required in some form, whether they were commissions, councils, boards, transition teams, advisory councils, transition legislative oversight councils, or executive councils. Whether required or not, all of the parties interviewed for this study who were involved in various transitions described internal work groups formed to plan and implement the transition details and report to executive management and/or oversight bodies.

### **4.6. Oversight and Accountability**

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In each of the cases reviewed, the legislation required the agencies to implement mechanisms of oversight and accountability, though the degree varied. These typically took the form of transition plans, oversight committees, reporting, and follow-up audits and reviews. These tools are briefly summarized below.

#### **4.6.1. Transition Plans**

Transition plans are a quite common feature used by the Legislature to ensure oversight and accountability. In most of the cases we reviewed, transition plans were required by the bill. Typically, transition plans include details regarding the transfer of powers, duties, activities, personnel, and programmatic and administrative functions, including a timeline specifying the date of transfers and other information. Sometimes, formal due dates were required by the legislation for the transition plans, and in other cases the deadline only stated when the transition must be completed, and the details of the transition plans were left to the respective agencies. In some cases, the Legislature required multiple, public plans (as in the case of HHS), while at other times they were internal and brief (TJJD).

## 4.6.2. Oversight Committees

Oversight committees are another common feature used by legislatures to ensure oversight and accountability. However, their membership and duration vary greatly. For example, the HHS transfer required a Transition Legislative Oversight Committee (TLOC) to provide ongoing oversight of the transition (over a period of eight years, through 2023). The composition of TLOC included four Senators, four Representatives, and three members of the public. The creation of a formal oversight structure (TLOC) focused entirely on the transition ensured significant legislative oversight through every step of the change.<sup>69</sup> Additionally, regular required meetings between agency and legislative staff and the LBB helped ensure fiscal management oversight.

In the case of TJJD, a seven-member Transition Team was created. Appointed by the Governor and the TYC and TJPC boards, the team was composed of a representative of the Governor; a representative chosen from a list submitted to the Governor by the Lieutenant Governor; a representative selected from a list provided by the Speaker of the House; one representative each of TYC and TJPC; one member who represented the interests of offenders or the families of youthful offenders; and a member with organizational merger experience. The bill specified that the transition team was to be short-lived, beginning work on September 1, 2011, and disbanding on March 1, 2012, or as soon thereafter as possible. Additionally, the bill adjusted the composition and duties of the existing Advisory Council on Juvenile Services. This council was to provide ongoing input to the newly formed TJJD governing board.<sup>70</sup>

In contrast, the DMV transition did not have much formal oversight beyond the required Transition Team (the team was to include the Division Directors from the DMV divisions as well as the Assistant Executive Director for Support Operations).<sup>71</sup> The Transition Team was short-lived and expected to provide its recommendations to the newly appointed board within 3.5 months of bill signing.

Additionally, the more minor program transfers reviewed usually do not have oversight committees given the lower risk of these changes (for example, the transfer of the crash records and motorcycle safety programs).

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<sup>69</sup> House Research Organization, Bill Analysis. "SB 200," May 24, 2015, <https://hro.house.texas.gov/pdf/ba84r/sb0200.pdf#navpanes=0> HRO.House.Texas.Gov. (accessed April 24, 2020).

<sup>70</sup> Sunset Advisory Commission. *Sunset Advisory Commission Summary of Results: Juvenile Justice Agencies (July 2011)*.

[https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission\\_Juvenile%20Probation\\_Ombudsman%20SOL%202011%2082%20leg.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission_Juvenile%20Probation_Ombudsman%20SOL%202011%2082%20leg.pdf) Sunset.Texas.Gov. (accessed April 23, 2020) and Transition Team Report for the Texas Juvenile Justice Department (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet, available <https://web.archive.org/web/20120322181219/http://www.tjjd.texas.gov/home/boardmeeting.aspx> (accessed April 24, 2020.)

<sup>71</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). "H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action" p. 89. Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).

### 4.6.3. Reporting

Typically, some degree of reporting is required by the Legislature during the transition process. In some cases, quarterly reports and/or annual reports are required, while in others only an implementation summary is required at the end of the transition process. The transition of 13 licensing programs from DSHS to TDLR provides a good model for reporting. In this case, implementation reporting requirements were outlined in the bill, specifying annual reporting, to whom, and the contents of each report, including detailed information about the status of implementation of the transition plan; an explanation of delays or challenges; all appointments to each advisory board or committee; the establishment and operation of the health professions division and any other relevant information, as well as additional input to be obtained by advisory boards and committees.<sup>72</sup> Meanwhile, the legislation for the TJJD transition did not require such extensive reporting and the TJJD transition was documented with a very short, limited report.

The reporting requirements for the TLOC for HHS were the most involved and structured of the cases reviewed. Oversight and reporting were to occur in a gradually reduced fashion over a period of eight years. TLOC was required to meet at least quarterly until September 2017; at least semi-annually between October 2017 and December 2019; and, at least annually between January 2020 and August 2023. TLOC was also required to report to the governor, lieutenant governor, speaker, and Legislature by December 1 of each even-numbered year on progress and other issues related to the reorganization.<sup>73</sup>

Another common tool for reporting and accountability is including requirements in the GAA for agencies undergoing programmatic or administrative transitions. These requirements typically require the affected entity to report specific information on a standard timeframe (monthly, quarterly, annually, etc.) to the LBB as a tool to ensure budget oversight.

### 4.6.4. Follow-Up Audits and Reviews

In some cases, in addition to regular transition reporting, follow-up audits or special follow-up Sunset reviews are used to ensure oversight and accountability. For example, in the DMV case, in addition to required quarterly reporting by the DMV Board Chairman to the Governor,<sup>74</sup> legislation also required that the State Auditor's Office (SAO) "conduct an initial financial audit to establish financial benchmarks for the Texas Department of Motor Vehicles on its overall status and

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<sup>72</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1 (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015)*, December 2018, p. 3. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%2020202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%2020202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>73</sup> Sunset Advisory Commission. *Sunset Advisory Commission Staff Report with Final Results (July 2015)*. <https://www.sunset.texas.gov/public/uploads/files/reports/HHSC%20and%20System%20Issues%20Final%20Results.pdf> Sunset.Texas.Gov. (accessed April 24, 2020) and Transition Legislative Oversight Committee, Report to the 85<sup>th</sup> Legislature, November 29, 2016. <https://senate.texas.gov/cmtes/85/c935/c935.InterimReport2016.pdf> Accessed April 24, 2020.

<sup>74</sup> Victor Vandergriff, Chairman, Texas Department of Motor Vehicles. *Chairman's Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles: For the Quarter Ending February 28, 2010*, submitted May 10, 2010, p. 1. TxDMV provided document to staff via email in March 2020. Not available online.

condition in relation to funds on hand, equipment and other assets, pending matters, and other issues considered appropriate by the office of the state auditor”<sup>75</sup> as soon as was feasible. This audit was conducted by the SAO in October 2010, less than a year after the transition (November 2009).<sup>76</sup> Shorter Sunset dates or special follow-up reviews are another example of tools used to ensure oversight and accountability. For example, in the DMV case the Legislature gave the new agency a shorter sunset date of six years, rather than the standard 12-year sunset date.<sup>77</sup> The shorter Sunset date allows for a more timely analysis of how the agency or programs are functioning within their new structure (though the Legislature later extended DMV’s Sunset date when no major concerns regarding the transition had developed.)

## 4.7. Operational Details

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The operational details of transfers are, of course, a challenge. The Legislature typically does not address every operational detail in the bills. Bill “instructional provisions” lay out a litany of specifics that are standard across the case study legislation analyzed. Typically, these include:

- **Powers and duties.** The legislation usually explicitly transfers all rules, rulemaking authority, powers, duties, obligations, rights, licenses, contested matters/complaints, and existing contracts, from one agency to the other. The expectation is that the details of these functions stay the same until the new agency seeks to implement change in these areas, including rulemaking.
- **Access to information.** Legislation usually specifies that the agencies must provide access to IT systems, code, equipment, and information needed to facilitate the transfer, and that access to databases and information systems must continue between the agencies as needed for the agencies to carry out their duties. In some cases, the legislation contains language specifying that agencies cannot charge each other for access to systems or information (for example, in the creation of the DMV, HB 3097 stated that no fees could be imposed for information-sharing)<sup>78</sup> Additionally, HB 11, which contemplated moving the DLD to DMV in 2019 (but ultimately did not pass), also prohibited DMV and DPS from imposing or collecting a fee or charge “in connection with the sharing of information.”<sup>79</sup>

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<sup>75</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). “H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action” p. 89. Capitol.Texas.Gov, Texas Legislature Online.

<https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).

<sup>76</sup> State Auditor’s Office. *An Audit Report on The Department of Motor Vehicles, October 2010, Report No. 11-007*. SAO.Texas.Gov. <https://www.sao.texas.gov/Reports/Main/11-007.pdf> (accessed April 16, 2020).

<sup>77</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). “H.B. No. 3097.” Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).

<sup>78</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). “H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action” p. 83-91. Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).

<sup>79</sup> Texas Legislature 86<sup>th</sup> Legislative Session (2019). “H.B. No. 11, SectionA118.(a).” Capitol.Texas.Gov, Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/HB00011E.pdf#navpanes=0> (accessed May 8, 2020).

- **Staffing.** Typically, the bills transfer all relevant FTE employee positions of the agencies or divisions being transferred on the date of program transfer. For example, SB 202, which outlined the transfer of the occupational licensing programs from DSHS to TDLR, specified that “all full-time equivalent employee positions at the Department of State Health Services that primarily concern the administration or enforcement of the program being transferred become positions at the Texas Department of Licensing and Regulation” upon the transfer of the program.<sup>80</sup>
- **Business Continuity.** The requirement of MOUs is the primary mechanism to ensure business continuity across these transitions. For example, TJJJ had a “Business Continuity Plan Checklist” developed by the staff of both TYC and JPC and used heavily by the transition oversight committee as part of transition planning. This checklist extensively detailed specific steps agency staff had to take to merge or standardize practices across all administrative divisions of the agency (human resources, information technology, financial systems, procurement processes, etc.).<sup>81</sup>
- **Facilities.** In most cases, only real property directly related to the program transfers, but facilities must be worked out on a case-by-case basis when co-located, as occurred with DMV and TxDOT. The MOU process allows for this flexibility (as well as addressing security concerns, such as maintaining current protocols until the new agency can take them over).
- **Organizational Structure.** Typically, the Legislature does not get involved in dictating organizational structure. In one exception, the case of TDLR, the Legislature required a specific Health Professions Division,<sup>82</sup> which didn’t fit well with TDLR’s existing regulatory model, as it is more functionally aligned (i.e., organized by function such as licensing, customer service, enforcement, regulatory program management, and education/examinations, versus specific topical areas such as health). Micromanaging this organizational structure defeated the purpose of moving these functions to TDLR, whose well-known success is attributed to its functionally aligned divisions.<sup>83</sup>

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<sup>80</sup> Texas Legislature 84<sup>th</sup> Legislative Session (2015). “S.B. No. 202, Article 1, Part 3, “Transition Provisions,” p. 153.

Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/84R/billtext/pdf/SB00202F.pdf#navpanes=0> (accessed April 28, 2020).

<sup>81</sup> Transition Team Report for the Texas Juvenile Justice Department (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet, available <https://web.archive.org/web/20120322181219/http://www.tjjd.texas.gov/home/boardmeeting.aspx> (accessed April 24, 2020.)

<sup>82</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 3-4. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>83</sup> *Ibid*, p. 10.

## 4.8. Best Practices

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In the case study review, numerous best practices emerged that contribute to a more successful and smooth transition process, briefly discussed below.

### 4.8.1. Create clear expectations and goals for the transfer.

It is critical that the goals, purpose, and expectations of the transfer are clearly defined and documented, whether done in statute or as part of the agency's transition planning process. Certain case studies provide good examples of this, including those of TJJJ, TDLR, and DMV. The Legislature put the mission and goals for the TJJJ consolidation directly in statute. Conversely, TDLR and DMV set their own expectations and reported to the Legislature on key criteria as part of the transition process.

Customer service metrics should be included in this process to track progress. In developing these metrics, relevant parties would analyze current performance and ideal new agency performance, and set new, reasonable goals for what should be accomplished (for example, customer services/call center metrics between DPS and DMV). These metrics should also be informed by other states and industry standards for benchmarking. The measures can be specified partly in the legislation, but the details usually are in the appropriations act.

The case of the 13 programs transferred from DSHS to TDLR provides a good example of customer service and efficiency metrics that should be tracked. For example, TDLR created transition report cards to track progress across the 13 transferred programs in the areas of increased services (i.e., licenses issued or renewed, calls and emails answered, cases opened and closed, and average days to close a case); fee savings; and improved transparency and communication (subscribers to email notification list, program-specific web content development, and advisory board meetings held).<sup>84</sup>

### 4.8.2. Balance time for careful planning with urgency to create momentum.

Allow the agencies reasonable time to form teams, assess details, and plan for the change, but give them clear deadlines on an aggressive schedule. Ideally, the planning phase would be sufficient to accomplish these goals, but then quickly transition into the implementation phase without too much lag time.

Phasing large and complicated transitions is a good idea, but it is necessary to create clear benchmarks to maintain momentum. The transfer of 13 occupational licensing programs from DSHS to TDLR is an excellent example of a phased approach breaking down the transfer by program area, while the DMV offers a good example of an approach that phased the administrative

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<sup>84</sup> Texas Department of Licensing and Regulation. *Update: Health Professions Consolidation (Phase 1)*, April 2017 (First Six Months Health Programs Data). TxDMV provided document to staff via email in April 2020. Not available online.

support as the new agency transitioned to independence from TxDOT. For example, the phased approach taken by TDLR allowed for iterative learning and refinement of the process as it absorbed each program along the way. This approach also enabled the agencies to determine the best time for the transfers. Nevertheless, TDLR still required a good deal of administrative support and collaboration from DSHS to plan the process. TDLR met weekly with each functional area of the agency, as well as with DSHS, during the transition period. A command center was staffed to monitor the initial days after each group of program transfers to ensure a seamless transition. Additionally, after phase one was completed, an evaluation of the process was conducted to streamline and improve the phase two process.<sup>85</sup>

Conversely, in the DMV case, given the rapid nature of the transition from TxDOT to the DMV, and the inherent growing pains encountered by newly formed agencies, particularly those with large and critical state functions, it is not surprising that DMV was not capable of complete independence initially. The newly formed agency required a good deal of administrative support on the part of TxDOT (guided by MOUs) which continues to a lesser extent today.

#### **4.8.3. Require formal collaboration between the involved agencies while allowing flexibility to work out operational details.**

These transfers require a certain amount of flexibility. The Legislature cannot manage every detail and many issues will naturally need to be worked out on a case-by-case basis (such as how to handle continued co-location in regional facilities). Of course, it is important to require working groups and MOUs in the legislation, so negotiations between the agencies do not delay the process indefinitely.

Transfers of whole agencies or major programs require a collaboration by all parties involved. During the case studies, the study team conducted several on-background interviews. It is clear from these interviews that transitions succeed or fail based on how well the agencies work together. Sometimes the transfer is seen as a positive to the existing agency and they are more than happy to help. However, sometimes these transfers are viewed as punishment to the existing agency and they may not be as motivated to help ensure success. Hence, it is important to give enough flexibility to facilitate a smooth transfer but ensure that the legislation puts in place requirements that the agencies work together. The bottom line is while it is unrealistic to assume that agencies will always have a perfect working relationship, expecting the Legislature to include every detail in the legislation is also unrealistic.

The case studies revealed a continuum of oversight models, with the scale of more “hands off” to more “hands on” generally based on the level of risk involved with the transfer. For example, the case of the consolidation and reorganization of the HHS agencies, with the creation of a TLOC, was the most extreme example of an active oversight structure being put in statute, with the

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<sup>85</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 4. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).



oversight committee to oversee the process for eight years combined with an extensive reporting structure. At the other end of the scale, the creation of DMV serves as a good example of a less formal approach. The Legislature gave the transfer date and required an MOU and an audit, but generally left the details to TxDOT and DMV to work out. The TJJD case was somewhere in the middle (short timeline; reporting/oversight required, but the transition committee was disbanded quickly). The TDLR case (i.e., 13 programs transferred from DSHS) is also somewhat in the middle of the continuum. There was a formal process with extensive reporting requirements, but no formal oversight committee was established.

It is critical to establish a dedicated oversight structure, documentation of progress, and an escalation path to resolve issues. Many of the case study examples did not have this structure, which caused some issues to emerge, such as in the case of the DMV. Little formal oversight was implemented, but the two agencies were clearly directed to make it work. Nevertheless, there was some friction, particularly around funding, as discussed earlier. It is important for the Legislature to contemplate how to ease these tensions and resolve disputes quickly. The case of the transfer of the motor fuels program from the TDA to the TDLR is also a good lesson on the importance of putting some general requirements into law (for example, about agencies granting access or other forms of collaboration), given the controversy associated with that change.

#### **4.8.4. Carefully consider impact on stakeholders.**

##### **4.8.4.1. Governance**

These transitions often involve changes to the formal governance structure of agencies, including new rulemaking authority, new board or advisory committees, and so on. It is essential that the Legislature consider the final governance structure and advisory board options. Some boards will be independently appointed, while others may be appointed by the governor. For example, in the DMV case, the board shifted from a more public, general board (the TxDOT commission) to an industry dominated board, which then caused some governance problems. On the other hand, in the DSHS programs transfer to TDLR, the governing structure shifted from industry-focused boards to a more general, public board with other mechanisms to receive industry input. In all cases, deciding how the program will be governed is a major decision, and it must be negotiated with the relevant stakeholders in any legislation.

##### **4.8.4.2. Public involvement**

The transition process must also be transparent and there must be opportunities for all stakeholders (of both the originating and receiving agency) to be involved, without having any one group overly influence the process. Stakeholders can be other governmental entities (for example, in the case of DMV, county tax assessor-collectors), as well as individuals. Key elements of inclusion and transparency include making transition meetings public to the extent possible and posting drafts of plans, final plans, and reports for public comment and review.

#### **4.8.4.3. Consumer Impact, e.g., Voter Registration**

The impact to the agency’s consumers, including potential unintended consequences of program changes, must also be carefully considered. For example, specific to changes to driver license agencies, the impact of changes on voter registration should be carefully considered. Based on news reports surrounding the Georgia case discussed earlier, the changes to Georgia’s driver license program occurred at the same time as other major policy changes that required more individuals to obtain identification cards to vote. Because the transfer of the program resulted in office closures, some voting rights advocates claimed this had a significant negative impact on access to the polls, particularly among African-American voters.<sup>86</sup>

#### **4.8.4.4. Key Partner Input, e.g., County Tax Assessor-Collectors**

In the case of driver license services, the role of county tax assessor-collectors deserves special consideration since counties already play a key role in issuing vehicle titles and registration (in partnership with DMV) and some also issue driver licenses (in partnership with DPS). Naturally, in any transfer, counties will need to be carefully considered and included in any contemplated program changes DMV or the new agency may make.

In the Florida case, the DHSMV sought input from tax collectors through a needs assessment survey and a request for a cost analysis immediately after the bill transferring driver license duties to counties passed. This information and input informed the specific transition process developed for each county, rather than attempting to create a one-size-fits-all approach.

In addition, rather than establish specific goals across the board for the entire planned transfer, the transition plan instead outlined a process through which to develop these targets directly with county tax collectors. This model allowed the transition team the flexibility and agility to modify the transition process to meet the unique circumstances in each county, including exemptions for special circumstances. For example, though the bill required the transition of driver license services to counties to be complete by 2015, DHSMV still operated 17 state driver license offices in three counties in 2018. Only 61 county tax collectors in that same year were offering full driver license services. The remaining three counties were either served by inter-local agreements with neighboring counties or through a mobile licensing program called “Florida Licensing on Wheels”.<sup>87</sup>

#### **4.8.5. Ensure standard elements are included in the legislation to avoid legal gray areas.**

Legislation transferring the administration of functions or programs between agencies should contain the following standard transfer provisions that are critical to ensuring that no gray area

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<sup>86</sup> Harold McDougall. *African American Civil Rights in the Age of Obama: A History and A Handbook*, 2010, 2nd ed. Washington, D.C.: Howard University Press (2010).

<sup>87</sup> Florida Highway Safety and Motor Vehicles. “Historical Timeline: Division of Driver Licenses A.K.A. Division of Motorist Services”, 2019. FLHSMV.Gov. <https://flhsmv.gov/pdf/about/history/DDLtimeline.pdf> (accessed April 28, 2020).

exists regarding the legal status of contracts, rules, or staffing and to guiding overall implementation.

- Legislation must provide for continuance of contracts, rules and rulemaking authority, administrative hearings, policies, procedures, licenses, permits, and notices. Authorization should remain in effect during and after the transfer and until changed by the new agency. Additionally, all complaints, investigations, contested cases, or other proceedings that are pending on the effective date of the transfer should transfer to the new agency without change to status.
- All FTE positions that concern the direct administration of the program should become positions of the new agency on the transfer effective date.
- The Legislature should specify how real property should be handled (along with facilities). Usually, facilities used primarily by the transferred program would transfer, but the details may be worked out in an MOU.
- All money, contracts, leases, property, software source code and documentation, records, and obligations should transfer to the new agency on the date of the transfer. Unexpended and unobligated balance of any money appropriated by the Legislature for the program being transferred should also transfer to the new agency on the effective date.
- The furniture, computers, vehicles, other property and equipment, files, and related assets assigned to the program should transfer to the new agency on the date of the transfer.
- The originating agency should be required to provide the new agency with all of the information needed for the new agency to understand and transition the program successfully, and access to any systems, facilities, or information necessary. Neither agency should be allowed to impose or collect a fee in connection with the sharing of information under the joint MOU.
- To minimize potential disruption, the Legislature should consider requiring the originating agency to continue providing administrative support to the new agency, with the details and funding worked out in an MOU, until the new entity can successfully take over the function.
- The agencies should also be allowed to enter into additional formal MOUs or informal letter agreements, as necessary and appropriate, to facilitate the transfer, such as agreements to provide office space, security services, utilities, facility services, or additional administrative support services over the full transition period.

## Chapter 5. Recommendations

This chapter outlines a legislative framework for accomplishing an orderly transition of the DLD from DPS either to DMV or a new stand-alone agency. Ultimately, the recommended implementation elements for either option are similar, so they are presented together for ease of explanation.

While the following recommendations could be used to implement a transfer of the DLD from DPS to DMV or a new agency in any legislative cycle, for the purposes of this discussion, it is assumed the potential legislation would be considered during the 87<sup>th</sup> Regular Session (2021) with a standard effective date of September 1, 2021.

### 5.1. Implementation Elements

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Based on the findings and best practices discussed in Chapter 4, the Legislature should include the following provisions to guide an orderly and successful transition process for either scenario.

#### 5.1.1. Clear Goals and Measures of Success

In making such a major change, the Legislature should clearly articulate the goals, expectations, and measures for evaluating progress under a new organizational structure. Based on the history leading up to this study, the Legislature should consider the following types of goals and measures relating to customer service and accountability of the driver license program.

- Increasing output – Measures could establish an expectation for the kind of volume the program should experience based on state population growth, expressed in numbers of customer serviced, or documents processed/provided.
- Improving customer service – Measures should capture the performance goal of changes and could include wait times, performance of the call center, online or phone-based service rate, and results of customer satisfaction surveys.
- Maximizing efficiency – Measures could include rates such as state cost per transaction or staff turnover rate to measure effectiveness of salary increases.
- Increasing accountability – Measures could include more specific requirements to measure the true cost of program administration through accurate cost accounting.

#### 5.1.2. Phased Transition Period with Specific Milestones

For either scenario, the Legislature should contemplate an initial five-year transition period. First, the bill should allow a year for intensive planning and preparation for the transition *after* the decision is officially made through the passage of a bill by the Legislature, approval by the Governor, and effective force of law. While the Legislature could pick any date for the legal

transition to occur, the most straightforward would be the start of a state fiscal year on September 1. Establishing a legal and appropriations transition on this date would align with budget years and other reporting. While the legal authority and appropriations for the program would switch on a date certain, the transition of administrative support functions could be accomplished on a longer timeline as specified and agreed by the agencies in a series of interagency MOUs or more informal letter agreements.

The planning year must contain some discrete requirements and due dates to ensure planning remains on track. The agencies must use this year efficiently; they must use this time to understand the detailed operational issues, prepare a robust transition plan, and develop the MOU to govern the interagency relationship moving forward. After the first year, an implementation phase begins during which the Legislature should employ a series of oversight and accountability tools on a structured timeline. Key milestones should include the actions listed in Table 5.1 (described in more detail in the sections that follow.)

**Table 5.1 Snapshot of the First Five Years – Key Transition Milestones**

September 1, 2021	Legislation takes effect Appointment of Executive Working Group and Transition Oversight Committee
By December 1, 2021 (3 months)	Draft Transition Plan due
By March 1, 2022 (6 months)	Final Transition Plan due
By June 1, 2022 (9 months)	Draft Interagency MOU (agreement in principle) due
By August 31, 2022 (12 months)	Final Interagency MOU executed
September 1, 2022 (12 months)	Legal authority and appropriations for the program transfer
September 2022 to September 2026	Four-year implementation period, during which time a Transition Oversight Committee and series of interagency agreements (MOUs) govern the orderly and phased transition of administrative duties between DPS and DMV or the new agency.

### 5.1.3. Transition Roles

The Legislature should require appointment of the following teams to begin formal planning and oversight for the transition immediately upon the bill’s effective date (September 1, 2021.)

#### 5.1.3.1. New Agency Scenario Only – Temporary Transition Leadership

Governance during the planning year in the new agency scenario is complicated because, unlike in the transfer-to-DMV scenario, there would not be existing agency leadership in place to advocate for the new agency on day one. While the new agency would not assume full legal and appropriations authority over the program for a year, it would need clearly designated

representatives during that time to independently evaluate operational issues and prepare the necessary transition plans and interagency agreements.

To facilitate the transition planning, the Governor should appoint the new agency's board and an Acting Director on the bill's effective date (September 1, 2021 under this proposed timeline). The legislation should specify that the authority of these individuals during the first year is limited to planning the future transition. The individuals would be authorized to engage in planning and sign an interagency agreement related to the transfer, but they would have no operational authority until the legal change occurs (September 1, 2022 under this proposed timeline.) The Governor's office would be directed to provide administrative support for the planning duties and support the Acting Director's salary during this time.

While creating a temporary administrative attachment to DPS for this temporary planning year may be tempting, the Governor's office would provide a more objective position for the new agency to negotiate agreements with DPS that will determine future success of the transfer.

#### **5.1.3.2. Executive Working Group**

This staff-level team would provide critical high-level attention and expertise from senior agency staff members while providing flexibility for the agencies to appoint additional key personnel and sub-groups to facilitate planning as needed.

The six-member executive group should include:

- the DPS Director and two additional representatives from DPS executive administration appointed by the DPS Director, and
- the DMV Director, or the Acting Director of the newly created stand-alone driver license agency, and two additional representatives appointed by the DMV Director or new agency Acting Director.

The Executive Working Group should be co-chaired by the DPS Director and the DMV Director or the Acting Director of the new driver license agency, depending on the scenario.

The co-chairs of the Executive Working Group should be authorized to appoint special committees to address topic areas relevant to drafting the Transition Plan and interagency agreements, such as in the areas of human resources, facilities, or information technology. The Executive Working Group should remain in place at least until December 1, 2026, but could be continued for a longer period upon mutual agreement.

#### **5.1.3.3. Transition Oversight Committee**

Given the significant impact of driver license services on every Texan, the Legislature should create a special committee to oversee the planning and implementation phases of the transition over a five-year period. The committee would be subject to the Open Meetings Act and provide a public forum for the agencies to present transition plans, report on progress, and provide a

mechanism to discuss challenges and escalate implementation problems. Ultimately, the Committee could provide recommendations but would not make or officially approve agency implementation decisions, which should be made by the members of the Executive Working Group in their capacities as executives of the agencies, and through formal legal agreements between the agencies. The committee should be required to meet quarterly during the first planning year and semi-annually thereafter. The committee should be abolished on December 1, 2026.

The committee should include the following five members. The Speaker of the House of Representatives and Lieutenant Governor should each designate a Co-Chair.

- Two members of House, appointed by the Speaker
- Two members of Senate, appointed by the Lieutenant Governor
- One member of the public with experience in organizational mergers, appointed by the Governor

#### **5.1.4. Transition Plan**

Immediately upon their appointment, the Transition Oversight Committee and Executive Working Group should begin drafting a Transition Plan. This plan, similar in focus to a strategic plan, should outline the broad strategies, goals, tactics, and timelines for phases of the transition process over the five-year transition period contemplated by these recommendations. The Legislature should require the Executive Working Group to present a draft of this plan within three months of the bill's effective date, and the final plan should be presented to the Committee no later than six months after the bill's effective date. The Committee should review and provide recommendations on the Draft Transition Plan, and the Executive Working Group should provide responses and explanation to how each recommendation was addressed in the Final Transition Plan. Both versions should be made publicly accessible on the agencies' websites.

#### **5.1.5. Interagency Contract (Memorandum of Understanding)**

The Legislature should require the agencies to enter into a formal, legally binding interagency contract (or an MOU) detailing specific elements of the transfer. For example, the MOU should detail the access DPS will provide to DMV or the new agency during the transition, and detail how staff, information technology systems, and facilities would be supported and paid for during various phases of the transfer to maintain continuity of operations and minimize disruptions to Texans. The Executive Working Group should present a draft of the MOU (essentially, an agreement in principle) to the Transition Oversight Committee no later than nine months after the bill's effective date and a final MOU must be entered into before the legal assumption of duties of the new agency (one year after the bill's effective date.)

The LBB should review the draft MOU for budget implications and provide recommendations to the Transition Oversight Committee and the agencies prior to the MOU being finally executed by the agencies.

The agencies should be required to update and re-execute the MOU at least every two years thereafter until the transfer is complete and no MOU is necessary. The MOUs should also be made publicly available on the agencies' websites.

### **5.1.6. Governance**

For the driver license function to be successfully administered, it is critical the Legislature carefully consider the governance under either scenario. Merging the driver license program's oversight into the DMV's current governance structure would be more difficult than setting up a new governance structure at a new agency.

#### **5.1.6.1. DMV Scenario**

The Legislature should adjust the current composition of the DMV Board, currently heavily focused on the auto industry, to reflect the significant change in the agency's functions if it took over the driver license responsibility. However, given the recent legislative history of DMV, the political issues surrounding a change in board composition will be difficult. Two options are presented below.

##### ***5.1.6.1.1. Option One: Switch to an all-public-member DMV governing board with new advisory boards to represent stakeholder interests.***

A structure based on the successful TDLR model, which regulates almost 40 different licensing programs under a single board, would be the preferred option from a best-practice standpoint. TDLR's board consists of seven members representing the general public who may not have conflicts of interest with industries regulated by the board.<sup>88</sup> TDLR's board then receives input through numerous industry-specific formal advisory boards that review and comment on rules and provide industry perspectives before the board makes decisions impacting the industries it regulates. Under this scenario, DMV's statute could be adjusted to require several formal advisory boards to ensure the industry and stakeholder voices currently on the DMV board remain represented. These could include, for example, advisory boards for auto dealers (independent and franchise), auto manufacturers, and distributors; representatives of the motor carrier industry; county tax-assessor collectors; and/or law enforcement officials.

##### ***5.1.6.1.2. Option Two: Adjust the current DMV board to increase the ratio of public members.***

If the TDLR model is not feasible, then the Legislature should consider, as a minimal approach, converting one of the two franchised dealer positions to a general public member who can better represent consumer interests and balance the consumer to industry interests on the board. The Legislature should also specify that one of the public members be designated chair by the Governor

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<sup>88</sup> See, for example, the Texas Department of Licensing and Regulation's enabling statute (Texas Occupations Code Ch. 51) <https://www.tdlr.texas.gov/enabling.htm#51052>



and require a separate, all-public Driver License Advisory Board to focus and make recommendations on driver license issues to the full board.

The final suggested DMV board composition would be adjusted as follows. *(Changes from the current structure are italicized.)*

- Three public members representing general citizens and customers of the agency *(adding one public member)*
- Three representatives of the auto industry *(one instead of two franchised auto dealers, one independent auto dealer, and one representative from the vehicle manufacturing or distribution industry)*
- One representative from the motor carrier industry
- One county tax assessor-collector
- One county/city law enforcement representative

The political likelihood of this change may also be low, however. In 2018, the Sunset Advisory Commission staff evaluation of DMV recommended making this change for various reasons, including general best practices for public representation on boards and specific concerns about the industry-focused behavior of the DMV Board in place at that time.<sup>89</sup> However, after significant pushback from the industry, neither the Sunset Advisory Commission nor the Legislature adopted this suggestion.

#### **5.1.6.2. New Agency Scenario**

Without the political difficulties of changing an existing governance structure, the new agency scenario is less complicated. As discussed above, a structure similar to the successful model offered by the TDLR should be employed if the Legislature creates a new agency. This structure has been highly effective at ensuring broad public input while also capturing specific stakeholder concerns.

The new agency's board should consist of seven public members representing the general public with no conflicts of interest with the agency's regulatory role.<sup>90</sup> The board should also be authorized to create advisory committees by rule, at the board's discretion, to organize and receive input from stakeholder groups. These advisory committees would have no decision-making authority but could be an important forum for more structured public input than the current setup

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<sup>89</sup>DMV Sunset staff report, Issue 1 -

<https://www.sunset.texas.gov/public/uploads/files/reports/DMV%20Staff%20Report%20with%20Final%20Results.pdf>

<sup>90</sup> See, for example, the Texas Department of Licensing and Regulation's enabling statute (Texas Occupations Code Ch. 51) <https://www.tdlr.texas.gov/enabling.htm#51052>

under DPS provides. The Sunset Advisory Commission’s standard, best practice recommendations applying to state agency governing boards should also be applied to the new agency.<sup>91</sup>

### **5.1.7. Reporting to the Legislature**

The Transition Oversight Committee should be required to provide the Legislature with a comprehensive report prior to each legislative session on the status of the transfer and any issues that may need to be resolved. The reports should include: a summary of progress to date, current status, remaining projected timeline, any unresolved issues, and statutory or appropriations recommendations the Legislature should consider to ensure continued progress.

The committee would submit three reports by October 1 in each of the following years: 2022, 2024, and 2026. After submitting the 2026 report, the committee and its reporting requirement should be abolished. The reports should be posted on the agencies’ websites and submitted to:

- The Speaker of the House of Representatives
- The Lieutenant Governor
- The Governor
- The chairs of substantive committees of both House and Senate with jurisdiction over the affected agencies
- The LBB
- The Sunset Advisory Commission
- The Comptroller’s Office

### **5.1.8. Follow-Up Reviews**

#### **5.1.8.1. State Auditor’s Office Review**

As occurred after the creation of DMV in 2009, a required outside review by SAO about a year after the legal and appropriations transfer would be prudent. This financial audit would establish financial benchmarks for the transferred program at DMV or a new agency and document its overall status and condition in relation to funds on hand, equipment and other assets, and any other pending matters of note. An audit fairly soon after the transfer could also address any other financial, staffing, or operational issues occurring in the early stages of the transition. The Legislature should require this audit to be conducted and a report issued no later than March 1, 2024 (about 18 months after the transfer date).

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<sup>91</sup> Texas Sunset Advisory Commission, “Across-the-Board Policies,” <https://www.sunset.texas.gov/across-board-policies>. Accessed May 2, 2020.

### **5.1.8.2. Sunset Advisory Commission and Legislative Budget Board Review**

The Texas Sunset Advisory Commission conducts comprehensive performance reviews of the mission and performance of state agencies and other programs as directed by the Legislature. The Legislature sometimes uses the Sunset process to conduct special-purpose, limited-scope reviews to report on the progress of major changes or focus on areas of special concern. In this case, including a limited-scope Sunset review in six years (by September 1, 2027) would provide an additional oversight and reporting tool after the first frenetic years of the transition have passed.

In either the DMV or new agency scenario, the agency should have a full-scope Sunset review in 12 years, as most all state agencies do (by September 1, 2033). Given the magnitude of this change and the other oversight mechanisms suggested, if the program transfers to DMV, DMV's Sunset date should be pushed back two years to occur by September 1, 2033 instead of the currently scheduled September 1, 2031.

As already required by law, the LBB would include either DMV or the new agency as part of its Strategic Fiscal Review (SFR) prior to the Sunset reviews. The SFR is a specialized comprehensive review of a state entity's budget and programs and provides an in-depth examination to ensure the agency is focusing resources effectively and is meeting statutory requirements. By statute, the SFR must be performed on all agencies subject to Sunset review.<sup>92</sup>

### **5.1.9. Standard Transfer Provisions**

Legislation transferring the administration of functions or programs between agencies usually contains the following standard elements. These elements are critical to ensure no grey area exists regarding the legal status of contracts, rules, rulemaking authority, or staffing and to guide overall implementation. Each bill referenced in the case studies (provided in the Appendix) contained language addressing these topics that can be used as a model for potential legislation.

- All rules, rulemaking authority, fees, policies, procedures, decisions, and forms relating to the driver license program should remain in effect during and after the transfer and until changed by DMV or the new agency.
- All licenses, permits, certificates, notice, or other authorization issued by DPS should continue in effect after the transfer and remain valid for the period initially issued.
- All complaints, investigations, contested cases, or other proceedings before DPS or the State Office of Administrative Hearings relating to the driver license program that are pending on the effective date of the transfer should transfer to DMV or the new agency without change to its status.

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<sup>92</sup> Texas Government Code, Section 322.0175.

- All money, contracts, leases, property, software source code and documentation, records, and obligations of DPS relating to the driver license program should transfer to DMV or the new agency on the date of the transfer or as agreed in the interagency MOU.
- Unexpended and unobligated balance of any money appropriated by the Legislature for the driver license function, and additional administrative support amounts as specified in the appropriations act should transfer from DPS to DMV or the new agency on the effective date of the transfer.
- DPS should be required to provide DMV or the new agency with access to any systems, facilities, or information necessary for DMV or the new agency to understand and transition the program successfully.
- DPS and DMV or the new agency should be required to coordinate information systems to ensure adequate access to information between the agencies is maintained. Neither agency should be allowed to impose or collect a fee in connection with the sharing of information under the joint MOU.
- All FTE positions at DPS that concern the direct administration of the driver license program should become positions of DMV or the new agency on the transfer effective date. An additional number of indirect support positions, as specified in the appropriations act, should transfer on a schedule as outlined in the interagency MOU to support a phased transition of support services.
- The furniture, computers, vehicles, and other property and equipment, files, and related assets assigned to the DLD should transfer to DMV or the new agency on the date of the transfer. Similarly, such equipment needed for administrative support positions should transfer on the phased dates specified in the MOU.
- DPS should be required to continue, as necessary, to perform the duties and functions being transferred to DMV or the new agency until the transfer of functions and duties is complete as specified in the interagency MOU.
- The agencies should be allowed to enter into additional MOUs or more informal letter agreements, as necessary, to facilitate the transfer, such as agreements to provide office space, security services, utilities, facility services, or additional administrative support services over the full transition period.

#### **5.1.10. Appropriations Considerations**

In any transfer of functions from one state entity to another, the Legislature must balance, both in statute and in the GAA, providing sufficient direction and authority to efficiently execute the change and adequate flexibility to manage any unforeseen circumstance. While it may appear desirable to account for every eventuality ahead of time, in practice the details of all fiscal issues

related to a transfer generally do not reveal themselves until the Legislature directs the affected agencies to make the transfer and they begin negotiating the details.

At least two pieces of legislation would need to address a transfer of the DLD away from DPS: the GAA would provide appropriation adjustments and the enabling legislation would provide both the statutory basis for the transfer and the general direction on its execution.

The enabling legislation would stipulate the functions that would transfer and make appropriate statutory changes and would direct the affected entities to work together via an MOU to execute the transfer within an established timeline.

The GAA would reflect appropriations, and any restrictions on those appropriations, both for DPS and either DMV or a new stand-alone agency. Under the timelines described below, the GAA would sustain appropriations at DPS for the driver license program through the first year of the state fiscal biennium. The appropriations to DPS would then be reduced in the second year of the biennium and increased at DMV or the new agency. The amount of reduction and associated increase could be equal or adjusted per the statutory requirements adopted for DMV or the new agency.

In addition to these standard funding adjustments, the following adjustments in the GAA should take place:

- New riders stipulating that the appropriations adjustments take place only upon adoption of legislation moving the driver license program to a new entity should be added to the bill patterns for both DPS and DMV or the new agency (known as a contingency rider).
- The limitation on FTE positions would be reduced for DPS and increased at DMV or the new agency.
- Existing driver license-related riders providing direction, control, and other aspects of legislative direction and intent would be amended to only be in effect for the first year of the biennium in the DPS bill pattern, and added as new language taking effect in the second year in the bill pattern of DMV or the new agency.
- New rider language directing the affected agencies to work together under the timelines described below would be added to the bill patterns of the affected agencies.
- Performance measure targets for driver license services would be set for the first year at DPS and established for the second year at DMV or the new agency. Consideration should be given in establishing the targets in the second year that certain program aspects may experience an efficiency fluctuation until fully established in the new agency.
- Whether the program remains at DPS, moves to DMV, or created as a new agency, if there is an increase in appropriations over existing levels those amounts should be clearly articulated in rider language and the purpose of those increases specified.

- Irrespective of program location or funding level, new rider language should be added to the agency’s bill pattern clearly stipulating the total amount of funding to support driver license services, the amounts intended to support driver license services in each strategy, and the total number of FTEs associated with the driver license program and its administration.

## 5.2. Detailed Timeline

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The following detailed timeline (Table 5.2) summarizes each key point in the transition timeline from year one through year twelve. As noted above, the first five years comprise the bulk of the transition activity, while the out years provide check-in points for continuing oversight and course corrections, if needed.

A deliberate approach to organizational change of this magnitude balancing time for careful planning with deadlines, direction, and oversight to maintain momentum would ensure strong accountability mechanisms so that progress does not languish.

The timelines do not vary greatly between the two scenarios, so are presented together. The main difference between the two scenarios relates to needing to appoint key governance positions for the new agency sooner to create a legal entity that can fully engage in planning.

**Table 5.2 Proposed Transfer – Detailed 12-year Timeline**

<b>Date</b>	<b>Elapsed Time</b>	<b>Key Step</b>
June 2021	--	Bill Signed by Governor.
September 1, 2021	--	Bill Effective Date. Appointment of Executive Working Group and Transition Oversight Committee. <i>New Agency Scenario Only – Appointment of new agency board and acting director, with limited planning authority and administrative attachment to the Governor’s Office.</i>
By December 1, 2021	3 months	Draft Transition Plan presented to Transition Oversight Committee.
By March 1, 2022	6 months	Final Transition Plan presented to Transition Oversight Committee in public meeting.
By June 1, 2022	9 months	Draft Interagency MOU (agreement in principle) presented to Transition Oversight Committee and submitted to LBB.
By July 15, 2022	10.5 months	LBB conducts a fiscal review of the draft MOU and related budget implications.
By August 31, 2022	1 year	Interagency MOU executed between DPS and receiving agency (updated at least every two years thereafter).
September 1, 2022	1 year	Legal authority, appropriations, and staff transfer from DPS to receiving agency. Receiving agency assumes full authority. <i>DMV Scenario Only - DMV Board and Advisory Board changes take effect.</i>
By October 1, 2022	1.25 years	First Report to Legislature from Transition Oversight Committee.
By March 1, 2024	2.5 years	SAO audit of the financials and any observed issues.
By October 1, 2024	3.25 years	Second Report to Legislature from Transition Oversight Committee.
October 1, 2026	5.25 years	Third and final Report to Legislature from Transition Oversight Committee and Committee abolished.
September 1, 2027	6 years	Special-purpose, limited scope Sunset and LBB (SFR) reviews of transfer.
September 1, 2033	12 years	Full Sunset and LBB (SFR) reviews of receiving agency.

# Table of Contents: Task 9 Case Studies and Supporting Materials

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## Case Studies

### *Creation of New Agencies*

1. Case Study: Creation of the Texas Department of Motor Vehicles from the Texas Department of Transportation.
2. Case Study: Creation of the Texas Building and Procurement Commission out of the Abolished General Services Commission.

### *Transfer of Programs between Agencies*

3. Case Study: Transfer of the Crash Records Program from the Texas Department of Public Safety to the Texas Department of Transportation.
4. Case Study: Transfer of 13 Licensing Programs from the Department of State Health Services to the Texas Department of Licensing and Regulation.
5. Case Study: Transfer of the Motorcycle and All-Terrain Vehicle Safety Program from the Texas Department of Public Safety to the Texas Department of Licensing and Regulation.
6. Case Study: Transfer of the Motor Fuels Program from the Texas Department of Agriculture to the Texas Department of Licensing and Regulation.

### *Major Consolidations and Reorganizations*

7. Case Study: Creation of the Texas Juvenile Justice Department from the Merger of the Texas Youth Commission and Texas Juvenile Probation Commission.
8. Case Study: Consolidation and Reorganization of the Texas Health and Human Services Agencies.

### *Other States*

9. Creation of the Georgia Department of Driver Services.
10. Transfer of Driver License Responsibilities from the Florida Department of Highway Safety and Motor Vehicles to Tax Collectors.



## Additional Source Materials

Note: Some of the source documents used to develop the case studies were provided to the study team by the respective agencies. Those source documents that are not available online have been included as appendices.

Texas Department of Transportation and Texas Department of Motor Vehicles. "Memorandum of Understanding," November 1, 2009, Attachment B: Personnel and FTEs. TxDOT provided document to staff via email in March 2020. Not available online.

Victor Vandergriff, Chairman, Texas Department of Motor Vehicles. *Chairman's Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles: For the Quarter Ending February 28, 2010*, submitted May 10, 2010. DMV provided document to staff via email in March 2020. Not available online.

Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2020-2021." TxDOT provided document to staff via email in April 2020. Not available online.

Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2018-2019," 2017. TxDOT provided document to staff via email in March 2020. Not available online.

Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Agreement for Fiscal Year 2013." TxDOT provided document to staff via email in March 2020. Not available online.

Texas Department of Motor Vehicles. *AMSIT (Application Migration Server Infrastructure Transformation) Project Closeout Report*, September 14, 2017. DMV provided document to staff via email in April 2020. Not available online.

Texas Department of Motor Vehicles. *Legislative Appropriations Request for Fiscal Years 2012 and 2013*, August 2010. TxDOT provided document to staff via email in March 2020. Not available online.

Texas Department of Motor Vehicles. *Project Analysis: Texas Department of Motor Vehicles*, November 2018. DMV provided document to staff via email in May 2020. Not available online.

Texas Department of Agriculture and Texas Department of Licensing and Regulation. "Memorandum of Understanding," July 29, 2019. TDLR provided to staff via email in April 2020. Not available online.

Texas Juvenile Justice Department. *Transition Team Report for the Texas Juvenile Justice Department* (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet.

## Texas Department of Motor Vehicles (DMV) Case Study

### Case Title:

Creation of the Texas Department of Motor Vehicles from the Texas Department of Transportation.

### Date of Change:

Upon the recommendation of the Sunset Advisory Commission, the Texas Legislature transferred the motor vehicle functions of the State from the Texas Department of Transportation (TxDOT) to a newly created Texas Department of Motor Vehicles (DMV) effective November 1, 2009.<sup>1</sup>

### Bill Number/Author/Date:<sup>2</sup>

House Bill 3097 (authored by McClendon) transferred “all powers, duties, obligations, and rights of action” of the Motor Vehicle Division (MVD), the Vehicle Titles and Registration Division (VTR), the Motor Carrier Division (MCD, responsible for motor carrier registration and enforcement), and the Automobile Burglary and Theft Prevention Authority Division (ABTPA) from TxDOT to the newly created DMV. The bill was signed by the Governor on June 19, 2009 and took effect September 1, 2009.

### Fiscal Impact/Note Summary:

The fiscal note for HB 3097, dated May 21, 2009, estimated a minor net fiscal impact of negative \$180,000 through the biennium ending August 31, 2011.<sup>3</sup> The \$180,000 was the estimated cost to conduct the HB 3097-required audit (“it is assumed the financial audit of the new DMV would require 1.3 FTEs and 2,000 hours to complete at a cost of \$180,000 in fiscal year 2010.”)<sup>4</sup>

In addition, it was assumed that the new DMV would require four additional management FTEs beyond the positions that would transfer from TxDOT. It was assumed that the salaries and benefits for these new positions, as well as travel and support expenses for the new DMV board, in addition to any other transition costs, would be paid from “unobligated and unexpended TxDOT appropriations from the 2008-09 state fiscal biennium” that would be re-appropriated to DMV.<sup>5</sup>

### Documented Reasons for Change:

According to the House Research Organization’s Bill Analysis of HB 3097, several reasons were cited as *rationale* for the transfer, including:<sup>6</sup>

1. The desire to “consolidate key customer service functions” into the new state agency in order to:
  - Improve registration processing times.
  - Reduce administrative delays.
  - Improve “transparency and accountability by creating clear responsibility...and subjecting the agency to direct scrutiny” from the Legislature and the State Auditor’s Office.
2. Unburden TxDOT to allow for it to “focus on expanding and managing the state’s transportation system.”

- TxDOT was cited as being “saddled with too many exacting responsibilities related to the state’s transportation network to devote adequate attention to managing the divisions serving Texas drivers.”
  - The House Research Organization’s Bill Analysis also noted that “an agency the size of TxDOT is prohibitively difficult to restructure internally without causing disruptions to other divisions and activities. Separating the functions to an independent agency would provide the best opportunity for any further restructuring or other revisions that may be necessary in the long-term.”
3. Implement “long-overdue regulations on used auto parts recyclers, which have to date been free of direct regulation in state statutes.”

**Brief Summary of the Program Functions/Duties that Moved:**

Four divisions were transferred and established in DMV on November 1, 2009:

- Vehicle Titles and Registration (VTR)
- Motor Vehicle Division (MVD)
- Motor Carrier Division (MCD)
- Automobile Burglary and Theft Prevention Authority Division (ABTPA)

The functions moved to these divisions were:<sup>7</sup>

- Certificates of title and motor vehicle registration
- Motor carrier registration, including federal motor carrier registration
- Sale and lease of motor vehicles
- Salvage vehicle dealers
- Markings on commercial motor vehicles
- Motor transportation brokers
- Foreign commercial motor transportation
- Auto burglary and theft prevention

*Staffing and budget transfers*

According to a Memorandum of Understanding (MOU) between TxDOT and DMV dated November 1, 2009, a total of 643 FTEs were transferred from TxDOT to DMV.<sup>8</sup> In addition, according to an audit conducted by the State Auditor’s Office, as required by HB 3097, a total of \$144,718,204 was transferred from TxDOT to DMV (remaining appropriated funds and unexpended balances from fiscal years 2009 and 2010). These funds were distributed in the following lump sums:<sup>9</sup>

- \$33,915,532 in remaining appropriation balances from fiscal year 2009 transferred November 1, 2009.
- \$110,802,672 in remaining appropriation balances from fiscal year 2010.
- An additional \$99,166 was transferred for owed Registration and Titling funds on July 14, 2010, for an overall total of: \$144,817,370.

**Brief Summary of Timeline & Oversight:**

The timeline set forth in HB 3097 required swift action. HB 3097 was signed by the Governor on June 19, 2009 and took effect 2.5 months later with the creation of the new agency on September 1, 2009. HB 3097 stipulated how oversight and leadership of the new DMV would be structured. Within 3.5 months, the Governor was to appoint the board of DMV (by October 1, 2009). HB

3097 stipulated that the governor appoint certain members to the board of DMV, and designate one member as chair. Specifically, the nine-member board was to meet quarterly, serve “staggered, six-year terms,” and be comprised of:<sup>10</sup>

- Three members representing motor vehicle dealers
- One motor vehicle manufacturer or distributor
- One county tax assessor-collector member
- One member representing the motor carrier industry
- One law enforcement officer (not a state employee)
- Two general public representatives

The legislation also required that TxDOT establish a DMV Transition Team “to plan for and make recommendations regarding the transfer of obligations, property, full-time equivalent positions, rights, powers, and duties”<sup>11</sup> from TxDOT to DMV. This Team was to include the Division Directors from the DMV divisions (with the exception of ABTPA), as well as the Assistant Executive Director for Support Operations.<sup>12</sup> The Transition Team was to provide its recommendations to the newly appointed board within 3.5 months of bill signing, by October 1, 2009. In addition, the transfer of all staffing and funds from TxDOT to DMV was to occur by November 1, 2009 (4.5 months from bill signing).

The legislation required that the State Auditor’s Office “conduct an initial financial audit to establish financial benchmarks for the Texas Department of Motor Vehicles on its overall status and condition in relation to funds on hand, equipment and other assets, pending matters, and other issues considered appropriate by the office of the state auditor”<sup>13</sup> as soon as was feasible.

Beyond the audit, HB 3097 “requires the Agency’s Board Chairman to report the state of affairs of the Texas Department of Motor Vehicles to the Governor on a quarterly basis.”<sup>14</sup> While the initial quarterly reports were submitted, there were delays with submission at the outset due to a lack of “central administration support ... to ensure compliance with reporting deadlines.”<sup>15</sup>

All key transition timeline deadlines were met, and the required audit was completed by the State Auditor’s Office in October 2010.<sup>16</sup>

### **Process Details:**

On November 1, 2009, HB 3097 transferred “all powers, duties, obligations, and rights of action” of the Motor Vehicle Division (MVD), the Vehicle Titles and Registration Division (VTR), the Motor Carrier Division (MCD, responsible for motor carrier registration and enforcement), and the Automobile Burglary and Theft Prevention Authority Division (ABTPA) from TxDOT to the newly created DMV, including:<sup>17</sup>

- “Vehicles, personnel, furniture, computers, other property and equipment, files, and related materials;
- 75 other full-time equivalent employee positions of the Texas Department of Transportation primarily support the transferred divisions and...those positions are also transferred to the Texas Department of Motor Vehicles;
- The unobligated and unexpended balance of any appropriations... for the state fiscal biennium ending August 31, 2009, is transferred and reappropriated to the Texas Department of Motor Vehicles;

- The Texas Department of Transportation shall continue, as necessary, to perform the duties and functions being transferred to the Texas Department of Motor Vehicles until the transfer of agency duties and functions is complete;
- Creation of an MOU to coordinate DMV and TxDOT's information systems to allow for the sharing of information so that each department may effectively and efficiently perform the functions and duties assigned to it (no fees may be imposed for information-sharing);
- Confidential information shared under the memorandum of understanding remains subject to the same confidentiality requirements and legal restrictions on access to the information that are imposed by law on the department that originally obtained or collected the information;
- MOUs may include an agreement for the provision of office space, utilities, and other facility services; as well as the need for full-time equivalent positions of TxDOT to provide support services in addition to the positions transferred to DMV.”

### *Appropriations*

To support the provisions of HB 3097, the 81st Legislature included appropriation adjustments to support the new DMV in HB 1, the General Appropriations Act. Article IX, Section 17.30 of HB 1 provided a direct appropriation of \$200,000 and 4 FTEs for the 2010-11 biennium to support start-up activities and also directed TxDOT to transfer an amount associated with the functions of the new agency, estimated to be \$103,700,000 in each year of the biennium, along with 622 direct program FTEs and indirect support FTEs in an amount not to exceed 75 in each fiscal year. The rider also authorized the Legislative Budget Board to resolve any disputes concerning the transfers identified in the provision.

The General Appropriations Act as published in August 2009 included a bill pattern for the newly created agency reflecting this contingency provision, and shows an appropriation of \$200,000 and 4 FTEs in FY 2010 and \$142,741,633 and 626 FTEs in FY 2011. In addition, for FY 2010, all unexpended funds and FTEs appropriated to the Department of Transportation for related activities were directed for transfer to the Department of Motor Vehicles on November 1, 2009.

Given the rapid transition timeline, the agency's size, and the agency's importance to the Texas economy, DMV needed a great deal of supportive services and accommodations from TxDOT. According to an audit conducted by the State Auditor's Office, as required by HB 3097, a total of \$144,718,204 was transferred from TxDOT to DMV (remaining appropriation balances from fiscal years 2009 and 2010.)<sup>18</sup> In January of 2011, actual expended amounts by DMV totaled an estimated \$281,939,643.<sup>19</sup>

In anticipation of the first full biennium of funding as a stand-alone agency, DMV requested a total of \$325,580,760<sup>20</sup> to support agency operations. This included \$28,002,825 in funding requested above the amount expended in 2020-11 across agency operations (shown in the table on the following page).

The 83<sup>rd</sup> Legislature, convened in January 2011, faced an estimated \$27 billion shortfall between the amount of revenue estimated to be available for the 2011-2013 period and the estimated budget demands for that same period. Given the significant budget pressure that session, both the House

and Senate eliminated funding for the Automobile Burglary and Theft Prevention Authority, a \$29.8 million grant program. DMV shifted their legislative focus and requested continuation of that funding. The Legislature ultimately made the agency’s \$29.8 million ATBPA appropriation contingent on the agency raising increased revenues to cover the cost of the program. Final All Funds appropriations for DMV for the 2012-13 biennium totaled \$293.6 million, a \$12 million increase over the 2020-11 biennium largely associated with the additional transfer of oversize/overweight vehicle permitting from TxDOT during the 2011 legislative session.

DMV Initial Exceptional Items Request: 82 <sup>nd</sup> Regular Session	
Item <i>(Agency Priority Order)</i>	2012-13 Requested All Funds Amount <i>(millions)</i>
Agency Relocation	\$8,500,000
Vehicles	\$168,000
Regional Office Security	\$810,000
Regional Office Telecommunications	\$900,000
Regional Office Repairs Furnishings	\$442,000
ABTPA grants	\$2,909,050
Data Center Consolidation	\$9,823,775
ABTPA E-Grants System	\$150,000
Project One	\$4,300,000
Total	\$28,002,825

*Memorandums of Understanding (MOUs)*

While brief mentions of transfer and memorandum of understanding provisions were made in the bill for office space, utilities, information technology, other facility services, vehicles, personnel, furniture, computers, other property and equipment, files, and related materials, the bill did not outline how each category would be handled specifically. These details were outlined in a series of MOUs between the TxDOT and DMV. Today, the two agencies still have an active MOU (through August 31, 2021).<sup>21</sup>

According to the Memorandum of Understanding between TxDOT and DMV dated November 1, 2009 (for the period of November 1, 2009-August 31, 2010), the initial transition details were to be handled as follows:<sup>22</sup>

- “A total of 643 FTEs were to be transferred to DMV (of these 29 were support staff that spent 100% of their time supporting DMV Divisions and another 71 were vacant positions). These positions were allocated to the four departments as follows: VTR (428), MVD (96), MCD (30) and ABTPA (5). An additional 84 positions were categorized as “other” (indirect administration positions).
- DMV personnel may occupy TxDOT facilities and use TxDOT equipment and supplies on the same terms as TxDOT employees, except that TxDOT shall invoice DMV and DMV shall pay for any items related to the four DMV functions. Attachment C, included in the MOU, outlined the equipment, particularly computers, printers, scanners, laptops, projectors, and other IT and computing equipment, to be transferred to DMV.
- TxDOT shall assign facilities to DMV, and those facilities will be of a character and type similar to the facilities occupied by similarly situated TxDOT employees. The only

estimated costs included in the MOU were for transferred personnel, as well as ~\$562k for rent and utilities due to TxDOT for FY 2010.

- TxDOT will transfer 43 vehicles and will maintain and provide fuel for these vehicles.
- At the request of DMV, TxDOT will provide support services to DMV in the same manner that those support services are provided to TxDOT divisions. TxDOT will invoice DMV and DMV will pay for those services to the extent that those services would ordinarily be charged to the four DMV functions. The provision of services by TxDOT will be phased out as DMV fills positions with DMV employees who are able to provide those services or outsource those services. These supportive services include Technology Services, General Services, Human Resources, Maintenance, Legal, and Finance:
  - Technology Services Division will provide daily operations, including support for applications, data and voice telecom, the statewide data center services outsourcing effort, and other similar enterprise technology systems. The director of the Technology Services Division will serve as the DMV's Information Resource Manager until a DMV employee is appointed to that position and will serve as DMV's liaison to the Department of Information Resources until a DMV employee is appointed to that position.
  - General Services Division will provide daily operations, including reprographic and print shop services, manual and forms support, purchase order and contract support, records management, mail, electronic publishing, warehousing and supplies, and fleet support. TxDOT Records Management Officer will serve as DMV's Records Manager until a DMV employee is appointed to that position. The TxDOT Director of Purchasing will serve as DMV's Purchasing Manager until a DMV employee is appointed to that position. L.C. Smith will serve as DMV's Fleet Manager until a DMV employee is appointed to that position.
  - Finance Division will provide financial support for daily operations, including billing, receiving, payroll, and investments. The director of TxDOT's Finance Division will serve as the DMV's Chief Financial Officer (CFO) until a DMV employee is appointed to that position.
  - Maintenance Division will provide facility support, including parking passes, moving services, and building configuration.
  - Human Resources Division will provide support for daily operations, including hiring, employee relations, performance management, and statutorily required training for employees. Human Resources Division will also serve' as DMV's liaison in civil rights matters with state and federal agencies. George Ebert will serve as the DMV's Human Resources Director until a DMV employee is appointed to that position.
  - Occupational Safety Division will provide mandatory training, if any is required, for DMV employees.
  - On receipt of a written request from DMV, Government and Public Affairs Division will provide legislative coordination, media relations, community relations, and communications assistance.
  - Motor Carrier Division will issue temporary vehicle registration permits for DMV on the same basis as before November 1, 2009.

- Travel Division will issue temporary vehicle registration permits at the Anthony Travel Center for DMV on the same basis as before November 1, 2009. Travel Division will also provide video, audio and photographic services.
- Construction Division will provide validation tests for license plates for DMV and other related registration and titling insignia on the same basis as before November 1, 2009.
- Audit Office will provide audit services.
- Civil Rights Office will provide any civil rights investigations or necessary reports. George Ebert will serve as the DMV's Civil Rights Director until a DMV employee is appointed to that position.
- TxDOT district offices will provide support for the DMV regional offices.
- TxDOT members of the Specialty Licensing Plate Advisory Committee will continue to serve until replaced.
- [Cost estimates for these services (aside from rent and utilities reported above) were not included in the MOU.]
- DMV shall be solely responsible for any litigation arising out of events that occur on or after November 1, 2009, and relating primarily to activities within the jurisdiction of DMV. DMV shall also be solely responsible for any litigation that was managed before November 1, 2009, by one of the DMV divisions, without regard to when the litigation arose or was filed. With respect to any other litigation arising out of events that occurred before November 1, 2009, TxDOT shall retain responsibility, without regard to whether the litigation relates to activities or employees.
- TxDOT assigns to DMV all intellectual property associated exclusively with property and programs transferred to DMV, including its copyright interest in all license plate designs.
- In addition, all existing contracts under the four functions were to be transferred from TxDOT to DMV. Attachment D included the list of contracts and summaries of contract status.”

While some of these issues were resolved by 2017, the interagency contract between TxDOT and DMV, which covered period of September 1, 2017 through August 31, 2019, still highlighted the following ongoing needs:<sup>23</sup>

- “Facilities, equipment, and personnel: DMV personnel may occupy assigned TxDOT facilities and use TxDOT equipment on the same terms as TxDOT employees.
  - Cost of operating and maintaining facilities was listed as \$38,000/month.
- By September of 2017, TxDOT was no longer providing IT support to DMV and had outsourced most of this function to a contractor.
  - Because TxDOT has outsourced most of its information technology functions and has no way of capturing the labor or incremental cost of those functions, TxDOT shall have no responsibility for providing DMV with services that TxDOT obtains through a contractor.
  - DMV is scheduled to separate from the TxDOT IT infrastructure by August 31, 2017.
- Sharing of information.
- Services to be provided by TxDOT, including:
  - Validation tests for license plates and other related registration and titling insignia.
  - Facility maintenance support & access to shop services.



- Auditing of DMV records.
- Access to shared servers, resources, and information.”

Finally, the current MOU between the two agencies, which covers the period of September 1, 2019 through August 31, 2021, covers the following areas:<sup>24</sup>

- Facilities, equipment, and personnel: DMV personnel may occupy assigned TxDOT facilities and use TxDOT equipment on the same terms as TxDOT employees.
  - Cost of operating and maintaining facilities was listed as \$38,000/month.
- Information sharing.
- Services to be provided.

It is important to note that the services provided by TxDOT to DMV clearly went down over time as DMV was able to assume more independence. The maximum amount payable under the 2019-2021 and 2017-2019 contracts was \$1 million per fiscal year, respectively, while the MOU for 2012-2013 was for \$5 million max, and the MOU for 2009-2010 was for \$147,691,264 max.<sup>25</sup>

While DMV IT assumed full independence from TxDOT in September 2017,<sup>26</sup> it took a full eight years to achieve this separation. Facilities, equipment, and shared information are ongoing issues today, as reflected in the current contract (through August 31, 2021).

### **Lessons Learned, Conclusions/Findings:**

Key lessons learned from this transition are found in the areas of interagency cooperation, timeline, management/governance/oversight, facilities, customer service, and IT.

#### *Interagency Cooperation*

Given the rapid nature of the transition from TxDOT to the DMV, and the inherent growing pains encountered by newly formed agencies, particularly those with large and critical state functions, it is not surprising that DMV was not capable of complete independence initially. The newly formed agency required a good deal of administrative support on the part of TxDOT. This support did not occur by happenstance – it was outlined in an MOU which “established the roles and responsibilities of TxDOT and the DMV as the agency transitions to independence.”<sup>27</sup> Given the lack of transition details in the bill, these MOUs served as the ongoing defining structure for the new agency. As of this writing in May of 2020, DMV still has an MOU with TxDOT, though the number of categories covered by the MOUs have been reduced over the years as the DMV was able to function more independently and many of the transition issues were resolved. Nevertheless, it has been a long process and key ongoing issues include facilities and information sharing. MOUs were clearly critical to defining the relationship between the agencies and their expectations of each other. This structured process took a while to work out, as can be seen by the many MOUs between the agencies, but the details were eventually able to be hammered out over time.

Given the minimal direction in HB 3097 about the transition, as well as the lack of any benchmark requirements for achieving independence, the two agencies essentially needed to work it out over time. The interagency cooperation between TxDOT and DMV was critical to the success of DMV. While HB 3097 left significant discretion to both agencies, the appropriations provisions in HB 1 did stipulate specific appropriations and FTE transfer amounts and did provide a mechanism to address associated disputes. The multiple iterations of MOUs over the years for the agencies to

sort out processes and expectations may have been minimized and benefitted from a more formalized process being in place at the outset of such a large transition.

In reviewing the Chairman's Quarterly Reports to the Governor on the State of Affairs of the Texas Department of Motor Vehicles, it is clear that the business relationship between TxDOT and DMV was positive, but certainly had its challenges, particularly funding challenges driven by the fact that the two agencies are "vying for funding or the use of money from a common pool of revenue."<sup>28</sup> The Chairman's Report for the Quarter Ending February 28, 2010, early in the transition period, speaks to these successes and challenges:<sup>29</sup>

"The business relationship between the DMV and TxDOT is positive in most respects. The full and complete cooperation of the IT, facilities, administrative and human resource management functions of TxDOT among others in standing up and supporting the DMV must be duly noted and appreciated. There is difficulty or pain in our financial relationship. The DMV is a huge revenue generator for Fund 1 and Fund 6 but all of its funding comes from Fund 6... The perceived imbalance between revenue generated and responsibility for funding the motor vehicle functions appears to have been a difficult subject for a long time within TxDOT. It also appears that support of DMV functions directly and only correlates to the revenue the DMV generates for Fund 6. Now, TxDOT's appropriate concern is that the DMV, as an independent Agency, could require or even ask for additional funding for all of its motor vehicle functions which could in turn negatively impact Fund 6."

#### *Timeline*

The biggest lesson learned from the creation of DMV was that the short timeline limited the new agency's ability to achieve truly independent status. The timeline set forth in HB 3097 provided for a two-month turnover from the time the bill took effect on September 1, 2009 to the deadline for staff and fiscal transfers on November 1, 2009. This is a tremendously short timeline to transfer such a large and important agency. As the Legislative Appropriations Request for Fiscal Years 2012 and 2013, submitted by DMV in August 2010, less than a year after the transfer, noted: "The motor vehicle related industry sector of Texas employs over one million people, pays \$40 billion annually in wages and benefits, contributes 20% of all retail sales activity, pays 43% of all motorist taxes and fees collected by the state, and generates over \$3 billion in total revenue to the state through the payment of taxes and fees from its business activities."<sup>30</sup>

#### *Management/Governance/Oversight*

Administrative overhead and management was an issue from the outset. It was assumed in the Fiscal Note for HB 3097 that the new DMV would require four additional management FTEs beyond the program staff assumed to transfer from TxDOT.<sup>31</sup> HB 1, the General Appropriations Act, provided DMV \$200,000 and 4 FTEs in FY 2010 and \$142,741,633 and 626 FTEs in FY 2011 to launch the new agency; in addition, all unexpended funds and FTEs appropriated to the Department of Transportation in FY 2010 to operate the program were directed for transfer to the Department of Motor Vehicles on November 1, 2009 and up to an additional 75 FTEs were designated for transfer to support administrative functions. Four additional executive positions did not create the management structure needed to support such a large and essential agency. Eventually, TxDOT transferred to DMV additional "empty" positions so that the DMV could hire additional management positions to help alleviate this vacuum. This transfer was possible in

part due to the flexibility afforded the two agencies in the HB 1 contingency provision discussed above. As mentioned previously, TxDOT had a vested interest in DMV succeeding (TxDOT relies on VTR revenue) which enabled a longer, more supportive transition period than that required in HB 3097, as well as the provision of additional staff and supportive services.

Governance has also been a challenge given the structure of the DMV board. While the TxDOT board had a broader, more general and public-facing focus, the newly formed DMV board was highly specialized and industry-specific. Over the long-term, this board structure has created some problems as the board's composition shifted the focus to be more industry-aligned. In 2019, reporting on its Sunset review of the DMV, the Sunset Advisory Commission concluded that the DMV board needed to be wary of conflicts of interest:<sup>32</sup>

“As the administrator, regulator, and arbitrator of competing interests in the motor vehicle industry, the department's board has struggled to balance these roles, particularly since the majority of the board members represent different facets of the industry. At times, board members struggle to prioritize the needs of the state as a whole versus their industry interests, straining their appropriate role as a member of a statewide policymaking board. Board actions to initiate potentially anticompetitive rulemaking indicate the volatility of this evolving industry and pose significant risk to the state if not checked.”

#### *Facilities*

As of 2014, facilities were cited as a key issue for the DMV. In the agency's 2014 annual report, essential agency activities included: “establishing the agency's infrastructure, including information technology, buildings and facilities.”<sup>33</sup> Emphasis was placed on the need for property, particularly for its headquarters, as the agency was “dependent upon property owned by the Texas Department of Transportation (TxDOT) which is in the process of assessing, selling property, including buildings that DMV headquarters staff and regional offices occupy.”<sup>34</sup>

By 2019, facilities issues were largely resolved by legislative appropriations and ongoing MOUs. Nevertheless, DMV is still located in some TxDOT facilities today. There is no plan to move from these facilities, however, as the public is used to obtaining services at these locations. According to a November 2018 Project Analysis of DMV:<sup>35</sup>

- “DMV Austin headquarters occupies three buildings, totaling approximately 122,000 square feet at 4000 and 4300 Jackson Avenue in Austin, Texas. The Camp Hubbard Campus is owned by the Texas Department of Transportation (TxDOT), which provides facility related needs for approximately 78% of DMV staff. DMV occupies approximately 72,000 square feet in Building 1 (4000 Jackson Avenue) and approximately 30,000 square feet in Building 5 (4300 Jackson Avenue). DMV staff also occupies approximately 20,000 square feet (one floor) of Building 6.
- DMV leases approximately 3,000 square feet of commercial warehouse space at 1811 Airport Boulevard, Austin, Texas to house surplus equipment and furniture and for record retention storage. In addition, the department also leases another 2,500 square feet of warehouse space at TxDOT's Centimeter Warehouse Facility that is used to store large spools of title and registration related documents that require a secured and climate-controlled facility.

- DMV’s 16 Regional Service Centers (RSCs), house approximately 22% of DMV’s workforce. Nine of DMV’s RSCs are owned and maintained by TxDOT while the remaining seven RSCs are located in leased space. DMV RSCs are located in: Abilene; Amarillo; Austin; Beaumont; Dallas/Carrollton; Corpus Christi; El Paso; Fort Worth; Houston; Longview; Lubbock; Midland/Odessa; Pharr; San Antonio; Waco; and Wichita Falls.”

#### *Customer Service*

One of the factors cited as rationale for making DMV a separate agency was improving customer service. In 2019, reporting on its Sunset review of the DMV, the Sunset Advisory Commission noted that the purpose of creating the separate agency was to ensure that DMV functions would receive the “focus and attention needed to improve operations and overall customer service.”<sup>36</sup> The Sunset Commission found that DMV had been successful in this purpose: “Overall, the department has largely accomplished these goals and should be continued for 12 years. Through proactive management, the department has modernized motor vehicle services and improved customer service for both the public and industry.”<sup>37</sup>

#### *IT*

Finally, the 2019 Sunset report noted that while the DMV had implemented new IT systems for efficiency and customer service goals, the agency “lacks an overarching approach and plan for managing its IT infrastructure, which has resulted in poor prioritization and coordination of different IT projects and project delays. The department also does not require the use of all its online systems, which decreases efficiency and increases costs.”<sup>38</sup> Given that DMV IT systems only achieved full independence from TxDOT in the fall of 2017,<sup>39</sup> it is not surprising that DMV still has some challenges in the IT area.

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- <sup>1</sup> Sunset Advisory Commission. *Sunset Advisory Commission Final Report: Texas Department of Transportation*, July 2009, p. 168. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/Department%20of%20Transportation%20Final%20Report%202009%2081%20Leg.pdf> (accessed April 15, 2020).
- <sup>2</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). "H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action," p. 83-91. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).
- <sup>3</sup> Legislative Budget Board. "Fiscal Note, 81<sup>st</sup> Legislative Regular Session, May 21, 2009, HB 3097." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/fiscalnotes/pdf/HB03097F.pdf#navpanes=0> (accessed April 16, 2020).
- <sup>4</sup> Ibid.
- <sup>5</sup> Ibid.
- <sup>6</sup> House Research Organization, Bill Analysis. "HB 3097," May 4, 2009, p. 7-9. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba81r/hb3097.pdf#navpanes=0> (accessed April 15, 2020).
- <sup>7</sup> Ibid, p.2.
- <sup>8</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Memorandum of Understanding," November 1, 2009, Attachment B: Personnel and FTEs. TxDOT provided document to staff via email in March 2020. Not available online.
- <sup>9</sup> State Auditor's Office. *An Audit Report on The Department of Motor Vehicles, October 2010, Report No. 11-007*. SAO.Texas.Gov. <https://www.sao.texas.gov/Reports/Main/11-007.pdf> (accessed April 16, 2020).
- <sup>10</sup> House Research Organization, Bill Analysis. "HB 3097," May 4, 2009, p. 3. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba81r/hb3097.pdf#navpanes=0> (accessed April 15, 2020).
- <sup>11</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). "H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action," p. 83-91. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).
- <sup>12</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). "H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action" p. 89. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).
- <sup>13</sup> Ibid.
- <sup>14</sup> Victor Vandergriff, Chairman, Texas Department of Motor Vehicles. *Chairman's Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles: For the Quarter Ending February 28, 2010*, submitted May 10, 2010, p. 1. DMV provided document to staff via email in March 2020. Not available online.
- <sup>15</sup> Ibid.
- <sup>16</sup> State Auditor's Office. *An Audit Report on The Department of Motor Vehicles, October 2010, Report No. 11-007*. SAO.Texas.Gov. <https://www.sao.texas.gov/Reports/Main/11-007.pdf> (accessed April 16, 2020).
- <sup>17</sup> Texas Legislature 81<sup>st</sup> Legislative Session (2009). "H.B. No. 3097, Article 6: Transfers of Certain Powers, Duties, Obligations, and Rights of Action," p. 83-91. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/history.aspx?LegSess=81R&Bill=HB3097> (accessed April 15, 2020).
- <sup>18</sup> State Auditor's Office. *An Audit Report on The Department of Motor Vehicles, October 2010, Report No. 11-007*. SAO.Texas.Gov. <https://www.sao.texas.gov/Reports/Main/11-007.pdf> (accessed April 16, 2020).
- <sup>19</sup> Legislative Budget Estimates, Legislative Budget Board, January 2011. Note that the DMV Legislative Appropriations Request submitted in August 2010 assumed a higher expended amount of \$313,280,173.
- <sup>20</sup> Note that the agency's initial LAR request totaled \$341,284,825. This was subsequently revised downward to \$325,580,760 primarily to address an overstatement in the LAR of 2020-11 expenditures.
- <sup>21</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2020-2021." TxDOT provided document to staff via email in April 2020. Not available online.
- <sup>22</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Memorandum of Understanding," November 1, 2009, Attachment B: Personnel and FTEs. TxDOT provided document to staff via email in March 2020. Not available online.
- <sup>23</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2018-2019," 2017, p. 2-6. TxDOT provided document to staff via email in March 2020. Not available online.
- <sup>24</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2020-2021." TxDOT provided document to staff via email in April 2020. Not available online.
- <sup>25</sup> Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2020-2021." TxDOT provided document to staff via email in April 2020. Not available online; Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Contract for Fiscal Years 2018-2019," 2017. TxDOT provided document to staff via email in March 2020. Not available online; Texas Department of Transportation and Texas Department of Motor Vehicles. "Interagency Agreement for Fiscal Year 2013," TxDOT provided document to staff via email in March 2020. Not available online; and Texas Department of Transportation and Texas Department of Motor Vehicles. "Memorandum of Understanding," November 1, 2009, Attachment B: Personnel and FTEs. TxDOT provided document to staff via email in March 2020. Not available online.
- <sup>26</sup> Texas Department of Motor Vehicles. *AMSIT (Application Migration Server Infrastructure Transformation) Project Closeout Report*, September 14, 2017. DMV provided document to staff via email in April 2020. Not available online.
- <sup>27</sup> Texas Department of Motor Vehicles. *Legislative Appropriations Request for Fiscal Years 2012 and 2013*, August 2010, p.1. TxDOT provided document to staff via email in March 2020. Not available online.

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- <sup>28</sup> Victor Vandergriff, Chairman, Texas Department of Motor Vehicles. *Chairman's Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles: For the Quarter Ending February 28, 2010*, submitted May 10, 2010, p. 4. DMV provided document to staff via email in March 2020. Not available online.
- <sup>29</sup> Ibid.
- <sup>30</sup> Texas Department of Motor Vehicles. *Legislative Appropriations Request for Fiscal Years 2012 and 2013*, August 2010. TxDOT provided document to staff via email in March 2020. Not available online.
- <sup>31</sup> Legislative Budget Board. "Fiscal Note, 81<sup>st</sup> Legislative Regular Session, May 21, 2009, HB 3097." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/81R/fiscalnotes/pdf/HB03097F.pdf#navpanes=0> (accessed April 16, 2020).
- <sup>32</sup> Ibid.
- <sup>33</sup> Texas Department of Motor Vehicles. *Report to the Governor on the State of Affairs of the Texas Department of Motor Vehicles (Transportation Code Chapter 1001.023(b)(3)), Annual Report 2014*. TXDMV.Gov. [https://webcache.googleusercontent.com/search?q=cache:R9Hgo7QxIAsJ:https://www.txdmv.gov/about-us/reports-data/doc\\_download/8658-chairman-s-report-to-the-governor-on-state-of-affairs-of-the-texas-department-of-motor-vehicles-annual-report-2014+&cd=1&hl=en&ct=clnk&gl=us&client=safari](https://webcache.googleusercontent.com/search?q=cache:R9Hgo7QxIAsJ:https://www.txdmv.gov/about-us/reports-data/doc_download/8658-chairman-s-report-to-the-governor-on-state-of-affairs-of-the-texas-department-of-motor-vehicles-annual-report-2014+&cd=1&hl=en&ct=clnk&gl=us&client=safari) (accessed April 16, 2020).
- <sup>34</sup> Ibid.
- <sup>35</sup> Texas Department of Motor Vehicles. *Project Analysis: Texas Department of Motor Vehicles*, November 2018, p 2-3. DMV provided document to staff via email in May 2020. Not available online.
- <sup>36</sup> Texas Department of Motor Vehicles. *Sunset Advisory Commission Staff Report with Final Results, Texas Department of Motor Vehicles*, 2018–2019 86th Legislature (July 2019, p. 1). Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/DMV%20Staff%20Report%20with%20Final%20Results.pdf> (accessed April 16, 2020).
- <sup>37</sup> Ibid.
- <sup>38</sup> Ibid, 2.
- <sup>39</sup> Texas Department of Motor Vehicles. *AMSIT (Application Migration Server Infrastructure Transformation) Project Closeout Report* September 14, 2017. DMV provided document to staff via email in April 2020. Not available online.

## **Creation of the Texas Building and Procurement Commission Case Study**

### **Case Title:**

Dismantling of the General Services Commission, Delegation of its Responsibilities, and Creation of the Texas Building and Procurement Commission.

### **Date of Change:**

The dismantling of the General Services Commission (GSC) and delegation of its functions to different agencies, including the newly formed Texas Building and Procurement Commission (TBPC), went into effect on September 1, 2001.<sup>1</sup> However, four sections of the legislation went into effect on different dates, detailed below:

- Section 1.13 regarding training for TBP Commission members stated that members may not vote, deliberate, or be counted as full attending members until they complete a training program that complies with the legislation. This section went into effect January 31, 2003.
- Section 2262.052(a) of the Government Code, which states that each state agency will comply with the contract management guide, was effective January 1, 2003.<sup>2</sup> The legislation mandated that the Office of the Attorney General (OAG), in consultation with TBPC, the Texas Department of Information Resources (DIR), the Comptroller of Public Accounts (CPA), and the State Auditor's Office must develop these guidelines, and so agencies are not beholden to them until they are developed and approved.<sup>3</sup>
- Relatedly, Section 2262.052(b) of the Government Code, which states that all agencies must submit to an audit, was effective June 1, 2004. This staggered time frame gave the new agency time to ramp up its services and prepare for the audit, as required.<sup>4</sup>
- Article 11, SECTION 11.01, Subdivision (1), Section 2175.001 of the Government Code, relating to the sale, donation, or disposal of surplus government property, did not go into effect until January 1, 2002. This provision allowed for all the property of the dismantled GSC to be reviewed and repurposed, where possible.

### **Bill Number/Author/Date:**

S.B. 311 was filed without the Governor's signature on June 17, 2001. It went into effect on September 1, 2001. The bill was originally introduced March 8, 2001 by Senator Judith Zaffirini (D-21) and co-sponsored by Representative Pete Gallego (D-74).<sup>5</sup>

### **Fiscal Impact/Note Summary:**

The Fiscal Note for this bill estimated that S.B. 311 would have a positive impact of \$28,636,500 through the biennium ending August 31, 2003. The bill made no appropriation, but provided the legal basis for an appropriation of funds to implement the provisions of the bill.

The Five-Year Estimated Project Savings Impact

Fiscal Year	Probable Net Positive/(Negative) Impact to General Revenue Related Funds
2002	\$4,423,500
2003	\$24,213,000
2004	\$24,213,000
2005	\$52,790,500
2006	\$52,793,000

These savings were projected to be realized primarily from reforms to the procurement and contracting process. Because of new guidelines mandated by this legislation and additional training for procurement managers, the LBB anticipated savings of \$35 million annually, starting in 2003.

Additional savings were projected to come from lower costs associated with electronic procurement and reverse auction procedures; savings on emergency leases thanks to reforms recommended by the Sunset Advisory; sale of surplus government property; and improved recycling efforts. The legislation mandated one additional FTE at a cost of \$48,000 per year, plus an additional \$5,000 in technological costs associated with that position.<sup>6</sup>

**Documented Reasons for Change:**

The Sunset Advisory Commission published its staff report on the GSC in October 2000. The report was critical of the agency, saying “structural changes are needed to ensure that deficiencies are corrected. These structural changes are beyond GSC’s authority to accomplish. The plans, intentions, and corrections envisioned by GSC and its Commission are not sufficient to best position the State to deal with the future.”<sup>7</sup> The Sunset Advisory report was critical of GSC’s past performance, particularly in terms of: mismanagement of construction projects (projects coming in overbudget and significantly behind schedule); not leasing spaces at the best value; a lack of authority over surplus properties; outdated procurement technology; and poor oversight of existing contracts leading to waste of taxpayer money.<sup>8</sup>

Sunset recommended that, due to the existing broad scope of the GSC, its services could be better provided by two separate agencies, not one. Sunset recommended that the duties of the GSC be divided into a technological support agency and a building services agency. It did not recommend abolishing the GSC, but instead creating a “Technology and Procurement Department” to manage information technology and procurement, while the GSC would focus on building services. Though the original S.B. 311 would have renewed the GSC and made the changes as recommended by Sunset, an amendment process in the House ultimately abolished the department and distributed its duties between the TBPC, DIR, and a few other agencies.

In the House, supporters of abolishing the GSC said the agency “has long been one of the state’s most poorly managed agencies, with a history of cost overruns and project delays that have cost



the state's taxpayers millions of dollars...[the GSC] also has been unresponsive to customers who use some of its services.”<sup>9</sup> One construction project was particularly egregious in its failures, with the GSC going 70% over budget and coming in two years behind schedule.<sup>10</sup>

Opponents of abolishing the GSC argued that eliminating the agency altogether would not solve the root problems related to the GSC's performance of duties, which were primarily the “inability to compete with the private sector in hiring staff, inflexible contracting procedures, and change orders from client agencies that have driven up the prices of its construction services.”<sup>11</sup> Simply abolishing the GSC would mean that the state would “lose all of the investment it has made in reforming the agency” and not solve any of the problems that would likely continue to plague any agency taking over procurement, building construction, and telecommunications. Opponents argued for more funding and reforms to inflexible processes.<sup>12</sup>

### **Brief Summary of the Program Functions/Duties that Moved:**

The GSC was abolished through this legislation, and all of its duties were distributed among several agencies, including newly created commissions and councils. The GSC's duties were classified under three primary categories: procuring goods and services for customers; providing facilities management and construction services for state agencies; and providing administrative support to agency staff.<sup>13</sup> Upon the GSC's dismantling, these duties were divided between four agencies, as detailed below. The assumption was that many of the duties would be executed in conjunction and cooperation with other agencies.

The newly formed Texas Building and Procurement Commission (TBPC) was to assume responsibility for any duties relating to government purchasing, procurement, and sale of surplus property. All former employees, appropriations, property, documents, rights, and obligations of the abolished GSC were transferred to the TBPC. In 2002, this amounted to appropriations of \$161.6 million and 750 FTEs. The legislation detailed TBPC's structure, training, and appointments.<sup>14</sup> The former executive director of the GSC became an employee of TBPC, but had to apply to be considered for the position of executive director. The new agency's stated goals included: (1) acquiring goods and services using a centralized and cost-effective procurement system; (2) efficiently planning for, providing, and managing state facilities; and (3) providing administrative support for internal agency functions and programs.<sup>15</sup>

The Texas Department of Information Resources (DIR) was to assume any duties relating to providing telecommunications services for state government; establishing the electronic procurement marketplace; and establishing the electronic commerce network. All FTEs at the GSC associated with these functions were to be transferred as employees to DIR. All rules, regulations, leases, appropriations, and contracts previously associated with telecommunications functions at GSC transferred without change to DIR. According to the Legislative Budget Board's Fiscal Size-Up in 2002, this amounted to a total of \$19 million transferred to the DIR.<sup>16</sup> This transfer was facilitated by a transition plan drafted in partnership with all relevant agencies.

The Texas Attorney General's Office was to assume the responsibility of developing a contract management guide to be used by all state agencies to develop model provisions for all contracts.

The Texas State Auditor was to assume the responsibility of developing a training program for all contract managers.

**Brief Summary of Timeline & Oversight:**

The Sunset Advisory Commission published its report on the GSC in October 2000. This report began the process that would eventually result in S.B. 311 passing, abolishing the GSC, and creating the TBPC. S.B. 311 passed on June 17, 2001 and went into effect on September 1, 2001. However, the full transfer of GSC duties and staff to TBPC did not occur until the first meeting of the TBPC on February 26, 2002.<sup>17</sup>

**Process Details:**

The legislation stated that all employees of the GSC were to be transferred to the agencies taking on the duties associated with the position; former employees of the GSC working in telecommunications were transferred to DIR and procurement staff were moved to TBPC. At the time of the transfer, GSC had 811 FTEs that were distributed primarily between DIR and TBPC. Similarly, all properties, appropriations, and technology were distributed based on functional allocation to the different agencies. However, staff were instructed to continue working from previous GSC space, and did not move to new buildings.

The agencies taking over GSC duties were instructed to create transition plans. In particular, DIR was instructed to work with GSC/TBPC to ensure smooth transition of information and telecommunications technology.

**Lessons Learned, Conclusions/Findings:**

*Staggering the Implementation Timeline*

While much of this legislation technically went into effect on September 1, 2001, in actuality the legislation allowed for some flexibility in when the final transfer would occur. The legislation stated that the GSC was not to be fully abolished until the first meeting of the TBPC, which occurred on February 26, 2002. This meeting date was not specified in the legislation, but instead was left open to the needs and priorities of the agency transition team. Important oversight measures also did not go into effect until the new agencies had time to adjust and comply with all new changes.

*Making Key Reforms and Process Changes at the Same Time Duties are Transferred*

S.B. 311 made key process and reform changes to procurement, telecommunications, and several other duties and functions of the GSC at the same time that it moved those duties to other departments. Given that creation of TBPC was largely fueled by concerns about GSC's past performance, legislating the reforms at the same time as the duties were transferred ensured that the newly formed TBPC would be significantly more effective than GSC had been in terms of the

agencies' structure, rules, regulations, and functions. Making these changes at the same time also meant that the legislation came with cost savings that outweighed any additional appropriations.

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<sup>1</sup> Texas Legislature 77<sup>th</sup> Legislative Session (2001). "S.B. 311: An Act relating to the abolition of the General Services Commission". Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/billtext/html/SB00311F.htm> (accessed May 5, 2020).

<sup>2</sup> Texas Government Code, § 2262.052. "Compliance with Guide," 2001. Codes.FindLaw.Com. <https://codes.findlaw.com/tx/government-code/gov-t-sect-2262-052.html> (accessed May 5, 2020).

<sup>3</sup> Legislative Budget Board. "S.B. 311 Fiscal Note," 2001. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/fiscalnotes/html/SB00311F.htm> (accessed May 5, 2020).

<sup>4</sup> Texas Government Code, § 2262.052. "Compliance with Guide," 2001. Codes.FindLaw.Com. <https://codes.findlaw.com/tx/government-code/gov-t-sect-2262-052.html> (accessed May 5, 2020).

<sup>5</sup> Texas Legislature 77<sup>th</sup> Legislative Session (2001). "Legislative History of S.B. 311." Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/Text.aspx?LeqSess=77R&Bill=SB311> (accessed May 5, 2020).

<sup>6</sup> Ibid.

<sup>7</sup> Texas Sunset Advisory Commission. *General Services Staff Report*, 2000. Sunset.Texas.Gov <https://www.sunset.texas.gov/public/uploads/files/reports/General%20Services%20Commission%20%28TFC%2C%20Procurement%20Comptroller%29%20Staff%20Report%202000%2077th%20Leg.pdf> (accessed May 5, 2020).

<sup>8</sup> Ibid.

<sup>9</sup> House Research Organization. *Major Issues of the 77<sup>th</sup> Legislature Regular Session*, 2001. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/focus/major77.pdf> (accessed May 5, 2020).

<sup>10</sup> House Research Organization. *Daily Floor Report: Tuesday, May 22, 2001*, Part 1, 2001. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/fr2001/010522A.PDF> (accessed May 5, 2020).

<sup>11</sup> Ibid.

<sup>12</sup> Ibid.

<sup>13</sup> Texas Legislature 77<sup>th</sup> Legislative Session (2001). "Legislative Analysis of S.B. 311". Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/analysis/html/SB003111.htm> (accessed May 5, 2020).

<sup>14</sup> Texas Legislature 77<sup>th</sup> Legislative Session (2001). "S.B. 311: An Act relating to the abolition of the General Services Commission." Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/77R/billtext/html/SB00311F.htm> (accessed May 5, 2020).

<sup>15</sup> Texas Legislative Budget Board. "Fiscal-Size Up: Texas State Services, 2002-03 Biennium, 2002. LBB.State.TX.US. [http://www.lbb.state.tx.us/Documents/Publications/Fiscal\\_SizeUp/Fiscal\\_SizeUp\\_2002-03.pdf](http://www.lbb.state.tx.us/Documents/Publications/Fiscal_SizeUp/Fiscal_SizeUp_2002-03.pdf) (accessed May 5, 2020).

<sup>16</sup> Ibid.

<sup>17</sup> Texas State Library Archives Commission. "Texas Building and Procurement Commission: An Inventory of Building and Procurement Commission Meeting Records at the Texas State Archives, 2002-2006" (no date). Legacy.Lib.UTexas.Edu. Texas Library Archives Online. <https://legacy.lib.utexas.edu/taro/tslac/40079/tsl-40079.html> (accessed May 5, 2020).

## **Texas Crash Records System Program Transfer**

### **Case Title:**

Program Transfer of the Crash Records System from the Texas Department of Public Safety to the Texas Department of Transportation.

### **Date of Change:**

On October 1, 2007, all duties associated with the Crash Records Bureau, in the Driver License Division at the Department of Public Safety (DPS), transferred to the Department of Transportation (TxDOT).<sup>1</sup> The process was facilitated by a memorandum of understanding between the two agencies, which was entered into on September 21, 2007.<sup>2</sup>

### **Bill Number/Author/Date:**

In 2007, Senate Bill 766 (authored by Senator Ogden) transferred the “powers and duties for accident reports from the Department of Public Safety of the State of Texas to the Texas Department of Transportation.” Governor Rick Perry signed SB 766 into law on June 15, 2007, amending the Transportation Code and Government Code to transfer the responsibility of “maintaining motor vehicle traffic accident reports, classifying accidents, collecting data from each accident report, and entering the information into the Crash Records Information System” from DPS to TxDOT.<sup>3</sup> The bill went into effect on September 1, 2007.

### **Fiscal Impact/Note Summary:**

This transfer was not anticipated to have a significant fiscal impact on the State. Based on the bill’s fiscal note, it was assumed that DPS would transfer 86 full-time equivalent positions and a projected \$3.1 million in appropriations from All funds to TxDOT in fiscal year 2008. Any other expenses associated with the program transfer beyond that would be absorbed by existing resources at TxDOT.<sup>4</sup>

### **Documented Reasons for Change:**

According to the Senate Research Center Bill Analysis, TxDOT was by far the largest user of DPS Crash Records data. Eighty percent of all data inquiries came from TxDOT, with the information primarily used “for state project planning and prioritization, evaluation of highway and railroad crossing safety, safe conditions on roadways, the effectiveness of safety programs, and to obtain funding to improve highway safety.”<sup>5</sup> This usage pattern was cited by DPS as the primary motivation to move the Crash Records Bureau to TxDOT.

In addition to this primary usage pattern, there was a significant backlog in DPS’ crash data that was available to TxDOT electronically. In 2006, TxDOT’s annual Texas Traffic Safety Report noted that there was a backlog in excess of 60 months (five years) of crash data available electronically to TxDOT. The 2006 improvement goal was to make crash data available electronically within “60 days of the event,” which would be a significant improvement.<sup>6</sup> As a way

to achieve this goal, the report included linking the Texas Department of State Health Services, DPS, and TxDOT accident databases as a strategy to improve the timeliness, quality, and availability of this data.<sup>7</sup>

Given TxDOT's status as the primary user of DPS Crash Records data, as well as the five-year backlog of available crash data electronically, the purpose of the transfer of the Crash Records System from DPS to TxDOT was to ensure that TxDOT had easier, quicker, and more streamlined access to this needed data.

Once the transfer occurred, TxDOT invested significant energy and capital into improving the Crash Records Information System. Between 2007 and 2018, TxDOT spent \$43 million in federal dollars to overhaul and operate the Crash Records Information System. According to the 2016-2017 Sunset Report reviewing TxDOT, Texas' Crash Records Information System is now highly regarded nationally.<sup>8</sup>

#### **Brief Summary of the Program Functions/Duties that Moved:**

- Tabulate and analyze vehicle accident reports.
- Collect and analyze reports regarding traffic accident deaths from coroners and other medical personnel.
- Publish statistical information regarding vehicle accidents in Texas annually.
- Provide the governor with a statistical report regarding vehicle accidents in December of every even-numbered year, including recommendations for how to decrease traffic accidents.
- Provide DPS with electronic access to the system (The interagency agreement between DPS and TxDOT states that TxDOT must build a web-based application that would allow law enforcement to enter crash data directly into the Crash Records Information System (CRIS) in lieu of submitting paper reports.<sup>9</sup>
- Texas Peace Officers are still responsible for collecting information about crashes on site and filling out the required Crash Report (CR-3).
- DPS must be consulted and approve of any changes to the CR-3 paperwork.

#### **Brief Summary of Timeline & Oversight:**

According to the Senate Research Center Report on SB 766, DPS recommended that its Crash Records Bureau be transferred to TxDOT in July 2006. The legislation was introduced in March 2007 and passed in June 2007. The legislation specified that the transfer would go into effect on September 1, 2007, and that the two agencies had to agree on a memorandum of understanding to facilitate the transfer by September 21, 2007. The transfer officially occurred on October 1, 2007, with 86 full-time equivalent employees moving from DPS to TxDOT.

Because vehicle accident reports would still be collected by DPS law enforcement officials, the legislation stated that any changes to the form used to collect crash information on site must be

reviewed and approved by DPS. This oversight measure resulted in numerous working groups between TxDOT, DPS, local law enforcement, and other researchers to improve the CR-3 paperwork and digital forms used at crash sites. TxDOT and DPS have also hosted joint trainings for law enforcement to better inform officers about how to fill out the crash records forms.<sup>10</sup>

### **Process Details:**

SB 766 specified that the Crash Record Bureau would fully transfer to TxDOT on October 1, 2007. Prior to that date, the bill compelled DPS and TxDOT to enter into a Memorandum of Understanding to facilitate the transfer of 86 FTEs and “all duties, obligations, rights, contracts, records, assets, funds, and property” related to the crash records function. This transfer did not include any real property or office space.<sup>11</sup> The 86 FTEs transferred from DPS immediately became TxDOT employees.

### **Lessons Learned, Conclusions/Findings:**

Overall, the Crash Records Information System has improved since the Crash Record Bureau’s transfer from DPS to TxDOT. As the data is used most frequently by TxDOT, the agency has a vested interest in updating and maintaining the system, as well as decreasing the backlog that prevented the agency from having the most accurate information in a timely manner. Furthermore, the improvements made by TxDOT to the system have been nationally recognized.

The two agencies still need to collaborate and ensure that TxDOT’s system is meeting the needs of law enforcement officials in the field collecting the crash data. Including this collaboration explicitly in the legislation by subjecting all CR-3 form changes to approval by DPS mitigated some of the friction that might have come from the transfer otherwise. This requirement ensures that TxDOT and DPS collaborate and prioritize TxDOT’s information needs, as well as DPS law enforcement’s ability to collect information at crash sites.

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<sup>1</sup> Texas Legislature 80<sup>th</sup> Legislative Session (2007). “S.B. 766: An Act relating to the transfer of powers and duties for accident reports from the Department of Public Safety of the State of Texas to the Texas Department of Transportation.” Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/billtext/pdf/SB00766F.pdf#navpanes=0> (accessed April 20, 2020).

<sup>2</sup> Texas Department of Transportation. “Issues and Recent History of the Texas Peace Officer’s Crash Report Form (CR-3),” 2010. Texas Department of Transportation FTP Server, [FTP\\_DOT.State.TX.Us. https://ftp.dot.state.tx.us/pub/txdot-info/trf/crash\\_notifications/cr3\\_forum/issues.pdf](https://ftp.dot.state.tx.us/pub/txdot-info/trf/crash_notifications/cr3_forum/issues.pdf) (accessed April 20, 2020).

<sup>3</sup> Texas Senate Research Center. “S.B. 766 Bill Analysis,” 2007. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/analysis/pdf/SB00766I.pdf#navpanes=0> (accessed April 21, 2020).

<sup>4</sup> Texas Legislative Budget Board. “S.B. 766, Fiscal Note, 80<sup>th</sup> Legislative Session,” 2007. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/fiscalnotes/pdf/SB00766F.pdf#navpanes=0> (accessed April 21, 2020).

<sup>5</sup> Texas Senate Research Center. “S.B. 766 Bill Analysis,” 2007. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/analysis/pdf/SB00766I.pdf#navpanes=0> (accessed April 21, 2020).

<sup>6</sup> Ibid.

<sup>7</sup> Texas Department of Transportation. *Texas Traffic Safety Annual Report*, 2006, p. 15. NHTSA.Gov., National Highway Traffic Safety Administration. [https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/texas\\_2006annrpt.pdf](https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/texas_2006annrpt.pdf) (accessed April 24, 2020).

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<sup>8</sup> Texas Sunset Advisory Commission. *Staff Report with Final Results: Texas Department of Transportation, 2016-2017*, 2017. Sunset.Texas.Gov, Sunset Advisory Commission Online. [https://www.sunset.texas.gov/public/uploads/files/reports/Texas%20Department%20of%20Transportation%20Staff%20Report%20with%20Final%20Results\\_06-21-17%20%20.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Texas%20Department%20of%20Transportation%20Staff%20Report%20with%20Final%20Results_06-21-17%20%20.pdf) (accessed April 21, 2020).

<sup>9</sup> Texas Department of Transportation. "Issues and Recent History of the Texas Peace Officer's Crash Report Form (CR-3)," 2010. Texas Department of Transportation FTP Server, [FTP\\_DOT.State.TX.Us. https://ftp.dot.state.tx.us/pub/txdot-info/trf/crash\\_notifications/cr3\\_forum/issues.pdf](https://ftp.dot.state.tx.us/pub/txdot-info/trf/crash_notifications/cr3_forum/issues.pdf) (accessed April 20, 2020).

<sup>10</sup> Ibid.

<sup>11</sup> Texas Senate Research Center. "S.B. 766 Bill Analysis," 2007. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/80R/analysis/pdf/SB00766I.pdf#navpanes=0> (accessed April 21, 2020).

## **Texas Department of Licensing and Regulation (TDLR) Case Study**

### **Case Title:**

Transfer of 13 occupational licensing programs from the Department of State Health Services (DSHS) to the Texas Department of Licensing and Regulation (TDLR).

### **Date of Change:**

Upon the recommendation of the Sunset Advisory Commission in 2015,<sup>1</sup> and subsequent legislative action (SB 202), the Texas legislature transferred 13 occupational licensing programs from the Department of State Health Services (DSHS) to the Texas Department of Licensing and Regulation (TDLR) in two phases, to be completed by August 31, 2017 (first seven programs) and August 31, 2019 (final six programs).<sup>2</sup>

*Note: While SB 202 also deregulated several DSHS programs and transferred the regulation of several other occupations to the Texas Medical Board (TMB), among other provisions, this analysis focuses only on the 13 occupational licensing programs transferred from DSHS to TDLR.*

### **Bill Number/Author/Date:**<sup>3</sup>

Senate Bill 202 (authored by Nelson) “amends the Occupations Code and the Health and Safety Code, in provisions effective September 1, 2015, and September 1, 2017, to transfer the regulation of the following occupations to the Texas Department of Licensing and Regulation (TDLR) during the 2016-2017 biennium and the 2018-2019 biennium, as applicable: athletic trainers, dietitians, hearing instrument fitters and dispensers, midwives, orthotists and prosthetists, laser hair removal professionals and technicians, massage therapists, speech-language pathologists and audiologists, code enforcement officers, sanitarians, and mold assessors and remediators.” The bill was signed by the Governor on June 17, 2015 and took effect September 1, 2015 (first seven programs); Part 2 of Article 1 took effect September 1, 2017 (final six programs).

### **Fiscal Impact/Note Summary:**<sup>4</sup>

The fiscal note for SB 202, dated May 28, 2015, estimated (as a result of all provisions of the legislation) a net fiscal impact of negative \$8,337,834 to General Revenue Related Funds through the biennium ending August 31, 2017. An additional fiscal impact of negative \$16,299,915 total to General Revenue Related Funds was estimated for the years 2018-2020. This net implication is a combined result of a revenue loss to General Revenue and a cost to General Revenue. The revenue loss is due to the discontinuation of certain regulatory activities (which were raising more revenue than the cost of providing the regulation demanded) and due to DSHS raising more fee revenue than what was required by TDLR or TMB for the transferred programs. The cost is associated with start-up costs for the significant increase in regulatory activity at TDLR and TMB as well as the cost for additional staff to carry out the new duties.



These fiscal implications were ameliorated by a provision in the General Appropriations Act for the 2016-17 biennium requiring TDLR and TMD to raise revenue sufficient to cover the increased program cost.

*House Bill 1, General Appropriations Act, 84<sup>th</sup> Legislature, 2015*

Although the fiscal note is the tool used by the Legislature to evaluate the net implication to the state of any for any piece of legislation, the fiscal note is not a legal instrument and does not create any appropriation or revenue action. While the fiscal note reflected a net negative implication to the state based on the provisions of SB 202, the General Appropriations Act directed both TDLR and TMB to generate revenue sufficient to cover the cost of administering the programs:

HB 1, Article IX, Section 18.56, Contingency for SB 202 reduced appropriations to DSHS by \$4,738,076 for the 2016-17 biennium. That provision increased appropriations to TDLR by \$5,916,394 and to TMB by \$3,640,264 for a total increase of \$9,556,658 or \$4,818,582 more than the DSHS reduction. However, that same provision required TDLR and TMB to increase revenue by \$6,701,205 and \$4,393,493 respectively, which was an amount sufficient to cover not only the direct appropriation increase but also other direct and indirect costs (for example, employee benefits).

*SB 202 Fiscal Note Details*

The fiscal note analysis assumed a reduction of \$873,289 and 13.8 FTEs per fiscal year at DSHS, beginning in fiscal year 2016, for phase 1 of the program transfers. The analysis assumes a reduction of \$2,017,233 and 31.1 FTEs per fiscal year at DSHS, beginning in fiscal year 2018, for phase 2 of the program transfers. The reduction in fee collections from these programs would result in a general revenue loss of \$2,347,768 per fiscal year for the 2016-17 biennium, and \$5,635,369 each year thereafter.

According to TDLR, the transfer of programs will increase the agency's total license population by 67,757. To respond to the increased workload, TDLR anticipates the need for an additional 31.5 FTEs with salaries totaling \$1,738,214 in 2016 and 2017 for phase 1 and an additional 25.0 FTEs (56.5 total FTEs) in 2018 for phase 2 of the transfer with salaries totaling \$2,917,822 each year. The resulting net change in FTEs is 17.8 per fiscal year for the 2016-17 biennium, and 11.7 per fiscal year each year thereafter. The net increase in benefits and payroll contributions costs are estimated to be \$370,383 per fiscal year for the 2016-17 biennium, and \$354,402 each year thereafter. TDLR estimates one-time start-up costs of \$230,445 for FTEs in fiscal year 2016 and \$184,950 for FTEs in fiscal year 2018. Additionally, TDLR's analysis assumes total rent, travel, and other operating expenses of \$152,260 in fiscal years 2016 and 2017, and \$285,873 in subsequent years. This analysis assumes that any increased cost to TDLR, which is statutorily required to generate sufficient revenue to cover its costs of operation, would be offset by an increase in fee generated revenue....”

Additional technology expenses:

- “TDLR anticipates \$993,000 in one time start-up costs for the purchase of information technology related to data centers and server costs for database transfers in fiscal year 2016. These information technology purchases will also require \$526,000 in yearly maintenance and support starting in fiscal year 2016. Additionally, TDLR's analysis assumes FTE start-

up costs of \$63,180 in fiscal year 2016 (31.5 FTEs @ \$2,005 per FTE) and \$52,200 in fiscal year 2018 (25 FTEs @ \$2,088 per FTE) for computer purchases.”

### **Documented Reasons for Change:**

According to the House Research Organization’s Bill Analysis of SB 202, several reasons were cited as *rationale for* the transfers, including:<sup>5</sup>

- Eliminate “unnecessary regulation.”
- Enable DSHS to “focus on its core function: improving the health and well-being of Texans.”
- Maintain “necessary licensing and regulation for certain professions.”

In 2015, the Sunset Advisory Commission described DSHS’ regulatory functions as being “unmanageable” in scope: “DSHS administers more than 70 regulatory programs, licensing more than 360,000 individuals, facilities, and other entities in fiscal year 2014.”<sup>6</sup> The Commission further concluded that “DSHS’ expansive regulatory responsibilities combined with shrinking resources have made its regulatory functions unmanageable. To streamline these regulatory responsibilities and allow the agency to better perform its public health functions, the Commission determined several regulatory programs could be safely eliminated, while others have no real connection to DSHS’ public health mission and would be more effectively administered by other agencies.”<sup>7</sup>

### **Brief Summary of the Program Functions/Duties that Moved:**<sup>8</sup>

SB 202 transferred “13 regulatory programs from DSHS to TDLR in two phases over four years, and reconstitutes associated independent boards as advisory boards....”<sup>9</sup> During Phase One, the first seven programs transferred from DSHS to TDLR were:

- Athletic trainers
- Dietitians
- Dyslexia therapists and practitioners
- Fitters and dispensers of hearing instruments
- Midwives
- Orthotists and prosthetists
- Speech-language pathologists and audiologists

During Phase Two, the remaining six programs transferred from DSHS to TDLR were:

- Code enforcement officers
- Laser hair removal professionals and facilities
- Massage therapists, instructors, schools, and establishments
- Mold assessors and remediators
- Offender education providers
- Sanitarians

### **Brief Summary of Timeline & Oversight:**

The timeline set forth in SB 202 allowed for a lengthy, phased approach for the transfers. The bill was signed by the Governor on June 17, 2015 and took effect 2.5 months later on September 1, 2015 (for the first seven programs). The bill took effect for the final six programs 2 years and 2.5 months later on September 1, 2017.<sup>10</sup>

The bill allowed for a transition period of 2 years and 1.5 months from the bill's signing on June 17, 2015 to the required transfer deadline for the first seven programs on August 31, 2017. The final six programs also had a long transition period of 4 years and 2.5 months from the bill's signing on June 17, 2015 to the required transfer deadline for the final six programs on August 31, 2019.<sup>11</sup> The timeline from the signing of the bill (June 17, 2015) to the adoption of a transition plan in April 2016, as required by Sec. 1.300 of the bill, was approximately 10 months.<sup>12</sup> The transition plan was to "provide for the orderly transfer of powers, duties, functions, programs, and activities."<sup>13</sup> The key components of the transition plan included:<sup>14</sup>

- "Summary of all transition and planning activities completed after the enactment of S.B. 202 and prior to the adoption of the transition plan;
- Summary of programs to be transferred, including current governance structure and projected transfer dates; and
- Specific activities to be accomplished in each phase of the transfers, with designation of the responsible agency and projected completion dates."

The bill also stipulated how the oversight and leadership of the transferred programs would be structured: "S.B. 202, Sec. 1.300(c) required that on the date specified in the transition plan for the transfer of a program to TDLR, the existing board associated with the program is abolished."<sup>15</sup> At that time, the Texas Commission of Licensing and Regulation was to establish "new advisory boards and committees and began appointing members."<sup>16</sup>

Implementation reporting requirements were outlined in the bill (Article 1, Sec. 1.301) as follows:<sup>17</sup>

"(a) The Texas Department of Licensing and Regulation shall, not later than December 1 of each year, submit a report regarding the implementation of this article with respect to that calendar year to:

- (1) the Sunset Advisory Commission;
- (2) each standing committee of the senate and house of representatives having primary jurisdiction over matters related to health and human services or the occupational licensing of health-related professions; and
- (3) each advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article.

(b) A report submitted under this section must include:

- (1) detailed information regarding:
  - (A) the status of the implementation of the transition plan adopted under Section 1.300 of this Act, including an explanation of any delays or challenges in implementing the plan;

(B) appointments to each advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article; and

(C) the establishment and operation of the health professions division of the Texas Department of Licensing and Regulation; and

(2) any other information the Texas Department of Licensing and Regulation considers relevant to the transfer of programs to the department under this article.

(c) In preparing a report required by this section, the Texas Department of Licensing and Regulation shall solicit input from the Department of State Health Services and each advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article.

(d) The Texas Department of Licensing and Regulation shall make each report submitted under this section available to the public on the department's Internet website.

(e) This section expires January 1, 2020.”

In addition, the bill specified that “all full-time equivalent employee positions at the Department of State Health Services that primarily concern the administration or enforcement of the program being transferred become positions at the Texas Department of Licensing and Regulation” upon the transfer of the program.<sup>18</sup>

In actuality, the transfers successfully occurred in advance of the required deadlines established in the bill. The first seven programs were transferred on October 3, 2016, and the remaining six programs were transferred on November 1, 2017.<sup>19</sup> The transition plan had also been fully implemented by this latter date.<sup>20</sup>

### **Process Details:**

SB 202 Part 3, Section 1.299-1.301 contained the following “transition provisions”:<sup>21</sup>

- “A rule or fee of the Department of State Health Services that relates to a program transferred under this article and that is in effect on the effective date of the transfer remains in effect until changed by the Texas Commission of Licensing and Regulation.
- A license, permit, certificate of registration, or other authorization issued by the Department of State Health Services for a program transferred under this article is continued in effect as a license, permit, certificate, or other authorization of the Texas Department of Licensing and Regulation after the effective date of the transfer.
- A complaint, investigation, contested case, or other proceeding before the Department of State Health Services relating to a program transferred under this article that is pending on the effective date of the transfer is transferred without change in status to the Texas Commission of Licensing and Regulation or Texas Department of Licensing and Regulation, as appropriate.
- As soon as practicable after the effective date of a transfer under this article, the Department of State Health Services and the Texas Department of Licensing and Regulation shall adopt a transition plan to provide for the orderly transfer of powers, duties, functions, programs, and activities under this article. The transition plan must provide for the transfer to be

completed: not later than August 31, 2017, for a program transferred under Part 1 of this article; or not later than August 31, 2019, for a program transferred under Part 2 of this article.

- The Department of State Health Services shall provide the Texas Department of Licensing and Regulation with access to any systems or information necessary for the Texas Department of Licensing and Regulation to accept a program transferred under this article.
- On the date specified in the transition plan required under Subsection (a) of this section for the transfer of a particular program to the Texas Department of Licensing and Regulation, if applicable, the existing board associated with the program is abolished and the Texas Department of Licensing and Regulation shall, as soon as practicable after that date, appoint the advisory board for the program.
- On the date specified in the transition plan required under Subsection (a) of this section for the transfer of a particular program to the Texas Department of Licensing and Regulation, all full-time equivalent employee positions at the Department of State Health Services that primarily concern the administration or enforcement of the program being transferred become positions at the Texas Department of Licensing and Regulation. The Texas Department of Licensing and Regulation shall post the positions for hiring and, when filling the positions, shall give consideration to, but is not required to hire, an applicant who, immediately before the date of the transfer, was an employee at the Department of State Health Services primarily involved in administering or enforcing the transferred program.
- Not later than August 31, 2017, the Texas Department of Licensing and Regulation shall create a health professions division to oversee programs transferred under this article and to ensure the department develops the necessary health-related expertise.
- The Texas Department of Licensing and Regulation shall, not later than December 1 of each year, submit a report regarding the implementation of this article with respect to that calendar year to:
  - The Sunset Advisory Commission;
  - Each standing committee of the senate and house of representatives having primary jurisdiction over matters related to health and human services or the occupational licensing of health-related professions; and each advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article.
- A report submitted under this section must include detailed information regarding:
  - The status of the implementation of the transition plan adopted under Section 1.300 of this Act, including an explanation of any delays or challenges in implementing the plan;
  - Appointments to each advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article; and
  - The establishment and operation of the health professions division of the Texas Department of Licensing and Regulation; and any other information the Texas Department of Licensing and Regulation considers relevant to the transfer of programs to the department under this article.
- In preparing a report required by this section, the Texas Department of Licensing and Regulation shall solicit input from the Department of State Health Services and each

advisory board or committee established to advise the Texas Department of Licensing and Regulation with regard to a program transferred to the department under this article.

- The Texas Department of Licensing and Regulation shall make each report submitted under this section available to the public on the department’s Internet website.
- This section expires January 1, 2020.”

### *Appropriations*

In August of 2016, TDLR submitted their Legislative Appropriations Request for FYs 2018-2019. In addition to their base operations request of \$32,323,471, TDLR requested an additional ~\$3.8 million in exceptional items requests directly related to the DSHS program transfers.<sup>22</sup> As noted in the request, “Senate Bill 202 was signed into law by Governor Greg Abbott on June 17, 2015, and became effective September 1, 2015. Funding to implement Phase 1 was not released until January 2016 and was \$1,117,919 less than the amount appropriated in Article IX, Section 18.56, Contingency for Senate Bill 202.”<sup>23</sup> In addition, TDLR noted that no GAA funding was yet authorized to implement Phase 2 because the timing of the second Phase was not covered by the previous biennium’s budget.<sup>24</sup>

As noted above, TDLR was appropriated an additional \$5,916,394 for the 2016-17 biennium to implement relevant provisions of SB 202. While that legislation generally took effect on September 1, 2015, the six-program transfer of regulatory programs that constitute Phase 2 did not take effect until September 1, 2017. Further, as noted above, that legislation required transition plans be submitted “not later than August 31, 2017, for a program transferred under Part 1 of this article; or not later than August 31, 2019, for a program transferred under Part 2 of this article” which places the part 2 due date outside of the 2016-17 biennium.

TDLR requested exceptional item funds for the following issues related to the SB 202 transfers (note that the greatest overall expense was for personnel):<sup>25</sup>

- Consolidate 13 DSHS Programs, including:
  - “Recruit, hire and train the 25 FTEs necessary to carry out TDLR’s responsibilities in these health-related programs, including a Human Trafficking Coordinator to educate and train TDLR field personnel, specifically those inspecting and investigating massage therapy establishments;
  - Procure information technology systems and software and maintenance licenses needed to convert and consolidate all Phase 2 DSHS programs;
  - Purchase e-inspection software to allow for the efficient inspection of licensed massage establishments and orthotists and prosthetists facilities;
  - Develop and adopt program rules and policies in collaboration with the advisory boards to ensure they align with TDLR’s functional and regulatory business model;
  - Acquire the equipment, resources, and office space for additional staff; and
  - Train current TDLR staff on the statutes, rules, and policies relating to the 13 DSHS programs.
  - Summary: Twenty-five FTEs and \$2,334,072 in fiscal year 2018 and \$1,502,995 in fiscal year 2019 are needed for the successful completion of the consolidation.”<sup>26</sup>

### *SB 202 Implementation Report*

The Texas Department of Licensing and Regulation Implementation Report for SB 202, dated December 2018, provides a number of process details that are worth documenting:<sup>27</sup>

- Existing boards for the first seven programs transferred were abolished on October 1, 2016, the date of the transfer.
- In advance of the transfer of the Phase One programs, “On October 14, 2015, the Texas Commission of Licensing and Regulation established the new advisory boards and committees and began appointing members. TDLR hosted an Advisory Board Summit on October 28-29, 2015, and boards began meeting in early 2016.”<sup>28</sup>
- Similarly, in advance of the transfer of the final six programs and abolishment of their boards (on November 1, 2017), “on October 20, 2017, the Texas Commission of Licensing and Regulation established the new advisory boards and committees and began appointing members. TDLR hosted an Advisory Board Summit on November 8-9, 2017 and boards began meeting in late 2017.”<sup>29</sup>
- Phase One implementation included the following key planning, collaboration, and oversight components:<sup>30</sup>
  - “TDLR issued a Statement of Work for vendors to bid on a licensing system for the new programs. The contract was awarded in March 2016 to Iron Data (Micropact) for the Versa product, the same system that is in use at DSHS. TDLR hired the necessary staff and formed a project team.
  - TDLR formed the Health Professions Consolidation Team in July 2016 to coordinate and facilitate internal activities and planning. Each functional area of the agency (licensing, customer service, enforcement, financial services, information technology, regulatory program management, general counsel, strategic communications, innovation, web services) was represented at the team’s weekly meetings. DSHS staff also participated as members of the team. The team coordinated the creation of new web content, the revision of forms and publications, and public outreach to license holders via e-mails and a mass mailing. The team analyzed and resolved challenges and concerns related to go-live, staff training, the transfer of records from DSHS to TDLR, and external inquiries.
  - For the first three business days after the program transfers, TDLR staffed a command center to monitor all aspects of the transfer, including information technology issues, the volume of customer contacts by telephone and e-mail, the timeliness of responses to customer contacts, and the processing of initial and renewal license applications. After analysis of TDLR’s performance in these areas for the first three days, the command center was discontinued due to the overall success of the transfer operation.”
- Phase Two implementation included the following key planning, collaboration, and oversight components:<sup>31</sup>
  - “Upon the conclusion of the Phase One program transfers, the TDLR Health Professions Consolidation Team performed a comprehensive evaluation of the transfer process. The team implemented streamlining and improvements to the process, resulting in the success of the Phase Two program transfers.

- TDLR expanded the scope of the Phase One information technology project to include the Phase Two project. A Statement of Work was issued in January 2017 for vendors to bid on a licensing system for the Phase Two programs. The contract was awarded in April 2017 to Iron Data (Micropact) for the Versa product, the same system that is in use at DSHS and at TDLR for the Phase One programs. The Phase Two project was formally initiated on July 11, 2017 and consisted of four phases: Planning and Preparation, Requirements and Design, Build/Construction, and Acceptance/Go-Live. The project was completed on schedule and within budget.
- In preparation for Phase Two, the TDLR Health Professions Consolidation Team continued its work of coordinating and facilitating internal activities and planning. Each functional area of the agency ... was represented at the team's weekly meetings. During Phase Two, the number of DSHS staff who participated as members of the team was increased to ensure representation and expertise from each transferring program area." The Team coordinated on the same activities as in Phase One. Once again, a command center was staffed to monitor the initial days after the second group of program transfers.

### **Lessons Learned, Conclusions/Findings:**

Key lessons learned from this transition are found in the areas of timeline, management/governance/oversight, phased approach, funding, and fee reductions, streamlined rules, and other efficiencies.

#### *Timeline*

The transition period for the transfer of these programs was ample, if a little long, as evidenced by the successful transfer of all the programs in advance of the legislative deadlines. The bill allowed for a transition period of 2 years and 1.5 months from the bill's signing on June 17, 2015 to the required transfer deadline for the first seven programs on August 31, 2017. The final six programs also had a long transition period of 4 years and 2.5 months from the bill's signing on June 17, 2015 to the required transfer deadline for the final six programs on August 31, 2019.<sup>32</sup> The timeline from the signing of the bill (June 17, 2015) to the adoption of a transition plan in April 2016 was approximately 10 months.<sup>33</sup> As noted previously, the first seven programs were transferred on October 3, 2016, and the remaining six programs were transferred on November 1, 2017.<sup>34</sup>

#### *Management/Governance/Oversight*

The transition process for these programs was highly effective due to clear expectations, deadlines, planning, and reporting requirements. SB 202 required transition plans, annual reports, and phased deadlines. In addition, the level of planning and collaboration between the two agencies during the actual transfer process appears to be an excellent model to follow. Not only did TDLR form a consolidation team, they met weekly with each functional area of the agency, as well as with DSHS, to plan the process. A command center was staffed to monitor the initial days after each group of program transfers to ensure a seamless transition. In addition, after phase one was completed, an evaluation of the process was conducted to streamline and improve the phase two process. As noted in the SB 202 Implementation Report, the first phase was completed successfully



without delays or challenges – success attributed to “extensive pre-transfer planning, as well as the collaborative working relationship that exists between TDLR and DSHS.”<sup>35</sup>

### *Phased Approach*

In reviewing the process undertaken during the transfers, it is clear that having a phased approach contributed to the success of this initiative. Rather than taking on all of the transfers at once, the phased approach allowed for iterative learning and refinement of the process along the way. This approach also enabled the agencies to determine the best time for the transfers. The slower, phased approach also facilitated TDLR’s ability to focus first on the successful transfer process and then once the programs were fully established within TDLR, to focus on making improvements to the programs.

### *Funding*

Ensuring a clear transfer of appropriations authority and flexibility to respond to changes to the originally anticipated implementation timeline is critical for agency transfers to be successful. In this case, funding was not originally appropriated to support TDLR’s accelerated timeline, causing TDLR concern. TDLR and appropriators were eventually able to respond to the agency’s additional funding requests and provide sufficient funding to complete the transfer earlier than originally anticipated.

In August of 2016, TDLR submitted their Legislative Appropriations Request for FYs 2018-2019. In addition to their base operations request of \$32,323,471, TDLR submitted an additional ~\$3.8 million in exceptional items requests directly related to the DSHS transfers, predominantly for staffing.<sup>36</sup> In the SB 202 Implementation Report, TDLR asserted that the second phase was completed early successfully due to the ability of TDLR to secure additional funding. As the report concludes: “The ultimate success of Phase Two was due to legislative approval of Exceptional Item One, described in TDLR’s FY 2018-2019 Legislative Appropriations Request. Since Phase Two was not originally scheduled to occur within the FY 2016-2017 biennium, funding was not included in the 2015 General Appropriations Act. Successful program consolidation requires sufficient and timely funding to evaluate the programs, solicit and select information technology bids, streamline and adopt program rules, identify and select office locations, train existing staff, and hire and train new staff.”<sup>37</sup>

### *Fee Reductions, Streamlined Rules, and Other Efficiencies*

The successful transfer of these programs to a robust regulatory agency like TDLR resulted in significant fee reductions and streamlined rules. The SB 202 Implementation Report emphasizes TDLR’s mission to “promote transparency and accountability, reduce fees, protect the health and safety of all Texans, and eliminate unnecessary barriers to doing business.”<sup>38</sup> Indeed, as a result of the consolidation process, “TDLR reduced and eliminated numerous fees for many of the transferred programs. Thanks to these reductions, Texas health professionals have kept more than \$1.1 million in their pockets since regulation of their profession transferred to TDLR.”<sup>39</sup> Furthermore, “TDLR streamlined the rules for the 13 transferred programs to improve readability, remove duplicate or obsolete rules, and reorganize the rules into smaller, more distinct rule sections. TDLR reduced the word count in each program’s administrative rules to make them clear, concise, and easier to read without impacting their effectiveness. Overall, the total word count was

reduced by 45 percent in streamlined rules for the transferred programs.”<sup>40</sup> In addition, TDLR created several online reporting systems for program supervision and/or communication (for example, Speech, Language Pathology Supervision and Auditory Supervision previously only used a paper system; TDLR also implemented an online mold notification system to replace the old paper system). These online reporting systems resulted in efficiency savings of days and sometimes weeks.<sup>41</sup> Finally, TDLR engaged in a web content initiative “to compile program information into a collection of easy-to-navigate webpages” for the transferred programs.<sup>42</sup> As a result, “the time spent by visitors to the medical and health-related program pages has been reduced by 27.5 percent. These results show that visitors are finding the information they need and finding it faster.”<sup>43</sup>

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<sup>1</sup> Sunset Advisory Commission. *Staff Report with Final Results: Department of State Health Services*, July 2015. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/DSHS%20Final%20Results.pdf> (accessed April 28, 2020).

<sup>2</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December, 2018, p. 3. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>3</sup> Texas Legislature 84<sup>th</sup> Legislative Session (2015). “SB 202: Enrolled Bill Summary.” Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/BillSummary.aspx?LegSess=84R&Bill=SB202> (accessed April 24, 2020).

<sup>4</sup> Legislative Budget Board. “Fiscal Note, 84<sup>th</sup> Legislative Regular Session, May 28, 2015, SB 202.” Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/84R/fiscalnotes/pdf/SB00202F.pdf#navpanes=0> (accessed April 24, 2020).

<sup>5</sup> House Research Organization, Bill Analysis. “SB 202,” May 24, 2015. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba84r/sb0202.pdf#navpanes=0> (accessed April 24, 2020).

<sup>6</sup> Sunset Advisory Commission. *Department of State Health Services - Report to the 84<sup>th</sup> Legislature*, February 2015, p. 5. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/DSHS%20Agency%20Section.pdf> (accessed April 27, 2020).

<sup>7</sup> Ibid.

<sup>8</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 4-5. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>9</sup> Texas Sunset Advisory Commission. “Department of State Health Services: Final Results from Last Sunset Report” webpage. Sunset.Texas.Gov. <https://www.sunset.texas.gov/reviews-and-reports/agencies/department-state-health-services> (accessed April 27, 2020).

<sup>10</sup> Texas Legislature 84<sup>th</sup> Legislative Session (2015). “SB 202: Enrolled Bill Summary.” Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/BillSummary.aspx?LegSess=84R&Bill=SB202> (accessed April 28, 2020).

<sup>11</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 3. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>12</sup> Ibid, p. 3.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid, p. 4.

<sup>15</sup> Ibid, p. 5.

<sup>16</sup> Ibid.

<sup>17</sup> Ibid, p. 3-4.

<sup>18</sup> Texas Legislature 84<sup>th</sup> Legislative Session (2015). “S.B. No. 202, Article 1, Part 3, Transition Provisions,” p. 153. Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/84R/billtext/pdf/SB00202F.pdf#navpanes=0> (accessed April 28, 2020).

<sup>19</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 3. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

<sup>20</sup> Ibid, 4.

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- 23 Ibid, p. 86 (4.A., p. 2).
- 24 Ibid.
- 25 Ibid.
- 26 Ibid, p. 5.
- 27 Ibid, p. 5.
- 28 Ibid.
- 29 Ibid, p. 6.
- 30 Ibid, p. 7.
- 31 Ibid, p. 7.
- 32 Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 3. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).
- 33 Ibid, p. 3.
- 34 Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 3. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).
- 35 Ibid, p. 4.
- 36 Texas Department of Licensing and Regulation. *Legislative Appropriations Request for Fiscal Years 2018 and 2019*, August 5, 2016, p. 13 (2.A.) and p. 29 (2.E.). TDLR.Texas.Gov. <https://www.tdlr.texas.gov/Agency%20Reports/LAR%202018-2019.pdf> (accessed April 29, 2020).
- 37 Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018, p. 8. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).
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# Texas Motorcycle and All-Terrain Vehicle Safety Program Case Study

## Case Title:

Transfer of the Motorcycle and All-Terrain Vehicle Safety Unit (motorcycle and ATV safety program) from the Texas Department of Public Safety to the Texas Department of Licensing and Regulation.

## Date of Change:

The 2019 Legislature transferred the motorcycle and ATV safety program from the Texas Department of Public Safety (DPS) to the Texas Department of Licensing and Regulation (TDLR) effective September 1, 2020.<sup>1</sup>

## Bill Number/Author/Date:

Among many other provisions, Senate Bill 616 (authored by Birdwell) transfers “the motorcycle and off-highway vehicle operator training programs” from DPS to TDLR. The bill was signed by the Governor on June 10, 2019 and the transfer will occur on September 1, 2020. Because SB 616 received more than two-thirds of the vote of each house of the Texas Legislature, Section 8.026, describing the process by which DPS must dispose of motorcycles and related equipment, took effect on June 10, 2019.<sup>2, 3</sup>

## Fiscal Impact/Note Summary:

The section of the fiscal note for SB 616 related to this transfer, dated May 25, 2019, estimated a “savings to General Revenue and the Motorcycle Safety Education Account, with corresponding increases for TDLR” as a result of the transfer.<sup>4</sup> This analysis indicated that TDLR is “statutorily required to generate sufficient revenue to cover its costs of operation.” Therefore, “any increased cost to TDLR,” as a result of the transfer, “would be offset by an increase in fee-generated revenue” from the program.<sup>5</sup>

## Documented Reasons for Change:

According to the House Research Organization Bill Analysis of SB 616, the following reasons were cited as *rationale for* the transfer, including:<sup>6</sup>

1. The desire to utilize TDLR’s experience in:
  - a. Streamlining and simplifying regulatory functions.
  - b. Coordinating cooperative interagency discussions.
  - c. Seeking input from regulated industries.
  - d. Administering safety programs similar to those transferred under the bill.
2. The belief that the motorcycle and ATV safety program would receive more attention at TDLR than at DPS, which is necessarily more focused on law enforcement responsibilities.
3. Address the fact that the motorcycle and ATV safety program has been “poorly managed” under DPS.<sup>7</sup>

According to the Sunset Advisory Commission review of DPS in 2018, the transfer would also enable TDLR to align the motorcycle and ATV safety regulatory functions with similar programs already under TDLR jurisdiction. This more efficient functional structuring of the regulatory

programs would also allow TDLR to focus on improved customer assistance for the motorcycle and ATV safety program.<sup>8</sup> In addition, TDLR is well known for its “successful regulatory model.”<sup>9</sup>

### **Brief Summary of the Program Functions/Duties that Moved:**

The functions moved to TDLR included the following:<sup>10</sup>

- Motorcycle operator training and safety program.
- Off-highway vehicle (usually referred to as ATV) safety program.

### *Staffing and budget transfers*

According to the fiscal note for SB 616, dated May 25, 2019, SB 616 is estimated to have the following staffing and budgetary impacts related to the transfer:<sup>11</sup>

- TDLR estimates a cost of \$100,000 in FY 2021 and FY 2022 to cover expenses associated with transferring motorcycle safety training information into TDLR’s existing licensing system. These costs end after FY 2022, when the transfer process is expected to be complete.
- TDLR is expected to earn approximately \$30,700 per fiscal year in revenues from license application and renewal fees. TDLR is authorized to cover any disparity between these revenues and annual expenses with funding from the Motorcycle Education Fund Account.
- There is no fiscal impact anticipated as a result of transferring the off-highway vehicle safety program to TDLR. Like DPS, TDLR will continue to operate the off-highway vehicle safety program through the All-Terrain Vehicle Safety Institute at no cost.
- TDLR would need to hire 9.0 FTEs to administer the motorcycle operator training and safety program.
- Contracting, licensing, and database use is estimated to cost \$20,000 in FY 2021 and every year thereafter.
- Transferring the motorcycle operator safety training program will have a minimal impact on DPS’ Education, Training, and Research (ETR) Division.
- The reduction of 9.0 FTEs would result in a small savings to DPS in Motorcycle Education Account No. 501.

### **Brief Summary of Timeline & Oversight:**

- June 10, 2019:
  - SB 616 is signed by the Governor. Because SB 616 received more than two-thirds of the vote in each house, Section 8.026 took effect immediately on this date.<sup>12</sup> Section 8.026 describes the process by which DPS must dispose of motorcycles and related equipment in their possession or leased to training entities.
- February 28, 2020 (263 days after bill signing):
  - As part of the equipment disposal process outlined in Section 8.026, by this date, DPS must provide reasonable notice to motorcycle safety training entities that they must either purchase leased motorcycles and related equipment from DPS or return them to DPS.<sup>13</sup>
- May 31, 2020:
  - As part of the equipment disposal process outlined in Section 8.026, no later than this date, DPS must consult with TDLR, the Texas A&M Transportation Institute, and the Texas A&M Engineering Extension Service on their need for motorcycles and related

equipment necessary to provide motorcycle operator training. DPS must transfer this equipment to these entities as applicable.<sup>14</sup>

- August 31, 2020:
  - As part of the equipment disposal process outlined in Section 8.026, no later than this date, DPS must notify the Texas Facilities Commission of any remaining motorcycles and related equipment in DPS' possession. This equipment must be disposed of as surplus or salvage property.<sup>15</sup>
  - No later than this date, DPS and TDLR must enter into a Memorandum of Understanding (MOU) regarding property originally acquired by lease or purchase by DPS using money from the Motorcycle Education Fund Account. DPS must compensate the Account for these assets.
- September 1, 2020:
  - The Motorcycle Safety Program is required to be transferred in its entirety from DPS to TDLR by this date.<sup>16</sup>

### **Process Details:**

SB 616 transfers “the motorcycle and off-highway vehicle operator training programs” from DPS to TDLR. Among the bill’s provisions are the following:<sup>17</sup>

- TDLR must administer the motorcycle operator training and safety program. The governor no longer has the ability to designate a state agency to administer the motorcycle operator training and safety program.
- TDLR must establish a Motorcycle Safety Advisory Board to advise on the motorcycle operator training and safety program. The bill outlines the Board’s membership, service, and meeting requirements.
- TDLR may contract with third parties to offer and conduct motorcycle operator training and safety courses. Applicants seeking to offer or conduct motorcycle training must be licensed and following TDLR-approved motorcycle operator training curriculum, in addition to other eligibility requirements.
- TDLR and the Texas A&M Engineering Extension Service must coordinate to administer the motorcycle instructor training program.
- TDLR may apply for and receive grants, gifts, and donations to be deposited into a Motorcycle Education Fund Account for the purposes of improving motorcycle safety in the state.
- TDLR may use money from the Motorcycle Education Fund Account to administer a grant program used to improve motorcycle safety in the state.
- On September 1, 2020, all FTE positions at DPS related to the administration or enforcement of the Motorcycle Safety Program will become positions at TDLR.
- TDLR must require motorcycle training schools to follow certain reporting standards.
- TDLR and the Texas A&M Transportation Institute must coordinate to research and provide advocacy for motorcycle safety issues in the state.
- TDLR must administer an off-highway vehicle operator education and certification program.
- TDLR may contract with third parties to administer the off-highway vehicle operator education program and to certify off-highway vehicle operators.
- The executive director of the Texas Commission on Licensing and Regulation (TCLR) may deny, suspend, or cancel approval of a program sponsor to conduct, or an instructor

to teach, an off-highway vehicle operator education or certification course, under certain conditions.

- TDLR may exempt off-highway vehicles that are participating in certain competitive events from training and certification requirements.
- DPS must immediately dispose of motorcycles and related equipment either in its possession or being leased to motorcycle safety training entities according to the following process:
  - No later than February 28, 2020, DPS must provide reasonable notice to training entities that they must either purchase motorcycles and related equipment from DPS or return them to DPS.
  - After February 28, 2020, but no later than May 31, 2020, DPS must consult with TDLR, the Texas A&M Transportation Institute, and the Texas A&M Engineering Extension Service on their need for motorcycles and related equipment necessary to provide motorcycle operator training services. DPS must transfer this equipment to these entities as applicable.
  - After May 31, 2020, but no later than August 31, 2020, DPS must notify the Texas Facilities Commission of any remaining motorcycles and related equipment. This equipment must be disposed of as surplus or salvage property.
  - Any revenues generated from this process, aside from a defined “purchaser’s fee,” must be deposited into the Motorcycle Education Fund Account.
- No later than August 31, 2020, DPS and TDLR must enter into a Memorandum of Understanding (MOU) regarding property acquired by lease or purchase using money from the Motorcycle Education Fund Account. DPS must compensate the Account for these assets.
- By September 1, 2020, all functions and activities related to the Motorcycle Safety Program are transferred to TDLR, as are all rules, fees, policies, procedures, decisions, and forms related to the Motorcycle Safety Program.
  - Additionally, all complaints, investigations, contested cases, money, contracts, leases, property, obligations, licenses, certificates, and unexpended and unobligated balances related to the Motorcycle Safety Program must be transferred from DPS to TDLR by this date.
- DPS must provide TDLR with access to relevant systems and information necessary to administer the Motorcycle Safety Program.

### **Lessons Learned, Conclusions/Findings:**

The transfer of the Motorcycle and ATV Safety Program from DPS to TDLR is indicative of the type of cases where the transfer occurs due to a lack of trust based on past poor performance. The Sunset Commission found that the program under DPS was poorly managed and not well placed in DPS. While the transfer of this program in its entirety to TDLR will not be complete until September 1, 2020, moving this program to a successful and efficient regulatory agency such as TDLR is likely to result in increased customer service impacts and fee reductions. For example, in the case of the 13 occupational licensing programs that were transferred from the Department of State Health Services (DSHS) to TDLR between 2016-2017, significant gains were made in terms of fee reductions, streamlined rules, and other efficiencies.<sup>18</sup>

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- <sup>1</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 616, Article 8. Motorcycle and Off-Highway Vehicle Operator Training Programs," p. 135. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>2</sup> Texas Legislature 86th Legislative Session (2019). "Texas SB 616, 86th Legislature, Votes." LegiScan.Com. <https://legiscan.com/TX/votes/SB616/2019> (accessed April 27, 2020).
- <sup>3</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 616, Article 8. Motorcycle and Off-Highway Vehicle Operator Training Programs," p. 132-133 and 135. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>4</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 25, 2019, SB 616." Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>5</sup> Ibid.
- <sup>6</sup> House Research Organization. "Bill Analysis: SB 616," May 16, 2019, p. 7-9. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba81r/hb3097.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>7</sup> Sunset Advisory Commission. *Sunset Advisory Commission Final Report: Texas Department of Public Safety*, June 2019, p. A1. Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/DPS%20Staff%20Report%20with%20Final%20Results.pdf> (accessed April 27, 2020).
- <sup>8</sup> Ibid, p. 5.
- <sup>9</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1 (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015)*, December 2018, p. 5. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).
- <sup>10</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 25, 2019, SB 616." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>11</sup> Ibid.
- <sup>12</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 616, Article 8. Motorcycle and Off-Highway Vehicle Operator Training Programs" p. 132-133 and 135. Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>13</sup> Ibid, p. 132-133.
- <sup>14</sup> Ibid.
- <sup>15</sup> Ibid.
- <sup>16</sup> Ibid, p. 135.
- <sup>17</sup> Senate Research Center. "Bill Analysis, 86th Legislative Regular Session, June 20, 2019, SB 616." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/analysis/pdf/SB00616F.pdf#navpanes=0> (accessed April 27, 2020).
- <sup>18</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1 (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015)*, December 2018. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).



## Texas Motor Fuel Program Case Study

### Case Title:

Transfer of the Motor Fuel Quality and Metering Program (motor fuel program) from the Texas Department of Agriculture to the Texas Department of Licensing and Regulation.

### Date of Change:

After being signed by the Governor on June 14, 2019, SB 2119 is scheduled to transfer the motor fuel program from the Texas Department of Agriculture (TDA) to the Texas Department of Licensing and Regulation (TDLR) by September 1, 2020.<sup>1</sup> The provisions of SB 2119 relating to the transfer (Sections 10 and 11) became effective immediately on June 14, 2019 as the bill received more than two-thirds of the vote in each house of the Texas Legislature.<sup>2</sup>

### Bill Number/Author:

Senate Bill 2119 (authored by Alvarado) transferred the “regulation of motor fuel metering and motor fuel quality from the Department of Agriculture to the Texas Department of Licensing and Regulation.” Senate Bill 2119 also transferred “...civil and administrative penalties, created criminal offenses, required occupational licenses, and authorized fees” to TDLR.

### Fiscal Impact/Note Summary:

The fiscal note for SB 2119, dated May 17, 2019, estimated “no significant fiscal implication to the State” as a result of the transfer.<sup>3</sup> The prior fiscal note, attached to the House Committee Report (dated May 9, 2019), indicated that TDLR is “statutorily required to generate sufficient revenue to cover its costs of operation.”<sup>4</sup> It was assumed that “any increased cost to TDLR” as a result of the transfer “would be offset by an increase in fee-generated revenue” from the program.<sup>5</sup>

### Documented Reasons for Change:

According to the House Research Organization Bill Analysis of SB 2119, several reasons were cited as *rationale* for the transfer, including:<sup>6</sup>

- TDA’s connection to rural communities was an advantage for many years; however, recent advancements in modern technology have lessened the importance of this advantage.
  - When TDA began regulating motor fuel metering and quality in the 1930’s, fueling options were scarce and consumers could not easily submit complaints. Consumers now have many fueling options and can submit instantaneous feedback, regardless of which agency runs the motor fuel program.
- TDA has poorly managed funding for the motor fuel program.
  - In recent years, TDA has raised penalties on gas stations and raised more revenue than is necessary to run its enforcement programs.
- TDLR has considerable experience efficiently running regulatory functions and is more than capable of absorbing the motor fuel program.
  - Currently, TDA contracts with a third-party to inspect gas stations. TDLR already uses third-party contractors in elevator and boiler inspections, among other functions.

Based on widespread media reports at the time, the bill was the result of advocacy by the Food and Fuel Association (FFA), representing the retail sector of the oil and gas industry (primarily gas stations and convenience stores), to move regulatory authority over gas pumps away from TDA.<sup>7</sup> FFA notably endorsed Commissioner Miller's primary opponent prior to the 2018 midterm elections, citing fiscal irresponsibility on the part of Commissioner Miller. The specific conflict with respect to fuel pump regulation came to the public's attention during an April 2019 hearing of the Texas House Committee on International Relations and Economic Development.<sup>8</sup> Speaking for a companion bill to Senate Bill 2119, FFA president and CEO Paul Hardin noted the "ups and downs" experienced working with Commissioner Miller. Hardin also noted his preference for working under an agency "regulated by an appointed director," which is true of TDLR.<sup>9</sup> In order to testify against SB 2119, Commissioner Miller took the highly unusual action of de-registering as a public official and registered as himself.

SB 2119 was also likely made possible due to a wider distrust of Commissioner Miller.<sup>10</sup> Aside from the specifics of the motor fuels program, the overall efficiency and appropriate use of resources and authority by Commissioner Miller was under general and legislative scrutiny. During the 84th session, Commissioner Miller faced tough questions from members of the Senate Committee on Agriculture, Water, and Rural Affairs.<sup>11</sup> Members of the committee were alarmed that Commissioner Miller was planning various fee increases that could not be justified by budgetary needs. Specifically, Commissioner Miller's fee increases were scheduled to generate \$22.6 million, even though it was estimated that TDA only needed to generate revenue of \$5.1 million to meet its budgetary needs.

#### **Brief Summary of the Program Functions/Duties that Moved:**

The functions moved to TLDR included:<sup>12</sup>

- Inspection and registration of motor fuel metering devices.
- Complaints about motor fuel metering devices.
- Sale and delivery of motor fuel.
- Testing and quality of motor fuel.

#### *Staffing and Budget Transfers:*

- To execute the provisions of the transfer required by the legislation, HB 1, 86<sup>th</sup> Legislature, Regular Session, 2019 included Section 18.80, Contingency for SB 2119 making the following appropriations adjustments:<sup>13</sup>
  - TDA appropriations were reduced by \$7,897,284 for the 2020-21 biennium (divided equally between the years), and their authorized FTEs were reduced by 35.9 in each fiscal year.
  - To ensure TDA reduced their revenue generation, requirements for cost recovery at TDA were adjusted to reflect the program transfer.
  - TDLR appropriations were increased by \$11,296,983 (\$6,055,109 in FY 2020 and \$5,241,874 in FY 2021) and their authorized FTEs increased by 68 in each fiscal year.
- It was estimated that the transferring program generated approximately \$8,000,000 in fee revenue each year, based on information from the Comptroller's Office and from TDLR.<sup>14</sup> As TDLR is required to operate on a cost recovery basis, and as all authorization to assess

fees associated with the program transferred from TDA to TDLR, there was no net overall fiscal implication to the state of the transfer.

### **Brief Summary of Timeline & Oversight:**

- June 14, 2019:
  - SB 2119 is signed by the Governor. Because SB 2119 received more than two-thirds of the vote in each house, Sections 10 and 11 took effect immediately on this date.<sup>15</sup> Section 10 repeals language relating to the motor fuel program from the Texas Agriculture Code. Section 11 immediately transfers all “rules, fees, policies, procedures, decisions, and forms” from TDA to TDLR.<sup>16</sup>
- July 25, 2019 (41 days after bill signed by Governor)
  - Memorandum of Understanding (MOU) is initially signed by TDA (“Transferring Agency”).
- July 29, 2019 (45 days after bill signed by Governor)
  - Memorandum of Understanding (MOU) is signed by TDLR (“Receiving Agency”).
- September 1, 2019 (79 days after bill signed by Governor):
  - Sections 1 through 9, 12, and 13 take effect, as required by SB 2119. TDLR has the option to form a stakeholder workgroup to “provide input, advice, and recommendations” to TDA and TDLR on the “orderly transfer of powers, duties, functions, programs, and activities” as required by SB 2119.<sup>17</sup> SB 2119 authorizes TDLR to determine the “size, composition, and scope” of the Motor Fuel Metering and Quality Stakeholder Workgroup.
- September 27, 2019 (105 days after bill signed by Governor):
  - TDLR sends out notice of applications for Motor Fuel Metering and Quality Stakeholder Workgroup, as authorized by Section 12 of SB 2119.<sup>18</sup>
- February 3, 2020 (234 days after bill signed by Governor):
  - Fifteen people are named to TDLR’s Motor Fuel Metering and Quality Stakeholder Workgroup.<sup>19</sup>
- September 1, 2020:
  - The motor fuel program is required to be fully transferred from TDA to TDLR by this date.<sup>20</sup>
- October 1, 2020:
  - The Motor Fuel Metering and Quality Stakeholder Workgroup is scheduled to expire on this date.<sup>21</sup>

### **Process Details:**

SB 2119 transferred the “regulation of motor fuel metering and motor fuel quality from the Department of Agriculture to the Texas Department of Licensing and Regulation.” It also transferred to TDLR: “... civil and administrative penalties, created criminal offenses, required occupational licenses, and authorized fees.”<sup>22</sup> Among the bill’s provisions are the following:<sup>23</sup>

- TDLR may contract with licensed motor fuel metering device service companies or technicians to perform necessary motor fuel metering services.
- TDA and TDLR must adopt a transition plan to provide for the orderly transfer of powers, duties, functions, programs, and activities. The transition plan must provide for the transfer to be completed not later than September 1, 2020.

- TDA must provide TDLR with access to all systems, facilities, and information necessary for TDLR to absorb the transferred programs and activities.
- TDLR may establish a stakeholder workgroup to provide input, advice, and recommendations on the orderly transfer of powers, duties, functions, programs, and activities. TDLR may determine the size, composition, and scope of the workgroup. The stakeholder workgroup is scheduled to expire on October 1, 2020.
- As specified in the transition plan, all FTE positions directly or indirectly connected to the administration or enforcement of a transferred program or activity must become positions at TDLR when the program or activity is transferred.
- TDLR must post the positions after the transfer for hiring. TDLR must give preference to employees formerly in these positions at TDA, but TDLR is not required to hire them.
- TDLR may purchase apparatus as necessary to administer the program.
- TDA and TDLR are required to enter into a memorandum of understanding (MOU) on the proper usage of the state metrology lab, which is operated by TDA.<sup>24</sup> The state metrology lab is used to maintain standards for motor fuel inspection.<sup>25</sup>

### *Memorandum of Understanding*

Currently, TDA and TDLR have an active MOU establishing the process for the orderly transfer of all relevant documents and information pertaining to the motor fuel program. According to the MOU dated July 29, 2019 (for the period of July 29, 2019-August 31, 2020), the initial transition details are to be handled as follows:<sup>26</sup>

- No more than 10 working days after the execution of the MOU, TDA must prepare briefing binders with hardcopies of all forms, written policies, and procedures related to the Motor Fuel Program; during this timeframe, TDA must schedule an orientation session with TDLR to provide an overview of the motor fuel program.
- Immediately following the orientation session, TDA and TDLR must establish and coordinate workgroups to identify tasks and data transfer timelines required for the transfer of the motor fuel program. The workgroups must include, but are not limited to, the following topics:
  - Accounting & Personnel: Program and Field Administrators
    - Includes unexpended and unobligated balances of appropriated funds, FTE positions, revenues, and program structures.
  - Regulatory Program and Field Operations
    - Includes all documents and databases involving licensed service companies and technicians; motor fuel devices; motor fuel distributors, suppliers, wholesalers, and jobbers; the administration and monitoring of motor fuel devices; the collection and testing of motor fuel; consumer protection workflow functions; statistics and information requests related to motor fuel; outreach activities; trade associations; cooperatives; and local government contracts.
  - Examination and Education
    - Includes educational and exam requirements by license type and continuing education requirements.
  - Complaint Review and Resolution Process
    - Includes access to all documents and databases used during the intake, investigation, disposition, or informal resolution of complaints received or

opened, and processes relating to the monitoring and collection of penalties and sanctions.

- Legal
  - Includes rulemakings, existing policy statements, policies or rules under review, open records, regulatory procedures under review, and record management processes.
- Information Technology
  - Includes descriptions of technologies used; descriptions of interfaces used to enter, modify, view, or move data; security requirements for data; descriptions of third-party software purchased; and lists of all technical and user documentation.
- Metrology Laboratory
  - Includes all procedures related to the operation of the state metrology laboratory.
  - All relevant key statistical data, performance measures, and reports.
- During workgroup sessions, TDA and TDLR may complete ride-along and job shadowing to provide real-time exposure to workflow and other TDA processes.
- All information shared as part of the MOU is subject to the confidentiality rules imposed by law on the transferring agency.
- The MOU lists points of contact for the following areas: Administration, Accounting & Personnel; Regulatory Licensing; Examination and Education; Complaint Review and Resolution Process; Legal; Customer Service & Stakeholder Notifications; Information Technology; Inspections and Field Operations; and Metrology Laboratory.
- The Executive Director of TDLR agrees to provide TDA with timely review and approval or direction for all enforcement actions, contracts, or transfer-related legal matters.
- The MOU may be jointly amended at any point during its term by TDA and TDLR.

### **Lessons Learned, Conclusions/Findings:**

This case serves as a good example of a program transfer that occurred due to poor performance and stakeholder pressure. The timeline for the transfer seems adequate at 15 months from bill signing. Similar to the motorcycle safety program, while the transfer of the motor fuel program in its entirety to TDLR will not be complete until September 1, 2020, moving this program to a successful and efficient regulatory agency such as TDLR is likely to result in positive customer service impacts and fee reductions. For example, in the case of the 13 occupational licensing programs that were transferred from the Department of State Health Services (DSHS) to TDLR between 2016-2017, significant gains were made in terms of fee reductions, streamlined rules, and other efficiencies.<sup>27</sup>

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- <sup>1</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 2911," p. 44. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>2</sup> LegiScan. "Texas SB 2119, 86th Legislature, Votes." LegiScan.Com. <https://legiscan.com/TX/votes/SB2119/2019> (accessed April 21, 2020).
- <sup>3</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 17, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>4</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 9, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB02119H.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>5</sup> Ibid.
- <sup>6</sup> House Research Organization, Bill Analysis. "SB 2119," May 15, 2019, p. 3-4. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba86r/sb2119.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>7</sup> Ken Herman. "Unsticking Texas Ag Commissioner Sid Millers Gas Pump Stickers." *Austin American-Statesman*, January 8, 2020. Statesman.Com. <https://www.statesman.com/news/20200107/herman-unsticking-texas-ag-commissioner-sid-millers-quos-gas-pump-stickers> (accessed April 21, 2020).
- <sup>8</sup> Ken Herman. "Texas Agriculture Commissioner Sid Miller Needed at Fuel Pumps?" Statesman. *Austin American-Statesman*, April 2, 2019. Statesman.Com. <https://www.statesman.com/news/20190401/herman-texas-agriculture-commissioner-sid-miller-needed-at-fuel-pumps> (accessed April 21, 2020).
- <sup>9</sup> Ibid.
- <sup>10</sup> Jesus Azanza. "Texas Food & Fuel Association (TFFA) Endorses Trey Blocker for Commissioner of Agriculture." *Texas Food & Fuel Association*, January 15, 2018. TFFA.Com. <https://www.tffa.com/blog/tffa-daily-buzz-3511/post/texas-food-fuel-association-tffa-endorses-trey-blocker-for-commissioner-of-agriculture-9485> (accessed April 21, 2020).
- <sup>11</sup> Jim Malewitz. "Lawmakers Grill Miller on Ag Fee Hikes." *The Texas Tribune*, December 8, 2015. TexasTribune.Com. <https://www.texastribune.org/2015/12/08/lawmakers-grill-miller-proposed-ag-fee-hikes/> (accessed April 21, 2020).
- <sup>12</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 17, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>13</sup> Legislative Budget Board. "General Appropriations Act, 86<sup>th</sup> Legislative Regular Session, May 24, 2019, Article IX – General Provisions" p. 105. Capitol.Texas.Gov. [https://www.lbb.state.tx.us/Documents/GAA/General\\_Appropriations\\_Act\\_2020\\_2021.pdf](https://www.lbb.state.tx.us/Documents/GAA/General_Appropriations_Act_2020_2021.pdf) (accessed April 22, 2020).
- <sup>14</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 9, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB02119H.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>15</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 2911," p. 44. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>16</sup> Ibid, p. 41-42.
- <sup>17</sup> Ibid, p. 43-44.
- <sup>18</sup> Texas Department of Licensing and Regulation. "Motor Fuel Metering and Quality, News and Updates," 2019. TDLR.Texas.Gov. <https://www.tdlr.texas.gov/fmq/fmq.htm> (accessed April 22, 2020).
- <sup>19</sup> Ibid.
- <sup>20</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 2911," p. 44. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>21</sup> Ibid.
- <sup>22</sup> Ibid.
- <sup>23</sup> Senate Research Center. "Bill Analysis, 86th Legislative Regular Session, June 13, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/analysis/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>24</sup> Texas Legislature 86th Legislative Session (2019). "S.B. No. 2911," p. 11. Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/tlodocs/86R/billtext/pdf/SB02119F.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>25</sup> Legislative Budget Board. "Fiscal Note, 86th Legislative Regular Session, May 9, 2019, SB 2119." Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/86R/fiscalnotes/pdf/SB02119H.pdf#navpanes=0> (accessed April 21, 2020).
- <sup>26</sup> Texas Department of Agriculture and Texas Department of Licensing and Regulation. "Memorandum of Understanding," July 29, 2019. TDLR provided to staff via email in April 2020. Not available online.
- <sup>27</sup> Texas Department of Licensing and Regulation. *Implementation Report Senate Bill 202, Article 1* (As Required by Senate Bill 202, Section 1.301, 84<sup>th</sup> Regular Session, 2015), December 2018. Sunset.Texas.Gov. [https://www.sunset.texas.gov/public/uploads/files/reports/TDLR\\_Senate%20Bill%20202%20Implementation%20Report.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/TDLR_Senate%20Bill%20202%20Implementation%20Report.pdf) (accessed April 24, 2020).

## Texas Juvenile Justice Department (TJJD) Case Study

### Case Title:

Creation of the Texas Juvenile Justice Department (TJJD) from the merger of the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission (TJPC).

### Date of Change:

Upon the recommendation of the Sunset Advisory Commission in 2011 and subsequent legislative action, the Texas legislature merged the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission (TJPC) and created a new agency, the Texas Juvenile Justice Department (TJJD).<sup>1</sup>

### Bill Number/Author/Date:<sup>2</sup>

Senate Bill 653 (authored by Whitmire) abolished TYC and TJPC and transferred the powers and duties of those agencies to the newly created TJJD. The bill was signed by the Governor on May 19, 2011 and took effect September 1, 2011.

### Fiscal Impact/Note Summary:

The fiscal note for SB 653, dated May 2, 2011, estimated an overall positive two-year fiscal impact (savings to the state) of \$3,296,296 through the biennium ending August 31, 2013.<sup>3</sup>

The analysis assumed the two agencies could be merged without creating additional costs for the state. The fiscal note estimated that nine executive staff positions and 5% of all central office staff could be eliminated to reduce duplication (an overall FTE reduction of 21 positions).

The analysis concluded that, aside from some additional costs associated with participating in the state Data Center Consolidation project, costs associated with merging the two agencies' computer systems could be reasonably accomplished within the agencies' current resources.<sup>4</sup>

### Documented Reasons for Change:<sup>5</sup>

According to the House Research Organization Bill Analysis, several reasons were cited as *rationale for* the merger, including:

- Creating a more effective continuum of treatment and rehabilitation for juvenile offenders in Texas, who should be treated as one population and addressed in a single system.
- Producing efficiencies and cost savings that could be put back into helping youth.
- Better helping youth by coordinating resources and care so that state and local programs work better together.
- Addressing persistent problems at TYC (even after years of reform) by providing a new agency, governing board, and overall reset.

The bill included the following statutory directives for the new agency's goals and purpose:<sup>6</sup>

- The Department shall be a unified state juvenile justice agency that works with stakeholders; provides a full continuum of effective supports and services to youth; and creates a juvenile justice system that produces positive outcomes for youth, families, and communities.
- The goals of the Department are to:

- Support a county-based continuum of services for youth and families that reduces the need for out-of-home placement;
- Increase the use of alternatives to placement and commitment to secure state correctional institutions;
- Locate facilities as geographically close as possible to necessary workforce and other services while supporting youths' connections to their families;
- Encourage regional cooperation that enhances county collaboration;
- Enhance the continuity of care throughout the juvenile justice system; and
- Utilize secure facilities whose size supports effective youth rehabilitation and public safety.

**Brief Summary of the Program Functions/Duties that Moved:<sup>7</sup>**

All powers and duties of both agencies were merged into the new agency.

The functions of TYC, the state's juvenile corrections agency, included:

- Secure confinement of youth committed to the state by courts (at the time, in 10 secure institutional facilities, 9 halfway houses, and 12 private providers for residential services).
  - The TYC population was projected to be 1,689 youth at the end of fiscal year 2011.
- Education and treatment programs for youth in custody.
- Supervision of youth on parole.
- Office of Inspector General, an independent office to investigate allegations of abuse, neglect, exploitation, or other crimes or administrative violations within TYC.
- Office of the Independent Ombudsman, an independent office to investigate, evaluate, and secure the rights of youths committed to TYC.

The functions of TJPC, the state agency overseeing county juvenile probation departments run by counties, included:

- Distributing state and federal funding to help counties supervise juvenile offenders and to divert them from TYC.
  - In fiscal year 2010, TJCP funding supported supervision of 94,456 youth in 165 local juvenile probation departments.
- Monitoring and overseeing local juvenile probation departments and local detention and correction facilities to ensure compliance with minimum standards.
- Certifying juvenile probation and detention officers.
- Investigating complaints about juvenile programs.

*Impacted staffing and budget*

According to the Sunset staff report, as of November 2010:<sup>8</sup>

- TYC had about 3,500 staff, including 1,852 juvenile correctional officers and 213 case managers working in TYC institutions and halfway houses across the state. TYC headquarters in Austin had 266 employees. The agency received \$262.4 million in revenue in fiscal year 2009, with General Revenue accounting for 86 percent of the agency's total revenue.
- TJPC had 76 staff, all based in Austin, and received about \$144.5 million in funding in fiscal year 2009, 87 percent of which was General Revenue. Most of the agency's expenditures (96 percent) went to grants for local probation departments.



## **Brief Summary of Timeline & Oversight:<sup>9</sup>**

### *Timeline*

The initial transition period was only five months from the bill's signing (or three months from the bill's effective date), with creation of the new Department on December 1, 2011 (the Sunset Commission had originally recommended a one-year transition period).

A Transition Team was required in the bill, discussed in more detail below. From September 1 until December 1, 2011, the team focused on "coordinating and overseeing the transition of services and facilities" to "prepare the two agencies to become one agency . . . with smoothly functioning business processes." From December 1, 2011 through March 1, 2012, the team shifted to "assisting the new TJJD board in implementing the continued transition" and preparing a transition plan with short-, medium-, and long-range goals through August 31, 2013.<sup>10</sup>

### *Oversight*

- Board. The bill created a 13-member Juvenile Justice Board with the following composition.
  - One member who is a district court judge of a court designated as a juvenile court;
  - Three county commissioners court members;
  - One prosecutor in juvenile court;
  - Three chief juvenile probation officers representing small, medium, and large counties;
  - One adolescent mental health treatment professional;
  - One educator; and
  - Three members of the general public.
  
- Transition Team. The bill established a seven-member juvenile justice services and facilities transition team to develop a transition plan with short-, medium-, and long-term goals, and to assist the Board in the organization of the new agency. The Governor and the TYC and TJPC boards appointed the team members on September 1, 2011, and the bill required the transition team's work to begin on September 1, 2011 and disband on March 1, 2012, or as soon thereafter as possible. The team was composed of the following:
  - One representative of the Governor, who will chair the team;
  - One representative chosen from a list submitted to the Governor by the Lieutenant Governor;
  - One representative chosen from a list submitted to the Governor by the Speaker of the House;
  - One representative each of TYC and TJPC, appointed by their respective boards;
  - One member who represents the interests of offenders or the families of youthful offenders, an organization that advocates on behalf of youthful offenders or the families of youthful offenders, or an organization that advocates on behalf of the victims of delinquent or criminal conduct; and
  - One member with experience in organizational mergers.

- Advisory Council on Juvenile Services. The bill adjusted the composition and duties of the existing Advisory Council on Juvenile Services. The bill also adjusted the Council’s functions to require the Council to assist the Department in determining the needs and problems of county juvenile boards and probation departments; conduct long-range strategic planning; review existing or newly proposed standards affecting juvenile probation programs, services, or facilities; analyze the potential cost impact on probation departments of new standards proposed by the Board; and advise the Board on any other matter at the request of the Board. Members were appointed by the TJJD board on December 1, 2011 and included:
  - The executive director of the Department or the executive director’s designee;
  - The director of probation services of the Department or the director’s designee;
  - The executive commissioner of the Health and Human Services Commission or the commissioner’s designee;
  - One representative of the county commissioners courts appointed by the board;
  - Two juvenile court judges appointed by the board; and
  - Seven chief juvenile probation officers appointed by the board.

**Process Details:**

*Legislation<sup>11</sup>*

The bill contained standard provisions transferring all powers and duties of the former two agencies to the new agency. On December 1, 2011, TYC and TJJD were abolished and the “powers and duties of those agencies are transferred to the Texas Juvenile Justice Board and the Texas Juvenile Justice Department.” Relevant provisions to transfer mechanics:

- All money, records, property, and equipment of the two agencies transferred to the new agency on December 1, 2011 “or as soon as possible after that date.”
- A rule adopted by the two agencies before December 1, 2011 became a rule of the new agency until the new agency amends or repeals the rule.
- MOUs either agency adopted prior to December 1, 2011 became binding to the new agency until a new MOU was created modifying the new agency’s responsibilities.
- The bill provided that actions regarding the disposition of a child by the two agencies or a juvenile probation department were not affected by the merger.

*Appropriations<sup>12</sup>*

- Appropriations allocated to TJJD were determined by combining total appropriations for TYC and JPC for the biennium. Half of TYC and JPC appropriations were allocated to TYC and JPC in the first quarter of fiscal year 2012 for the continued operation of those agencies and their eventual transition to TJJD. Upon the transition date of December 1, 2011, all funds, records, property, and equipment in the possession of TYC and JPC were transferred to TJJD, as well as all memoranda of understanding that applied to each former agency.
- Appropriations allocated to TJJD for the 2012-13 biennium provided \$664 million in All Funds and 3,144.7 full-time equivalent (FTE) positions in fiscal year 2012, and 3,060.9 FTE positions in fiscal year 2013. The appropriations included \$604.2 million in General Revenue Funds, or 91 percent.

- Appropriations of All Funds for the 2012–13 biennium for the two former agencies decreased from the 2010-11 biennial spending levels. The combined net impact on TJJD for the 2012-13 biennium was a decrease of \$72.5 million in General Revenue Funds and 553.2 FTE positions from the 2010-11 biennial spending levels.

### *Transition Plan*<sup>13</sup>

The Transition Team first assisted with the immediate creation of the agency by December 1, 2011, relying heavily on a Business Continuity Plan Checklist developed by the staff of both agencies. This Checklist extensively detailed specific steps agency staff had to take to merge or standardize practices across all administrative divisions of the agency (human resources, information technology, financial systems, procurement processes, etc.).

The Team held a stakeholder meeting on December 7, 2012 to receive comments on the transition process. Numerous stakeholder and advocacy groups provided written comments.

The Transition Team provided a report to the TJJD board on February 17, 2012 including general recommendations and short-, medium-, and long-term goals as summarized below.

- General recommendations (*edited*)
  - Create a forum for regular communication between TJJD staff and stakeholders to promote ongoing dialogue; create an “early warning system” for developing issues; and to help develop strategic plans and priorities of the new agency.
  - Establish a standing agenda item at board meetings for Advisory Council reports.
  - Establish a new culture, priorities, and overall identity for the new agency.
  - Request a quarterly report from the executive director to the board regarding agency progress on achieving board-adopted transition goals.
  - Monitor the need for additional funding of the Office of Independent Ombudsman to account for additional duties.
- Short-Term Goals. (by February 28, 2012; 9 months from bill signing) (*edited*)
  - Develop and adopt the mission and priorities of TJJD.
  - Initiate the development of the strategic plan of the agency, including developing performance measures.
  - Review and approve the agency operating budget by February 1, 2012 for the remainder of FY 2012.
  - Initiate development of the agency’s appropriations request by preparing any proposed revisions to the budget structure for the FY 2014-2015 LAR.
  - Establish the organizational structure of the new agency to identify redundant positions and create new positions to reflect the priorities and mission of TJJD.
  - Staff Training: Identify statutory, agency, and American Correctional Association (ACA) training requirements; Evaluate training requirements and resources to identify areas of duplication or overlap and areas where gaps exist.
  - Complete technological changes to information resources systems for combining the data networks of the former agencies and internet connections.
  - Staff should work with the Department of Information Resources to determine whether the entire agency must participate in the Datacenter Consolidation

- System (DCS). Establish routine system backups and disaster recovery strategies for non-DCS functionality.
- Complete detailed financial business continuity items as identified in the Transition Checklist for accounting, claims, and payroll functions.
- Establish a time for completing reviews of fiscal policies, business forms, and procurement procedures for needed changes.
- Develop a space utilization plan for the best use of state-owned space and leased space for the most cost-effective organization and staffing.
- Review paper files for combined agency for security, records retention requirements, and efficient space management.
- Medium-Term Goals. (by August 31, 2012; 15 months from bill signing) (*edited*)
  - Complete and adopt the statutorily required strategic plan for 2013-2017 by the LBB assigned due date.
  - Complete, adopt, and submit the 2014-2015 LAR by the LBB assigned due date.
  - Consider expanding current staff training.
  - Create a standard hardware and software configuration for all TJJD computers.
  - Evaluate security encryption for mobile devices with hard drives, anti-virus software, and asset tracking software, including loss prevention tools for combined agency needs.
  - Establish a governance process for information resources projects for the combined agency, including policies and processes, and project tracking software.
  - Clarify plans for maintaining closed facilities for an indefinite period and assisting local communities with facility repurposing.
  - Develop a five-year plan to foster critically needed programs, strategies, and service capacity at the community level to help prevent youth involvement with the criminal justice system and formalize three-year funding goals.
- Long-Term Goals. (by August 31, 2013; 27 months from bill signing) (*edited*)
  - Review overall structure of the new agency and determine the best practices for delivering services to youth.
  - Align policy and program oversight of the former TJPC and TYC agencies for institutional services and community services to achieve an integrated system of program oversight.
  - Assess ways that the service delivery system might be strengthened and more fully integrated, apart from the organizational structure of the new agency.
  - Develop and implement strategies to ensure an integrated and cost-effective system of community supervision.
  - Address better options and collaborate with other entities to serve youth that have significant mental health needs.

### **Lessons Learned, Conclusions/Findings:**

The merger of TYC and TJPC into a single agency occurred against the backdrop of significant other policy reforms of the Texas juvenile justice system. Overall, Texas is seen as a national model in juvenile system reform, including policies to invest more in front-end programming and move away from housing so many youth in state secure facilities. Creation of the consolidated

agency was one small part of many other policy changes, but helped contribute to a general sense of reform, overhaul, and effectiveness in delivering juvenile services.<sup>14</sup>

When considering the administrative process of transition and merger, stakeholders involved at the time and interviewed on background for this case study noted the following considerations:

- TYC was under more pressure than TJPC, which was generally viewed as a well-run agency at the time and was much smaller.
- Some staff and stakeholders of TJPC reported feeling the smaller agency was being “taken over.” Morale among the TJPC staff was extremely low.
- Tension between the two agencies’ staff were a barrier to successful transition and took years to resolve.
- Different pay scales between the agencies were also an issue.
- The transition committee was helpful to take some of the transition tension between the two agencies out of the equation, but was short-lived.
- TYC facilities staff in the field were not immediately included in transition planning and implementation, which caused issues later and delays in implementing some of the desired reforms in consolidating the two agencies.
- The budget and accounting process was challenging to navigate during the transition due to lack of interoperability between the two agencies’ financial systems.
- Unexpected administrative challenges (such as weak accounting practices) came out during the transition process and had to be dealt with, which was a positive outcome of the disruption.
- The timeline was very short and created additional, potentially unnecessary stress.

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<sup>1</sup> Sunset Advisory Commission. *Sunset Advisory Commission Summary of Results: Juvenile Justice Agencies* (July 2011). Sunset.Texas.Gov.

[https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission\\_Juvenile%20Probation\\_Ombudsman%20SOL%2011%2082%20leg.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission_Juvenile%20Probation_Ombudsman%20SOL%2011%2082%20leg.pdf) (accessed April 23, 2020).

<sup>2</sup> Texas Legislature 82<sup>nd</sup> Legislative Session (2011). “S.B. 653.” Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/History.aspx?LegSess=82R&Bill=SB653> (accessed April 23, 2020).

<sup>3</sup> Legislative Budget Board. “Fiscal Note, 82<sup>nd</sup> Legislative Regular Session, May 2, 2011, SB 653.” Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/82R/fiscalnotes/pdf/SB00653F.pdf#navpanes=0> (accessed April 23, 2020).

<sup>4</sup> Ibid.

<sup>5</sup> House Research Organization, Bill Analysis. “HB 1915/SB 653,” April 28, 2011. HRO.House.Texas.Gov. <https://hro.house.texas.gov/BillAnalysis.aspx> (accessed April 23, 2020).

<sup>6</sup> Sunset Advisory Commission. *Sunset Advisory Commission Summary of Results: Juvenile Justice Agencies* (July 2011). Sunset.Texas.Gov.

[https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission\\_Juvenile%20Probation\\_Ombudsman%20SOL%2011%2082%20leg.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission_Juvenile%20Probation_Ombudsman%20SOL%2011%2082%20leg.pdf) (accessed April 23, 2020).

<sup>7</sup> House Research Organization, Bill Analysis. “HB 1915/SB 653,” April 28, 2011. HRO.House.Texas.Gov. <https://hro.house.texas.gov/BillAnalysis.aspx> (accessed April 23, 2020).

<sup>8</sup> Sunset Advisory Commission. *Texas Youth Commission, Texas Juvenile Probation Commission, Office of Independent Ombudsman Final Report* (July 2011). Sunset.Texas.Gov.

[https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission\\_Juvenile%20Probation\\_Ombudsman%20Final%20Report%202011%2082%20Leg.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission_Juvenile%20Probation_Ombudsman%20Final%20Report%202011%2082%20Leg.pdf) (accessed April 23, 2020).

<sup>9</sup> Sunset Advisory Commission. *Sunset Advisory Commission Summary of Results: Juvenile Justice Agencies* (July 2011). Sunset.Texas.Gov.

[https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission\\_Juvenile%20Probation\\_Ombudsman%20SOL%2011%2082%20leg.pdf](https://www.sunset.texas.gov/public/uploads/files/reports/Youth%20Commission_Juvenile%20Probation_Ombudsman%20SOL%2011%2082%20leg.pdf) (accessed April 23, 2020).

<sup>10</sup> Texas Juvenile Justice Department. *Transition Team Report for the Texas Juvenile Justice Department* (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet, available <https://web.archive.org/web/20120322181219/http://www.tjjd.texas.gov/home/boardmeeting.aspx> (accessed April 24, 2020).

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<sup>11</sup> Texas Legislature 82<sup>nd</sup> Legislative Session (2011). "S.B. 653." Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/History.aspx?LegSess=82R&Bill=SB653> (accessed April 23, 2020).

<sup>12</sup> Legislative Budget Board. *Fiscal Size Up 2012-13*, (2013), p. 370, 362. [https://www.lbb.state.tx.us/Documents/Publications/Fiscal\\_SizeUp/Fiscal\\_SizeUp\\_2012-13.pdf](https://www.lbb.state.tx.us/Documents/Publications/Fiscal_SizeUp/Fiscal_SizeUp_2012-13.pdf) (accessed April 24, 2020).

<sup>13</sup> Texas Juvenile Justice Department. *Transition Team Report for the Texas Juvenile Justice Department* (February 17, 2012), included in the Texas Juvenile Justice Department February 17, 2012 Board Information Packet, available <https://web.archive.org/web/20120322181219/http://www.tjjd.texas.gov/home/boardmeeting.aspx> (accessed April 24, 2020).

<sup>14</sup> Pew Charitable Trusts. "Bending the Curve: Juvenile Corrections in Texas," (2013). [https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pew\\_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf.pdf](https://www.pewtrusts.org/-/media/legacy/uploadedfiles/pew_assets/2013/psppbendingthecurvejuvenilecorrectionsreformintexaspdf.pdf) (accessed April 24, 2020).

## **Health and Human Services Commission (HHSC) Consolidation Case Study**

### **Case Title:**

Oversight mechanisms and timeline of the consolidation of the Health and Human Services Commission (HHSC).

*Note: Due to the massive scale/scope of this case with limited applicability to the contemplated transfer of the Driver's License Division, only the timeline and oversight structure are analyzed in detail below.*

### **Date of Change:**

Following the recommendations of the Sunset Advisory Commission in 2014 and a special Governor Strike Force in March 2015, the 2015 Texas legislature consolidated the Department of Assistive and Rehabilitative Services (DARS) and the Department of Aging and Disability Services (DADS) into the Health and Human Services Commission (HHSC). In addition, certain functions from the Department of State Health Services (DSHS) and Department of Family and Protective Services (DFPS) were transferred to HHSC.<sup>1</sup> The consolidation occurred in two phases between 2015-2017.

### **Bill Number/Author/Date:**

Senate Bill 200 (authored by Nelson) enacted the consolidation. The bill was signed by the Governor on June 17, 2015 and most provisions of the bill took effect September 1, 2015 (see phased transfer discussion in the Timeline & Oversight section).<sup>2</sup>

### **Fiscal Impact/Note Summary:**

The fiscal note for SB 200 concluded that “the fiscal implications of the bill cannot be determined at this time due to the lack of information necessary to make accurate assumptions to determine a fiscal impact.”<sup>3</sup> However, the analysis summarized elements of the consolidation included in the legislation that could have an impact, including:

- Potential cost savings from organizational streamlining and more efficient operations.
- Potential costs from developing a transition structure and transition team; new division directors; modifications to IT and financial systems; rebranding; and transition of employees and email accounts.
  - HHSC estimated an \$8 million potential cost for modifying IT systems.

### **Documented Reasons for Change:**<sup>4</sup>

Following the release of the Sunset staff report on HHSC in October 2014, HHSC became embroiled in a contracting controversy (centered around an information technology company named 21CT.) In response, Governor Abbott appointed a “Health and Human Services Strike Force” which issued a report in March 2015. This report agreed with the Sunset Commission’s recommendations to consolidate the system but concluded that more time was needed for the Sunset recommendations to be effectively implemented. This conclusion led to the “phased” approach eventually adopted by the Legislature in SB 200. Members of the strike force team eventually served on the Transition Legislative Oversight Committee and the findings in the strike force report also formed the basis of some of the transition planning.<sup>5</sup>

According to the House Research Organization, several reasons were cited as *rationale for SB 200*, including:

- Addressing problems of accountability, inefficiency, and policy inconsistency among the state's health and human services agencies.
- Streamlining programs, breaking down institutional and structural barriers, and eliminating fragmentation of services by combining similar functions.
- Finishing the 2003 consolidation of HHSC which was incomplete and did not fully allow the state's health and human services agencies to work together.
  - Phasing the transfer and creating a formal oversight structure ensured significant legislative oversight through every step of the transition.
- Promoting government efficiency and reform within the HHSC system.
- Improving services for clients.

### **Brief Summary of the Program Functions/Duties that Moved:**

At the time of the 2014 Sunset review, Texas' health and human services system included five agencies:<sup>6</sup>

- *HHSC* provided oversight and support for the health and human services agencies; administered the state's Medicaid and other public benefit programs; set policies; defined covered benefits; and determined client eligibility for major programs.
  - This agency formed the basis of the newly consolidated agency. Senate Bill 200 consolidated from across the system the following functions within HHSC: Client services functions; regulatory functions; administrative services functions as practicable from across the system; and operation of state-supported living centers and state hospitals.
- *DADS* provided a comprehensive array of long-term services and supports for people with disabilities and people age 60 and older, and regulated providers serving these populations in facilities or home settings to protect individuals' health and safety.
  - This agency was abolished and transferred to HHSC.
- *DARS* provided people with disabilities and children with developmental delays with time-limited services, such as gaining functionality, preparing for and finding employment, and living independently in the community.
  - This agency was abolished and transferred to HHSC. Some programs were transferred to the Texas Workforce Commission in a separate bill (SB 208).
- *DSHS* oversaw public health services; funded local health departments; operated the state's mental health hospitals, center for infectious disease, and public health laboratory; provided services for persons with infectious diseases, specific health conditions, substance use disorders, and mental illness; and regulated healthcare professions, facilities, and consumer services and products.
  - This agency was continued but streamlined to focus on public health and data functions, with several major programs transferred to HHSC, including: Mental health programs and state hospitals and regulatory programs. Some occupational licensing programs were also transferred from DSHS to other regulatory agencies outside of the HHS system, including the Texas Medical Board and the Texas Department of Licensing and Regulation.



- *DFPS* investigated allegations of abuse and neglect perpetrated against children, older adults, and people with disabilities; administered the state’s foster care system; and regulated childcare facilities.
  - *DFPS* was largely unchanged and continues to operate adult protective services and child protective services functions, with prevention and early intervention services functions from across the system related to child protection consolidated within *DFPS* as well.

*Staffing and budget:*<sup>7</sup>

- In fiscal year 2013, the health and human services agencies spent a combined \$34.5 billion, about 58 percent of which were federal funds and 42 percent were general revenue and other state funds.
- In total, the health and human services agencies had more than 54,000 staff in fiscal year 2013.

**Brief Summary of Timeline & Oversight:**<sup>8,9</sup>

- *HHSC Executive Council*. The bill abolished the five existing agency advisory councils, replacing them with an executive council composed of the *HHSC* executive commissioner, the director of each *HHSC* division, the commissioners of *DSHS* and *DFPS*, and other individuals the executive commissioner wished to appoint. The council was to receive public input and advise the executive commissioner on the operation of *HHSC*, but had no authority to make administrative or policy decisions. The executive commissioner was required to develop and implement policies that offer the public a reasonable opportunity to appear before the council, which may include holding meetings or allowing public participation from teleconferencing centers in various geographic areas across the state. The bill did not limit the executive commissioner’s authority to establish additional advisory committees or councils. Senate Bill 200 instructed the executive council to begin operating as soon as possible after the executive commissioner appoints division directors.
- *HHSC Organizational Structure*.
  - The bill required *HHSC* to organize its divisions along functional lines, including at a minimum, Medical and Social Services, Regulatory, Facilities, Administrative, and Office of Inspector General Divisions. The requirement to maintain this structure ends on September 1, 2023.
  - The bill also created an office to oversee policy and performance efforts across the system and to assist in the transition of transferred functions.
- *Transition Legislative Oversight Committee*. To provide ongoing oversight, SB 200 created the Transition Legislative Oversight Committee (TLOC). The following provisions were set in the legislature for TLOC:
  - To be comprised of four Senators, four Representatives, and three members of the public.
  - Required to meet at least quarterly until September 2017; at least semi-annually between October 2017 and December 2019; and, at least annually between January 2020 and August 2023.

- TLOC must report to the governor, lieutenant governor, speaker, and legislature by December 1 of each even-numbered year on progress and other issues related to the reorganization.
  - Responsible for oversight and monitoring of the transition of certain functions from DARS to the Texas Workforce Commission (SB 208).
  - The Committee is abolished September 1, 2023.
- *Statutory timeline for transformation:* The legislature took a graduated approach to reorganizing the health and human services system through two distinct phases over two years, ending August 31, 2017, and with formal oversight continuing through 2023.
    - Phase One: Between September 1, 2015 - September 1, 2016 ("Phase One") the following will occur:
      - Consolidation of administrative services among all health and human services system entities, as practicable, at HHSC;
      - Client services from all health and human services agencies transfer to HHSC;
      - Child abuse prevention and early intervention programs move from DSHS and HHSC to DFPS; and
      - All DARS functions move to HHSC or TWC, and DARS ceases to exist as a stand-alone agency effective September 1, 2016.
    - Phase Two: Between September 1, 2016 - September 1, 2017 ("Phase Two") the following will occur:
      - Consolidation of remaining administrative functions, as feasible, among all remaining health and human services system entities at HHSC;
      - Many regulatory functions transfer from DFPS and DSHS to HHSC;
      - Responsibility for state-operated institutions (state hospitals and state-supported living centers) transfers from DSHS and DADS to HHSC;
      - All DADS functions move to HHSC, and DADS ceases to exist as a stand-alone agency effective September 1, 2017; and
      - All functions of the Texas Office for the Prevention of Developmental Disabilities (TOPDD) move to HHSC; TOPDD ceases to exist as an independent office effective September 1, 2017.
    - *Other Requirements*
      - By September 1, 2018, the following will occur:
        - HHSC Executive Commissioner will study and recommend to TLOC whether DFPS and DSHS should remain independent agencies or be merged into HHSC.
      - By December 1, 2018, the following will occur:
        - TLOC will study and recommend to the 86th Texas Legislature whether DFPS and DSHS should remain independent agencies or be merged into HHSC.
      - By September 1, 2023, the following will occur:
        - A special-purpose review of HHSC by Sunset to evaluate progress of the reorganization; and

- TLOC will be abolished effective September 1, 2023.
- *Transition Planning*
  - The bill required the executive commissioner to prepare a transition plan to be delivered to TLOC no later than March 1, 2016. The plan was required to include an outline of HHSC’s reorganized structure and details regarding movement of programmatic and administrative functions, including a timeline specifying the date of transfers and other information. The plan was required to define client services functions; regulatory functions; public health functions; and functions related to state operated institutions, child protective services, adult protective services, and prevention and early intervention services.
  - Senate Bill 200 required the executive commissioner to hold public hearings throughout the state to consider input from stakeholders in developing the transition plan before its submission to TLOC, the governor, and the Legislative Budget Board. The committee would not approve the plan, but must comment on and report any concerns about the plan to the executive commissioner, who must publish the plan with resulting adjustments in the Texas Register, along with a justification for not adopting any TLOC recommendation.
  - HHSC and TWC submitted transition plans to TLOC, the Governor, and the Legislative Budget Board on March 1, 2016. On March 31, TLOC held a public hearing on the transition plans and heard testimony from 14 individuals. TLOC offered its official comments on the initial transition plans, as directed by SB 200 and SB 208, in a letter sent April 27, 2016.
  - In response, HHSC presented revised elements of the Transition Plan to TLOC at a subsequent hearing in May. The final HHSC Transition Plan was published in the Texas Register on August 19, 2016. The Transition Plan included an organizational chart and other key details related to the transformation, such as defining which public health functions would remain at DSHS and offering specific timeframes for elements of the administrative consolidation.

**Lessons Learned, Conclusions/Findings:**

The HHSC consolidation is another classic case of change being implemented due to a lack of trust based on past poor performance. In this case, problems documented by Sunset staff combined with a contracting controversy led the Governor to convene a “strike force,” and the Legislature eventually agreeing to make substantial organizational changes.<sup>10</sup>

Due to the complexity of these organizational changes and the direct services provided by the agencies involved, the Legislature rightly provided a longer timeline and took an aggressive approach to continued review and oversight to ensure any issues could be addressed.

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<sup>1</sup> Sunset Advisory Commission. *Sunset Advisory Commission Staff Report with Final Results* (July 2015). Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/HHSC%20and%20System%20Issues%20Final%20Results.pdf> (accessed April 24, 2020).

<sup>2</sup> Texas Legislature 84<sup>th</sup> Legislative Session (2015). “S.B. 200.” Capitol.Texas.Gov. Texas Legislature Online. <https://capitol.texas.gov/BillLookup/Text.aspx?LegSess=84R&Bill=SB200> (accessed April 23, 2020).

<sup>3</sup> Legislative Budget Board. “Fiscal Note, 84<sup>th</sup> Legislative Regular Session, May 25, 2015, SB 200.” Capitol.Texas.Gov. <https://capitol.texas.gov/tlodocs/84R/fiscalnotes/pdf/SB00200F.pdf#navpanes=0> (accessed April 24, 2020).

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<sup>4</sup> House Research Organization, Bill Analysis. "SB 200," May 24, 2015. HRO.House.Texas.Gov. <https://hro.house.texas.gov/pdf/ba84r/sb0200.pdf#navpanes=0> (accessed April 24, 2020).

<sup>5</sup> Health and Human Services Strike Force. *Report of the Health and Human Services Strike Force* (March 2015). Gov.Texas.Gov. [https://gov.texas.gov/uploads/files/press/Strike\\_Force\\_3\\_26\\_15.pdf](https://gov.texas.gov/uploads/files/press/Strike_Force_3_26_15.pdf) (accessed April 24, 2020).

<sup>6</sup> Sunset Advisory Commission. *Sunset Advisory Commission Staff Report with Final Results* (July 2015). Sunset.Texas.Gov. <https://www.sunset.texas.gov/public/uploads/files/reports/HHSC%20and%20System%20Issues%20Final%20Results.pdf> (accessed April 24, 2020).

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> Health and Human Services. *Transition Legislative Oversight Committee, Report to the 85<sup>th</sup> Legislature* (November 29, 2016). Senate.Texas.Gov. <https://senate.texas.gov/cmtes/85/c935/c935.InterimReport2016.pdf> (accessed April 24, 2020).

<sup>10</sup> Health and Human Services Strike Force. *Report of the Health and Human Services Strike Force* (March 2015). Gov.Texas.Gov. [https://gov.texas.gov/uploads/files/press/Strike\\_Force\\_3\\_26\\_15.pdf](https://gov.texas.gov/uploads/files/press/Strike_Force_3_26_15.pdf) (accessed April 24, 2020).

## **Georgia Case Study: Creation of Department of Driver Services**

### **Case Title:**

Creation of Georgia's Department of Driver Services.

### **Date of Change:**

On May 2, 2005, Governor Sonny Perdue signed legislation to create Georgia's Department of Driver Services (DDS). This legislation went into effect on July 1, 2005. The law dismantled the Georgia Department of Motor Vehicles Safety (DMVS) and created the Department of Driver Services. All driver licensing services were transferred to the DDS, while the Motor Vehicle Division of the Department of Revenue (MVDDR) was to handle vehicle titles, registration, vehicle tag issuance, and collection of annual or other periodic motor vehicle taxes. Prior to 2000, the Department of Public Safety (DPS) provided all of these services, but a reorganization in July of 2000 created the DMVS and made DPS solely a law enforcement agency.<sup>1</sup>

### **Bill Number/Author/Date:**

H.B. 501 was introduced by Representative Austin Scott (R-153) on February 15, 2005.<sup>2</sup> The legislation created DDS, but also made sweeping changes to many other rules and regulations governing drivers' licensing, particularly in the areas of enhancing customer service, including the option of choosing a five or ten-year driver's license or identification card; a five dollar discount for online, mail, or phone renewal; free licenses for veterans that do not need to be renewed until veterans turn 65; free photo identification cards for the indigent with no valid driver's license (for voting purposes); expanded payment options (prior to this legislation, DDS offices could only accept cash payments for license transactions); a new DDS location in downtown Atlanta; new state-mandated Monday operating hours at four metro-Atlanta DDS offices for road tests for first time license applicants (prior to this, DDS offices were only open to the public Tuesday-Saturday); and increased funding for additional driver's license examiners.<sup>3</sup>

### **Fiscal Impact/Note Summary:**

Fiscal note information for this legislation is not publicly available. However, the new budget after the Governor signed this legislation appropriated an additional \$1.5 million for 46 additional driver's license examiners.

### **Documented Reasons for Change:**

Governor Perdue announced a desire to reorganize the Georgia DMVS in January 2005, largely due to customer service deficiencies.<sup>4</sup> Gov. Perdue noted that the Georgia DMVS was a large agency with too many competing interests and missions, and that: "[c]ustomer service and the efficient delivery of licenses have been lost in the shuffle, literally taking a back seat to everything else."<sup>5</sup> The Governor noted that the reorganization of DMVS would vastly improve customer

service by allowing DDS to "...focus on one core mission -- driver's license services. This will lead to shorter lines and the type of customer service Georgians deserve."<sup>6</sup>

DDS' first Annual Report in 2006 noted that several key performance metrics did improve after the change.<sup>7</sup> Notably, the wait time for road test reservations decreased from 15 weeks in July 2005 to 6 weeks or less in most customer service center locations in June 2006.<sup>8</sup> The average wait time statewide for customers visiting DDS locations in person also improved: from 22 minutes in July 2005 to just under 8 minutes in June 2006.<sup>9</sup> DMVS previously operated with a "30 minutes or It's Free" pledge, waiving fees for any customer who waits longer than 30 minutes at a customer service center. In July 2005, 1,100 free licenses were issued per week. DDS continued to honor that pledge, and in June 2006, DDS issued less than 10 free licenses per week.<sup>10</sup>

At the end of Gov. Perdue's tenure, a reporter noted the Governor's efforts to improve customer service within state agencies, particularly citing the success of the initiative at DDS: "The customer service initiative did shorten lines and improve service gaps at the Georgia Department of Driver Services."<sup>11</sup>

#### **Brief Summary of the Program Functions/Duties that Moved:**

All responsibilities pertaining to driver's license testing, application, and suspension were transferred to the newly formed DDS. The Department of Revenue took on all responsibilities related to vehicle registration, titling, tag issuance, and tax collection. The Department of Public Safety was to administer all laws related to enforcing and apprehending violators of traffic or vehicle safety laws.

#### **Brief Summary of Timeline & Oversight:**

The reorganization of Georgia's drivers licensing services started in July 2000, when then Governor Barnes created the DMVS, moving all drivers' licensing, vehicle registration, and ID functions out of the Department of Public Safety.

In January 2005, citing concerns about poor customer service, Governor Perdue announced his intention to disassemble the DMVS and distribute its duties between the Department of Revenue and a newly formed Department of Driver Services (DDS). The legislation to enact this goal passed on May 2, 2005 and went into effect July 1<sup>st</sup> of the same year.

The legislation specified that DDS must provide annual reports to the General Assembly in order to document the reorganization and specifically include "service metrics clearly indicating the department's ability to meet public demand for its services."<sup>12</sup> It also established a board to govern the new agency, calling this board a "continuation" of the DMVS board, with members from DMVS moving over to DDS.

**Lessons Learned, Conclusions/Findings:**

The Georgia reorganization of DMVS and the creation of DDS has similarities with the case of the creation of the Texas Building and Procurement Commission (TBPC) out of the abolished General Services Commission (GSC), both fueled by concerns about the agencies' past performance. In both cases, the previous agencies were abolished or dismantled (GSC and DMVS, respectively) and the agencies' duties were distributed to other agencies, as well as to the new agency created by the transition (TBPC and DDS, respectively). In each case, the legislation not only transitioned the respective duties of the agencies, but also made significant changes to the rules, regulations, and functions related to procurement and drivers' licensing, respectively. Both cases also had fairly "hands off" oversight models, simply requiring annual reporting (DDS) or transition plans (TBPC). In the case of DDS, the primary reason for the restructuring was customer service concerns, which appear to have been corrected.

Based on news reports surrounding the Georgia case, the impact of driver license program changes on voter registration should be carefully considered. The changes to Georgia's driver license program occurred at the same time as other major policy changes that required more individuals to obtain identification cards. Because the transfer of the program resulted in office closures, some voting rights advocates claimed this had a significant negative impact on voting access, particularly among African American voters.<sup>13</sup>

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- <sup>1</sup> William C. Head, PC. "The History of How GA DDS Became the DMV In Georgia" (no date). Bubbahead.Com. <https://bubbahead.com/dds-ga-history-of-georgia-dps-dmv-driver-license-office/> (accessed April 28, 2020).
- <sup>2</sup> Georgia General Assembly (2005-2006). "2005-2006 Regular Session - HB 501, Department of Driver Services; create as successor to Department of Motor Vehicle Safety." Legis.GA.Gov. <http://www.legis.ga.gov/legislation/en-US/display/20052006/HB/501> (accessed April 28, 2020).
- <sup>3</sup> Governor Sonny Perdue, Georgia Office of Communications. "Governor Announces Department of Driver Services Initiatives," July 1, 2005. SunnyPerdue.Georgia.Gov. [https://sonnyperdue.georgia.gov/00/press/detail/0%2C2668%2C78006749\\_79688147\\_93048938%2C00.html](https://sonnyperdue.georgia.gov/00/press/detail/0%2C2668%2C78006749_79688147_93048938%2C00.html) (accessed April 28, 2020).
- <sup>4</sup> *Atlanta Business Chronicle* (January 6, 2005). "Perdue suggests DMVS reorganization." BizJournals.Com/Atlanta. <https://www.bizjournals.com/atlanta/stories/2005/01/03/daily52.html> (accessed April 28, 2020).
- <sup>5</sup> Ibid.
- <sup>6</sup> Ibid.
- <sup>7</sup> Georgia Department of Driver Services (June 2006). "Annual Report: Fiscal Year 2006." galib.uga.edu, Galileo Digital Initiative Database. [http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=ggpd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26\\_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5](http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=ggpd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5) (accessed May 21, 2020).
- <sup>8</sup> Ibid.
- <sup>9</sup> Ibid.
- <sup>10</sup> Georgia Department of Driver Services (May 2006). "Our First Year of Service to Georgia Drivers." galib.uga.edu, Galileo Digital Initiative Database. [http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=ggpd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26\\_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5](http://dlg.galileo.usg.edu/cgi-bin/govdimag.cgi?path=dbs/2006/ga/d700/pm1/2006/f5.con/&user=galileo&sessionid=4672d11e-1602588125-9218&serverid=DU&instcode=PUBL&return=ggpd%3fuserid%3dgalileo%26dbs%3dggpd%26action%3dretrieve%26recno%3d37%26numrecs%3d25%26_rtype%3drecno%26key%3ds-ga-bd700-b-pm1-b2006-bf5) (accessed May 21, 2020).
- <sup>11</sup> Bill Crane. "Georgia View: Sonny Perdue's Non-Legacy." *Georgia Trend Magazine*, January 1, 2011. GeorgiaTrend.Com. <https://www.georgiatrend.com/2011/01/01/georgia-view-sonny-perdues-non-legacy/> (accessed April 28, 2020).
- <sup>12</sup> Georgia General Assembly (2005-2006). "2005-2006 Regular Session - HB 501, Department of Driver Services; create as successor To Department of Motor Vehicle Safety." Legis.GA.Gov. <http://www.legis.ga.gov/legislation/en-US/display/20052006/HB/501> (accessed April 28, 2020).
- <sup>13</sup> Harold McDougall (2010). *African American Civil Rights in the Age of Obama: A History and A Handbook*, 2010, 2nd ed. Washington, D.C.: Howard University Press.



## **Florida Case Study: Transfer of Driver License Responsibilities from Department of Highway Safety and Motor Vehicles to County Tax Collectors**

### **Case Title:**

Transfer of Driver License Responsibilities from Department of Highway Safety and Motor Vehicles to County Tax Collectors.

### **Date of Change:<sup>1</sup>**

The Florida State Legislature passed H.B. 5501 on April 30, 2010, and the bill was signed by the Governor on May 28, 2010. The bill became effective on July 1, 2010.<sup>2</sup> Broadly speaking, the legislation reorganized the Department of Highway Safety and Motor Vehicles (DHSMV) by eliminating the Division of Driver Licenses and Division of Motor Vehicles and replacing them with the Division of Motorist Services. The legislation then further authorized County Tax Collector (TC) offices to act as agents of DHSMV for the provision of all driver license (DL) services.

The Department of Highway Safety and Motor Vehicles, the Florida Tax Collectors Association, and the Florida Association of Counties submitted a transition plan to the Florida State Legislature on February 1, 2011, as required by the legislation.

The deadline for the completion of the transfer was set in the bill for June 30, 2015. By this date, all front-line driver license issuance services were required to be transferred from the DHSMV Division of Driver Licenses to the Florida Tax Collectors and Association of Counties.<sup>3</sup>

By June 30, 2015, Motorist Services at DHSMV was operating 19 driver licensing offices in Broward, Miami-Dade, and Volusia Counties. These three counties have appointed, rather than elected, Tax Collectors, and thus it is unconstitutional for these Tax Collectors to provide DL services. Even under the transition legislation, these three counties would continue receiving DL services through DSHEM.

### **Bill Number/Author/Date:<sup>4</sup>**

H.B. 5501 was introduced on March 17, 2010 by Representative Richard Glorioso (R-32) and passed nearly unanimously on April 30, 2010. This legislation mandated the transition of “all driver license issuance services from the Department of Highway Safety and Motor Vehicles to tax collectors.”<sup>5</sup> In addition, the legislation contained other provisions that were not the focus of this case study, including updating rules around traffic infraction detectors, crash reports, and other changes related to driver services.

**Fiscal Impact/Note Summary:<sup>6</sup>**

A cost analysis conducted by the Florida Tax Collectors and Association of Counties found that fully transitioning DL services to counties would result in an over \$19 million revenue deficit for small, medium, and large counties throughout the state. Conversely, it was estimated that this transition would save the State \$18 million annually.

**Documented Reasons for Change:**

The transition of DL services from state based DHSMV offices to county Tax Collector offices had already been happening slowly and informally over many decades. The bill served to formalize this ongoing process. The bill received support from Tax Collectors, the DHSMV, and was unanimously supported by Legislators. By combining DL services into existing TC offices in counties, the government could provide a “one-stop shop” for consumers, allowing them to access motorist services and DL services all in one local office.<sup>7</sup> The process outlined in the bill aimed to create a more formalized structure, preserve quality customer service, manage local budgets more fairly, and clearly delineate expectations for all involved in DL services.

**Brief Summary of the Program Functions/Duties that Moved:**

Services transferred from DHSMV to TC:<sup>8</sup>

- ID Card for U.S. Citizens: Issuance, renewals, replacements
- ID Card for Foreign Nationals: Issuance, renewals, replacements
- Driver License: Issuance, transfer, renewal, and replacement for U.S. Citizens and Foreign Nationals
- Written Exams: Regular & Commercial Driver Licenses
- Road Tests: Regular & Commercial Driver Licenses
- D-6 Clearance
- Clearance of child support sanctions, license suspensions, revocations, cancellations, and sanctions such as DUIs
- Medical and Five-Day Letter Re-Exams
- Vision testing
- Identifying medically compromised drivers
- Registration of sexual offenders and predators
- Fraudulent document detection
- Voter registration
- Selective service
- Registration as an organ donor

The transition plan required a phased process to ramp up TC offices to full-service DL locations. First, all TC offices needed to offer minimum DL services by July 2013, including basic DL and ID card issuance, renewal, and replacement; Commercial Driver Licenses (CDL) for U.S. Citizens; vision and written exams; and reinstatements for child support sanctions and failed-to-pay court

financial obligations. The services provided were to increase the next year, and by July 2015, all TC offices would be full-service DL locations. During the two-year transition period, when TC offices were operating, but not offering full DL services, regional state offices were to fill the gaps. The transition plan recommended developing six such Regional Service Center locations operated across the state (but not in Miami-Dade, Broward, and Volusia counties, where Tax Collector provision of DL services is unconstitutional). All six of the Regional Service Center locations were phased out by July 2013.

Transition of staff and facilities differed significantly from county to county.

### **Brief Summary of Timeline & Oversight:<sup>9</sup>**

The transfer of DL services from the DHSMV to the various County Tax Collectors first began in 1996, when the Sarasota County Tax Collector and the DHSMV entered into an agreement designating the county tax office as a DL issuing agent for the State of Florida. This agreement created additional DL locations with improved service levels after years of downsizing to the Division of Driver Licenses – budget cuts had reduced the number of state-operated DL offices from 172 to 149 by 1995. Given the growing need for more service locations with the capacity to meet customer needs, Tax Collectors in various counties agreed to begin filling this gap as licensing agents for the State. The first county DL office opened in Sarasota on August 1, 1996, operating as a one-stop-shop for both motor and DL services. Shortly thereafter, three more counties (Marion, Hillsborough, and Pinellas Tax Collectors) became licensing agents.<sup>10</sup>

Over time, DHSMV and County Tax Collector DL responsibility sharing and/or complete transfer to County Tax Collectors increasingly became the norm. By 2010, when H.B. 5501 was passed, 48 out of 67 counties already offered some DL services at their tax collector offices. In thirty of these 48 counties, County Tax Collectors were the sole provider of DL services, with no DHSMV-operated DL offices in these counties. In eighteen counties, both DHSMV and Tax Collectors offered DL services. Meanwhile, only fourteen counties received exclusive DL services from the DHSMV. Finally, five counties had no DL services whatsoever, neither operated by tax collectors nor the DHSMV.

As of 2011, a total of 34 tax collectors needed to complete the transition to fully providing DL services by the deadline of June 30, 2015. In order to best understand the needs of these counties, DHSMV sent out a Needs Assessment Survey to all counties, and used this feedback along with other research to determine when and how the remaining counties could complete their transfer.

The transition plan outlined a transition process to be completed by June 30, 2015 by transferring an average of seven counties per year beginning in FY2011. The plan specified which counties should transfer and when, based on their size, capacity to take on additional services, expiration dates of DL office leases, and other factors. The transition plan also determined that “small counties,” with populations below 75,000, could apply for exceptions from providing DL services,

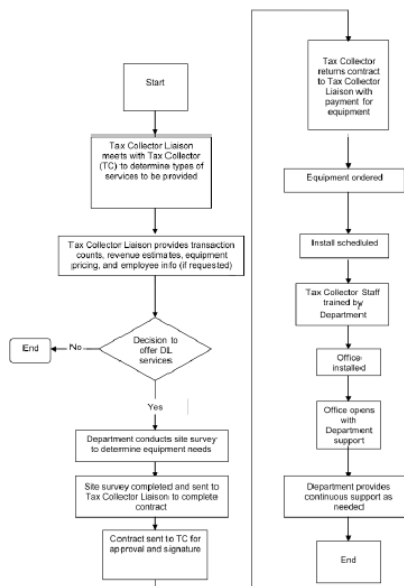
and instead would be able to propose interlocal agreements to share DL service providers with neighboring counties (this provision was largely for the five counties that previously had no DL services whatsoever).

By the transfer date of June 30, 2015, County Tax Collectors across the state of Florida were offering driver licensing services in 59 out of the 67 counties with a total of 182 offices.<sup>11</sup> In terms of the eight counties not serviced by County Tax Collectors, five were counties that did not have DL services to begin with and would continue this way, while the other three counties with appointed Tax Collectors (Miami-Dade, Broward, and Volusia), where Tax Collectors cannot constitutionally provide DL services, continued to be serviced by DHSMV.

**Process Details:<sup>12</sup>**

Much of the process was managed through coordination between a Tax Collector Liaison, the DHSMV transition team, which included members from each major department, and individual Tax Collector Offices. Input was collected from the county Tax Collector Offices through a Needs Assessment Survey, and the survey’s results were used to conduct a kick-off meeting between the Tax Collector Liaison and any given Tax Collector office. This kick-off meeting began the process of building a unique implementation plan for each county. The transition plan specifically highlighted the need to work closely with each county Tax Collector individually, rather than prescribing a single plan to all offices. More broadly, DHSMV also developed a Tax Collector Transition Manual to outline the basics steps and phases of the transfer.

The steps involved between DHSMV and a TC office needing to complete the transition to fully providing DL services are outlined in the process flow chart from the Driver License Transition Plan below.<sup>13</sup>



### *Staff Transition<sup>14</sup>*

As part of the transfer process, DHSMV provided salary, employment history, leave balances, benefits packages, performance records, and disciplinary actions to TC offices for all DL staff in the respective county. Tax Collectors could then offer jobs to DHSMV staff, providing their own updated salary, position, and structural information. The process of informing DHSMV staff of an upcoming transition began immediately after the first transition kick-off meeting between the two agencies, and the process prioritized quick and direct communication with DHSMV staff. The goal was to schedule meetings with Tax Collectors and potentially transferred DHSMV staff soon after the transition process began.

DHSMV was to retain a portion of FTEs previously dedicated to DL services in order to provide oversight for the TC offices. These positions were to be housed in the Department of Business Integrity in Motorist Services. This office would:

- Monitor compliance with all applicable state and federal laws dealing with credentialing.
- Monitor compliance with the Driver Privacy Protection Act.
- Provide training related to credentialing unless DSHMV-approved training is being conducted by Tax Collector trainers.
- Develop and implement policies and procedures.
- Conduct Quality Assurance and Motorist Services audits to ensure compliance.
- Engage in internal fraud detection and deterrence in cooperation with the Tax Collectors as agents.
- Field customer inquiries regarding procedure and law.
- Provide technical assistance.

Further, DHSMV was to retain some DL staff positions to operate the Regional Service Centers, the three permanent state DL offices, and staff to assist with managing field services, training, and auditing of TC offices.

### *Physical Office Locations/Facilities<sup>15</sup>*

The transition plan listed all DHSMV-leased facilities, including their date of lease expiration. The primary plan was to transfer the cost of the lease to the respective Tax Collector in any given county on the date of the lease's expiration to ensure a seamless transition of facilities. However, the plan accounted for the fact that some counties might be prepared to take on DL services before the lease expires (as was the case in counties where the TC was already providing some portion of or all DL services in the counties), while some counties might not be prepared to take on full DL duties until sometime after the lease expiration date. Because lease lengths and transition timelines differed from county to county, determining the best approach to transferring facilities was negotiated on a case-by-case basis.

### *Revenue Sharing Model<sup>16</sup>*

Both a 2001 study and a cost analysis conducted by TC offices in 2011 indicated that the current funding model for county Tax Collectors was insufficient to support additional DL services. Adding DL services to county offices would amount to a revenue deficit of over \$19 million. Meanwhile, projections showed that the State would save approximately \$18 million by transferring DL services to counties, and cutting salaries, benefits, and facility operating costs.

In order to support TC offices in this transition, the transition plan recommended increasing the per transaction revenue provided directly to TC offices. Previously, TC offices charged \$6.25 per visit related to DL services and retained only that fee. The transition plan proposed an increase to TC revenue by diverting money from replacement ID or DL transactions to TC offices, instead of to the Highway Safety Operating Trust Fund. This would amount to an additional \$7 to \$9 per replacement transaction for TC offices.

In 2018, additional legislation allowed TC offices to retain portions of the fees from DL skills tests and DL reinstatement as well.<sup>17</sup>

### *Other Considerations<sup>18</sup>*

The transition plan detailed training and support services that DHSMV would continue to provide to TC offices beyond the completion of the DL services transition. This included access to DHSMV's online queuing system, OASIS, at no cost to counties. By keeping the appointment system centralized, the transition team sought to ease the transition from a customer service perspective.

DHSMV also set a goal of finalizing its transition to a "seamless integrated motorist services" system, which would allow customers to update information on several documents at once, before the transition was finalized. This would give county offices a valuable tool to lower unit cost per transaction.

### *Legislative Recommendations<sup>19</sup>*

DHSMV made six legislative recommendations to support the transition. These recommendations included:

- Review all relevant driver license and motor vehicle statutes to ensure that DHSMV has the necessary and appropriate rulemaking authority to conduct the transition.
- Update service charges. Previously, only TC offices charged an additional \$6.25 per transaction in order to offset the cost of counties providing DL services. The Department recommended that DHSMV offices also charge this fee in order to eliminate a disincentive for customers to go to Department offices over TC offices for DL service.
- Exempt small counties from providing DL services.
- Allow TCs to retain a portion of License and ID replacement fees.

- Set a phased process for the transition of DL services to TC offices.
- Allow TC offices to enter into leases for DL service facilities and equipment.

### **Lessons Learned, Conclusions/Findings:**

Key lessons learned from this transition include the importance of a longer, phased transition; early input from relevant stakeholders and departmental transparency; tailored transition plans; and the importance of establishing a plan to measure post-transition performance. In this case, the state did not establish an oversight plan to measure performance after the transition. In addition, the decentralized nature of driver services in FL makes it difficult to track whether this change improved customer service.

#### *Long and Incremental Transition*

The transition of DL services from DHSMV to Tax Collector offices was fairly lengthy. It started with an informal practice beginning in 1996. With the passage of H.B. 5501, this process of shifting DL services from DHSMV to County Tax Collector offices was formalized and sped up. Nevertheless, the legislation allowed for an incremental, phased approach to the transfer over a five-year period. This phased transition allowed for thorough training, necessary legislative changes, smooth transfer of staff and facilities, and specific measures for effective customer service during and after the transition.

#### *Input from Relevant Stakeholders and Departmental Transparency*

The DHSMV sought input from Tax Collectors through a Needs Assessment Survey and a request for a Cost Analysis immediately after H.B. 5501 passed. This information and input informed the specific transition process developed for each county, rather than attempting to create a one-size-fits-all approach.

The DHSMV transition plan also prioritized informing employees quickly and directly of plans to offer transfer opportunities to county TC offices, thus potentially mitigating employee concerns.

#### *Tailor Transition Plans to Each County*

Rather than establish specific goals for FTE, facility, or revenue transfers across the board for the entire planned transfer, the transition plan instead outlined a process through which to develop these targets directly with County Tax Collectors.

This model allowed the transition team the flexibility and agility to modify the transition process to meet the unique circumstances in each county, including exemptions for special circumstances. For example, DHSMV still operated 17 state DL offices in three counties in 2018. Only 61 County Tax Collectors in that same year were offering full DL services. The remaining three counties were either served by interlocal agreements with neighboring counties or through a mobile licensing program called “Florida Licensing on Wheels.”<sup>20</sup>

### *Establish a Plan to Measure Performance after Transition*

The transition to a decentralized, county-based driver services model needed a robust plan to track and monitor performance and to ensure that customer service and other performance measures were not eroded by the transition. The FL transition plan did not include this type of oversight, and developing an ad hoc system to track performance measures in each county after the fact would have been difficult and time consuming. Any transition to a new agency or model should include a method and timeline to track changes in performance measure over time.

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<sup>1</sup> Florida House of Representatives (2010). "H.B. 5501: An act relating to the Department of Highway Safety and Motor Vehicles." MyFloridaHouse.Gov. Florida Legislature Online. [https://www.myfloridahouse.gov/Sections/Documents/loaddoc.aspx?FileName=\\_h5501er.docx&DocumentType=Bill&BillNumber=5501&Session=2010](https://www.myfloridahouse.gov/Sections/Documents/loaddoc.aspx?FileName=_h5501er.docx&DocumentType=Bill&BillNumber=5501&Session=2010). (accessed April 26, 2020).

<sup>2</sup> Florida House of Representatives (2010). "H.B. 5501: An act relating to the Department of Highway Safety and Motor Vehicles." MyFloridaHouse.Gov. Florida Legislature Online. <https://www.myfloridahouse.gov/sections/Bills/billsdetail.aspx?BillId=44507>. (accessed April 26, 2020).

<sup>3</sup> Florida Highway Safety and Motor Vehicles. *Driver License Transition Plan*, February 1, 2011. FLHSMV.Gov. <https://www.flhsmv.gov/html/DLTP.pdf> (accessed April 26, 2020).

<sup>4</sup> Florida House of Representatives (2010). "H.B. 5501: An act relating to the Department of Highway Safety and Motor Vehicles." MyFloridaHouse.Gov. Florida Legislature Online. <https://www.myfloridahouse.gov/sections/Bills/billsdetail.aspx?BillId=44507> (accessed April 26, 2020).

<sup>5</sup> Ibid.

<sup>6</sup> Florida Highway Safety and Motor Vehicles. *Driver License Transition Plan*, February 1, 2011. FLHSMV.Gov. <https://www.flhsmv.gov/html/DLTP.pdf> (accessed April 26, 2020).

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> Florida Highway Safety and Motor Vehicles. "Historical Timeline: Division of Driver Licenses A.K.A. Division of Motorist Services," 2019. FLHSMV.Gov. <https://flhsmv.gov/pdf/about/history/DDLtimeline.pdf> (accessed April 28, 2020).

<sup>11</sup> Ibid.

<sup>12</sup> Florida Highway Safety and Motor Vehicles. *Driver License Transition Plan*, February 1, 2011. FLHSMV.Gov. <https://www.flhsmv.gov/html/DLTP.pdf> (accessed April 26, 2020).

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

<sup>17</sup> Florida Highway Safety and Motor Vehicles. "Historical Timeline: Division of Driver Licenses A.K.A. Division of Motorist Services," 2019. FLHSMV.Gov. <https://flhsmv.gov/pdf/about/history/DDLtimeline.pdf> (accessed April 28, 2020).

<sup>18</sup> Florida Highway Safety and Motor Vehicles. *Driver License Transition Plan*, February 1, 2011. FLHSMV.Gov. <https://www.flhsmv.gov/html/DLTP.pdf> (accessed April 26, 2020).

<sup>19</sup> Ibid.

<sup>20</sup> Florida Highway Safety and Motor Vehicles. "Historical Timeline: Division of Driver Licenses A.K.A. Division of Motorist Services," 2019. FLHSMV.Gov. <https://flhsmv.gov/pdf/about/history/DDLtimeline.pdf> (accessed April 28, 2020).



THE STATE OF TEXAS §

THE COUNTY OF TRAVIS §

## MEMORANDUM OF UNDERSTANDING

**THIS AGREEMENT** is entered into by and between the State departments shown below under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

### I. PARTIES

DMV Texas Department of Motor Vehicles  
 TxDOT Texas Department of Transportation

### II. LEGAL AUTHORITY

DMV and TxDOT are authorized to enter into this agreement by HB 3097, 81st leg., 2009, Reg. Sess.

### III. TERM

This agreement begins November 1, 2009, and terminates at the end of August 31, 2010.

### IV. MAXIMUM AMOUNT PAYABLE

The maximum amount payable under this agreement shall not exceed \$147,691,264.00, unless this amount is amended as provided by Section XVI of this agreement.

### V. SCOPE AND INTENT

A. Pursuant to House Bill 3097, 81st Regular Legislative Session, effective November 1, 2009, the functions of the following divisions of TxDOT will become part of a separate state department known as the Texas Department of Motor Vehicles:

Automobile Burglary and Theft Prevention Authority  
 Motor Carrier Division (personnel administering Transportation Code, Chapters 642, 643, 645, and 646)  
 Motor Vehicle Division  
 Vehicle Titles and Registration Division  
 (collectively the DMV divisions)

B. It is the intent of the parties that this agreement will provide for adequate funding, personnel, and other support by TxDOT to establish DMV as provided in HB 3097 and to begin its transition to becoming a fully independent state department. In the interest of establishing DMV as an

independent department in an expeditious manner, the parties recognize the desirability of establishing DMV's ability to control its own budgeting process. Therefore, as it becomes possible to estimate the costs of various services with sufficient accuracy, the parties intend to amend this agreement to provide DMV with appropriate funding to support its needs and to establish that designated services provided by TxDOT to DMV will be invoiced and paid based on the fully allocated cost of providing those services. The parties will cooperate fully and use their good faith efforts to identify applicable services, estimate their costs, and obligate funds to implement this paragraph. Nonetheless, the parties recognize that the exact course and timing of this transition cannot be predicted with complete accuracy at the outset. Therefore, the parties anticipate that this memorandum of understanding will be amended from time to time and supplemented by additional agreements to accommodate changes in circumstances. As necessary during the term of this agreement and for succeeding fiscal years, it is the intent of the parties to negotiate amendments and new memoranda of understanding in good faith based on principles of fairness and efficiency and on the need for continued high levels of service to the people of Texas. The parties agree to finalize a memoranda of understanding for FY 2011 by May 1, 2010 to facilitate the drafting of the Legislative Appropriations Requests for fiscal years 2012 and 2013.

## **VI. NOTICES**

Official notices under this agreement will be sent by first-class mail. Advance copies may be sent by facsimile transmission or email. Official notices shall be directed as follows.

### Notices to DMV:

Executive Director  
Department of Motor Vehicles  
4000 Jackson Avenue  
Austin, TX 78731  
(512) 465-3001  
fax (512) 465-3098

Chair, Motor Vehicle Board  
Department of Motor Vehicles  
4000 Jackson Avenue  
Austin, TX 78731  
fax (512) 465-3098

### Notices to TxDOT:

Director of Contract Services  
General Services Division  
Texas Department of Transportation  
125 E. 11th Street  
Austin, Texas 78701  
(512) 374-5120  
fax (512) 374-5121

## **VII. FUNDING**

A summary of funding is included as Attachment A, which is incorporated by reference in this agreement.

A. The unexpended and unobligated balance of any appropriations for the DMV Divisions will be transferred from TxDOT to DMV on November 1, 2009. The appropriations strategies to be transferred consist of D.1.2 Registration and Titling, D.1.3 Vehicle Dealer Regulation, and D.4.1 Automobile Theft Prevention. Therefore, to the extent that funds were obligated from these

strategies before November 1, 2009, TxDOT will process payment of those funds. To the extent that funds are obligated from these strategies on or after November 1, 2009, DMV shall process payment of those funds with any necessary assistance from TxDOT. TxDOT will determine the date on which funds were obligated by applying its usual policies and practices. TxDOT will transfer or arrange to transfer 85% of the unexpended balance of those three appropriations strategies for Fiscal Year 2010 to DMV on November 1, 2009, or as soon thereafter as practical, and will retain 15% of the unexpended balance for the purpose of making payments of funds obligated before November 1, 2009. On or before January 1, 2010, TxDOT will transfer or arrange to transfer to DMV 50% of the remaining unexpended retainage balance. On or before May 1, 2010, TxDOT will account to DMV for its settlement of funds obligated before November 1, 2009. If the amount retained was more than the amount expended, TxDOT will transfer or arrange to transfer the balance to DMV. If at any time during the term of this agreement the amount retained is less than the amount expended, DMV will transfer or arrange to transfer the balance to TxDOT.

B. In addition, on November 1, 2009, or as soon thereafter as practical or as otherwise provided for, TxDOT will transfer or arrange to transfer to DMV the following amounts:

1. An appropriations amount, as set forth in Attachment A, to fund the salaries, merit pay increases and longevity of TxDOT employees transferred to DMV, but whose salaries, merit pay increases, and longevity were previously paid out of TxDOT appropriations strategies that are not being transferred to DMV.
2. A budget amount, as set forth in Attachment A, to fund salaries and longevity of the 66 vacant central administration FTEs that will be transferred by this agreement. This budget amount is based on the anticipated job categories to be hired and the mid-point salary for each job category as reflected on Page 2 of Attachment A. When such a position is filled, DMV shall notify the Director of TxDOT's Finance Division of the employee's start date and salary. Within two business days, TxDOT shall transfer or arrange to transfer appropriations sufficient to fund that employee for the remainder of fiscal year 2010 as long as the total amount of appropriations transferred under this subsection does not exceed the then-current budget for filling the vacant FTEs. The amount available for transfer shall decrease on the 1<sup>st</sup> of each month, beginning December 1, 2009, by an amount equal to 10% of the budgeted amount in Attachment A less the total monthly salaries of central administration employees previously hired into positions on Page 2 of Attachment A. The staffing schedule in Attachment A is provided for budgetary purposes only and does not bind DMV to these positions and salaries except that TxDOT will only provide funds for positions within central administration.
3. An appropriations amount, as set forth in Attachment A, to fund indirect administration costs. To the extent this amount is unavailable in TxDOT's indirect strategies after taking into account TxDOT's needs, the transfer is subject to the Legislative Budget Board (LBB) and Governor's Office of Budget, Planning and Policy (GOBPP) approving transfers from other TxDOT strategies per Rider 3 of TxDOT's bill pattern in the General Appropriations Act.
4. To the extent that the funds are not already reflected in transferred appropriations, DMV will have available to it the amounts collected under Transportation Code, §502.1705, in accordance with the provisions of the General Appropriations Act.

C. DMV's budget shall be reviewed at least monthly by a budget committee consisting of three persons appointed by TxDOT and three persons appointed by DMV. If the budget committee concludes at the time of any review that DMV's budget is inadequate to or exceeds its needs, the budget committee may recommend that the parties agree to a new budget. A new budget shall be established by amendment to this agreement.

D. To the extent that TxDOT has applied before November 1, 2009, for any federal grants for the purpose of exercising the powers transferred to DMV in HB 3097, and to the extent that TxDOT receives such a federal grant funding before, on or after November 1, 2009, TxDOT will transfer or arrange to transfer that grant to DMV.

E. Any overpayments made to DMV employees before November 1, 2009, shall be collected by DMV under TxDOT policies and paid to TxDOT. Any underpayments made to DMV employees before November 1, 2009, shall be paid by TxDOT to DMV, and DMV shall be responsible for making payment to the affected employees. Repayment of any education fees owed by a DMV employee to TxDOT for education fees paid by TxDOT before November 1, 2009 shall be collected by DMV under TxDOT policies in effect on October 31, 2009. Payments under these sections shall be charged or credited to the appropriations strategy to which the original payment, overpayment, or underpayment was charged.

F. If a donation is made to TxDOT for the purpose of funding a program that has been transferred to DMV, TxDOT will accept the donation under its rules, and will transfer the amount of the donation to DMV.

G. Any refund received by TxDOT from the settlement of Meyers v. Texas Department of Transportation, No. CA 430 SS (W.D. Tex.), will be applied proportionally to the DMV strategies from which it was paid and further transferred back to the TxDOT strategies from which it originated.

H. Effective November 1, 2009, TxDOT will transfer to DMV responsibility for management of specialty plate deposits under Chapter 504, Subchapters G-I.

I. Effective November 1, 2009, TxDOT will transfer to DMV responsibility for management of the International Registration Plan Fund 021 and the DMV employee funds held within the Savings Bond Account Fund 901. An estimated balance is reflected in Attachment A.

J. The DMV will retain any fees received for copies generated by public information requests processed exclusively by DMV personnel.

## VIII. PERSONNEL

A list of transferred personnel and FTEs is included as Attachment B, which is incorporated by reference in this agreement.

A. Under HB 3097, all TxDOT FTEs (full time equivalent positions, whether vacant or filled by a named employee) in the DMV divisions transfer automatically to DMV on November 1, 2009. TxDOT also transfers to DMV, effective November 1, 2009, a number of employees, as detailed in Attachment B, in other TxDOT divisions that devoted essentially all their time to support DMV divisions, along with the FTEs associated with those employees. In addition, a number of vacant FTEs, as reflected in Attachment B, will be transferred from TxDOT to DMV, effective November 1, 2009, but no personnel are transferred in conjunction with these FTEs.

B. For personnel transferred from TxDOT to DMV, all personnel litigation, appeals, grievance proceedings, and civil rights investigations ongoing at the time of the transfer will continue to be the responsibility of TxDOT and will continue to be governed by TxDOT's procedures. If an appeal is for an employee who was terminated by TxDOT, if the employee was employed by one of the DMV divisions, and if the appeal results in reinstatement of that employee, the employee will be transferred from TxDOT to DMV.

C. Personnel will be transferred with all vacation and sick leave balances, compensatory time (except FLSA to be paid by TxDOT through October 31, 2009), military leave, leave without pay status, optional holiday balances, benefits, performance leave, and compensations previously accumulated at TxDOT. TxDOT shall be responsible for payment of all salaries and wages applicable to work performed prior to the effective date of an employee's transfer to DMV, excluding any leave balances transferred to DMV.

D. For personnel transferred from TxDOT to DMV, DMV shall assume responsibility for ongoing employee issues, including FMLA, ADA accommodations, and probation except as provided by paragraph B. DMV may discipline any employee for actions taken while employed at TxDOT prior to that employee's transfer to DMV, and personnel management issues may be continued from one department to the other without interruption.

E. At the time of the transfer, to the extent permitted by law, TxDOT shall transfer personnel files to DMV for employees transferred from TxDOT to DMV. DMV will not be responsible for any unemployment compensation due former TxDOT employees for service before November 1, 2009. DMV will not be responsible for any workers' compensation related costs for former TxDOT employee claims asserted prior to the DMV transfer.

F. As provided by HB 3097, for all initial hires into vacant FTEs transferred by TxDOT to DMV under this agreement, DMV will give first consideration to any person who, as of September 1, 2009, was a TxDOT employee and primarily supported one or more of the DMV divisions. TxDOT employees hired into these positions will be considered competitive hires, and TxDOT will not transfer personnel files for those employees to DMV.

## **IX. FACILITIES AND EQUIPMENT**

A. Attachment C, which is incorporated by reference in this agreement, shows the number and types of equipment that are transferred by TxDOT to DMV on November 1, 2009.

B. DMV personnel may occupy TxDOT facilities and use TxDOT equipment and supplies on the same terms as TxDOT employees, except that TxDOT shall invoice DMV and DMV shall pay for any items that would previously have been charged to the following strategies: D.1.2 Registration and Titling, D.1.3 Vehicle Dealer Regulation, and D.4.1 Automobile Theft Prevention. TxDOT shall assign facilities to DMV, and those facilities will be of a character and type similar to the facilities occupied by similarly situated TxDOT employees. DMV employees will have the same access to common areas as TxDOT employees. As long as DMV employees occupy TxDOT facilities, DMV shall permit TxDOT employees to use common equipment and space allocated to DMV on the same basis that the employees of divisions other than DMV divisions used that equipment and space before November 1, 2009. TxDOT shall issue security badges to DMV employees and Board members. The badges shall associate the recipients with DMV and enable access to TxDOT facilities as required by DMV business operations. As between TxDOT and DMV, TxDOT shall be responsible for any injuries caused by TxDOT's ownership or maintenance of a facility occupied by DMV employees.

C. Equipment used by TxDOT to provide reasonable accommodations to transferring employees will be transferred to DMV. All adaptive technology, hardware, software, and furniture used by or in connection with employees transferring to DMV will be transferred from TxDOT to DMV. TxDOT will provide DMV with documentation supporting reasonable accommodations currently provided by TxDOT to transferring employees.

D. TxDOT will transfer 43 vehicles, as set forth in Attachment C, to DMV on November 1, 2009. TxDOT will continue to maintain and provide fuel for these vehicles. Vehicles will only be operated by employees of the department that owns them, except that TxDOT vehicle maintenance employees may operate DMV vehicles in conjunction with performing maintenance services.

E. DMV will give TxDOT 180 days' written notice of its intent to vacate a TxDOT facility (whether owned by or leased to TxDOT) unless agreed otherwise by the parties. DMV shall ensure that stand-alone lease space occupied by DMV in TxDOT facilities that are currently leased through the Texas Facilities Commission shall be transferred promptly by lease amendment to DMV for direct payment to the Lessor. This lease space consists of the space occupied by the following Vehicle Titles and Registration field offices: Carrollton, El Paso, and Waco.

F. DMV employees will have access to internal TxDOT computer systems to the same extent as before November 1, 2009, including Crossroads, HROnline, and iWay. TxDOT may establish a mechanism to identify and channel access by DMV employees, and TxDOT may phase out access to its internal computer systems as DMV establishes its own systems. Each DMV employee located in a TxDOT facility shall sign an agreement stating that the employee will adhere to all TxDOT policies governing the use of computer equipment. Use of TxDOT computer equipment by any DMV employee shall be conditioned on that employee's execution of and adherence to this agreement. DMV will take appropriate action to protect TxDOT's network and computer system from misuse.

G. DMV will obtain prior written approval from TxDOT before installing or maintaining hardware or software not included in the Planning and Justification System catalog on devices that are connected to TxDOT's network. If agreement cannot be reached between the directors of the affected DMV division and TxDOT Technology Services Division, then the hardware or software will not be used on TxDOT's network or other technical infrastructure and TxDOT will supply DMV with a written reasoning as to why the hardware or software cannot be used. TxDOT may remove hardware or software placed into service that is not included in the Planning and Justification System catalog and for which TxDOT did not provide prior written approval, or cause such hardware or software to cease to function.

H. TxDOT grants DMV a perpetual, non-exclusive license to use the TxDOT Aviation Division's (AVN) inventory management software and any modifications developed by TxDOT. TxDOT also agrees to provide the employee knowledge for modification of the software to fit the needs of the DMV and for the initial deployment of the software. TxDOT further agrees to provide knowledge support of the software until the DMV notifies TxDOT in writing that support is no longer required. DMV agrees to pay TxDOT for actual costs incurred, if any, by AVN for the modification, development, deployment, or support of this software for use by the DMV.

I. Wherever and whenever DMV employees occupy space owned or leased by TxDOT, DMV and its employees shall follow facility management, building maintenance, parking, and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards will be reviewed as needed by a committee consisting of 2 persons appointed by TxDOT and 2 persons appointed by DMV. No deviation is permitted without TxDOT's advance written approval.

## **X. SHARING OF INFORMATION**

A. The parties will share information as necessary to fulfill the terms of this agreement. Each party will promptly notify the other party of any changes that may reasonably affect the operations of the other party, and both parties will cooperate fully in managing those changes. DMV will promptly notify TxDOT of any significant changes in operations and will promptly provide TxDOT with copies of any required documentation. Each party shall keep the other party informed of any significant issues relating to contemplated or pending litigation or requests for information that may affect the responsibilities of the other party. Neither party is authorized to accept a public information request, service of a subpoena, or any other formal notice on behalf of the other party. The parties shall cooperate fully in preparing any reports required by state or federal law. To the extent permitted by law, each party will treat the other party's information as confidential. As provided in HB 3097, confidential information of one party shall remain confidential despite its disclosure to the other party, and disclosure between the parties shall not act as a waiver of confidentiality.

B. DMV will continue to provide TxDOT with access to motor vehicle registration and titling information without charge.

## **XI. ASSIGNMENT OF CONTRACTS AND PURCHASE ORDERS**

A. TxDOT assigns to DMV the contracts, purchase orders, and other agreements identified in Attachment D, which is incorporated by reference in this agreement. After November 1, 2009, DMV will be responsible for all facets of contract administration and records retention for contracts, purchase orders, and other agreements assigned to DMV, unless otherwise provided as services requested under Section XII of this agreement. TxDOT will provide DMV with the originals of all files relating to assigned agreements. TxDOT shall assign additional contracts to DMV to the extent that those contracts are subsequently discovered. Where required by law or contract, the assignment of agreements is subject to the prior approval of other parties or regulatory authorities.

B. To the extent that TxDOT is party to any contract, purchase order, or other agreement that cannot be assigned or for which approval to assign cannot reasonably be obtained, TxDOT will use its best efforts to cooperate with DMV in implementing an acceptable substitute.

## **XII. SERVICES TO BE PROVIDED BY TXDOT**

A. At the request of DMV, TxDOT will provide support services to DMV in the same manner that those support services are provided to TxDOT divisions. TxDOT will invoice DMV and DMV will pay for those services to the extent that those services would ordinarily be charged to strategies D.1.2 Registration and Titling, D.1.3 Vehicle Dealer Regulation, and D.4.1 Automobile Theft Prevention. The invoicing and payment of the amounts payable to TxDOT detailed in Attachment A shall occur on or before January 31, 2010. The parties intend that the provision of services by TxDOT will be phased out as DMV fills positions with DMV employees who are able to provide those services or outsources those services. TxDOT will track the provision of services to DMV to assist in the development of a budget for a fully independent DMV and will provide DMV with the results of its tracking.

B. Without limitation, the services to be provided by TxDOT include the following.

1. Technology Services Division will provide daily operations, including support for applications, data and voice telecom, the statewide data center services outsourcing effort, and other similar enterprise technology systems. The director of the Technology Services Division will serve as the DMV's Information Resource Manager until a DMV employee is appointed to that position and will serve as DMV's liaison to the Department of Information Resources until a DMV employee is appointed to that position.

2. General Services Division will provide daily operations, including reprographic and print shop services, manual and forms support, purchase order and contract support, records management, mail, electronic publishing, warehousing and supplies, and fleet support. TxDOT Records Management Officer will serve as DMV's Records Manager until a DMV employee is appointed to that position. The TxDOT Director of Purchasing will serve as DMV's Purchasing Manager until a DMV employee is appointed to that position. L.C. Smith will serve as DMV's Fleet Manager until a DMV employee is appointed to that position.

3. Finance Division will provide financial support for daily operations, including billing, receiving, payroll, and investments. The director of TxDOT's Finance Division will serve as the DMV's Chief Financial Officer (CFO) until a DMV employee is appointed to that position. The



DMV may enter into a contract with TxDOT to provide for releasing of DMV payment and uniform statewide payroll/personnel system (USPS) documents by TxDOT in accordance with CPA's guidelines. The DMV Board authorizes Dawn Heikkila to be the individual to obtain a signature card to enable her to approve payments, standardized payroll/personnel reporting system, or USPS.

4. Maintenance Division will provide facility support, including parking passes, moving services, and building configuration.

5. Human Resources Division will provide support for daily operations, including hiring, employee relations, performance management, and statutorily required training for employees. Human Resources Division will also serve as DMV's liaison in civil rights matters with state and federal agencies. George Ebert will serve as the DMV's Human Resources Director until a DMV employee is appointed to that position.

6. Occupational Safety Division will provide mandatory training, if any is required, for DMV employees.

7. On receipt of a written request from DMV, Government and Public Affairs Division will provide legislative coordination, media relations, community relations, and communications assistance.

8. Motor Carrier Division will issue temporary vehicle registration permits for DMV on the same basis as before November 1, 2009.

9. Travel Division will issue temporary vehicle registration permits at the Anthony Travel Center for DMV on the same basis as before November 1, 2009. Travel Division will also provide video, audio and photographic services.

10. Construction Division will provide validation tests for license plates for DMV and other related registration and titling insignia on the same basis as before November 1, 2009.

11. Audit Office will provide audit services.

12. Civil Rights Office will provide any civil rights investigations or necessary reports. George Ebert will serve as the DMV's Civil Rights Director until a DMV employee is appointed to that position.

13. TxDOT district offices will provide support for the DMV regional offices.

14. TxDOT members of the Specialty Licensing Plate Advisory Committee will continue to serve until replaced.

### **XIII. LITIGATION AND LIABILITY**

DMV shall be solely responsible for any litigation arising out of events that occur on or after November 1, 2009, and relating primarily to activities within the jurisdiction of DMV. DMV shall also be solely responsible for any litigation that was managed before November 1, 2009, by one of the DMV divisions, without regard to when the litigation arose or was filed. With respect to any other litigation arising out of events that occurred before November 1, 2009, TxDOT shall retain responsibility, without regard to whether the litigation relates to activities or employees of DMV. Whenever one party is involved in litigation that relates to activities or employees of the other party or that may reasonably involve payments from appropriations strategies that are allocated to the other party, the party managing the litigation will provide the other party with timely copies of all pleadings and will not settle the litigation without the prior consent of the other party. Liability arising from litigation shall be charged to the appropriations strategy of the activity that gave rise to the litigation.

### **XIV. ASSIGNMENT OF INTELLECTUAL PROPERTY**

A. TxDOT assigns to DMV all intellectual property associated exclusively with property and programs transferred to DMV, including its copyright interest in all license plate designs.

B. TxDOT provides DMV with a non-exclusive license to use TxDOT trademarks and other intellectual property to the extent that those trademarks or other intellectual property were used by DMV divisions prior to November 1, 2009, and are incorporated in existing stocks of forms or are incorporated in equipment or other materials provided to DMV under this agreement. DMV shall use its best efforts, whenever TxDOT trademarks and other intellectual property are used, to avoid confusion by disclosing that the DMV divisions are no longer a part of TxDOT and are now an independent department. DMV shall not use TxDOT trademarks or other intellectual property on supplies and equipment acquired after November 1, 2009, and shall use its best efforts to phase out the use of TxDOT trademarks and other intellectual property as expeditiously as is commercially reasonable. DMV provides TxDOT with a non-exclusive license to use DMV trademarks and intellectual property to the extent necessary to carry out the terms of this agreement, including the provision of support services to DMV. The parties agree that they will cooperate and use their best efforts to phase out the use of trademarks and other intellectual property subject to this paragraph.

### **XV. RESPONSIBILITIES OF THE PARTIES**

This agreement does not create a partnership, joint venture, or other joint enterprise. It is an agreement between two independent state departments governing their mutual rights and obligations. Each party acknowledges that it is not an agent, servant, or employee of the other party. Each party is solely responsible for its own acts and deeds and for those of its agents, servants, or employees.

### **XVI. AMENDMENTS**

This agreement may only be amended by a written supplement executed by both parties prior to the expiration of the agreement.

## **XVII. TERMINATION**

This agreement may be terminated by satisfactory completion of all services and obligations contained in this agreement, by mutual written agreement, or as provided by Section III of this agreement.

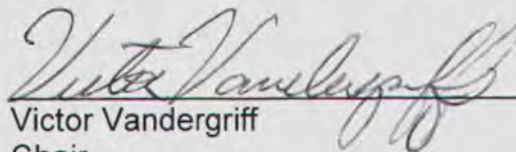
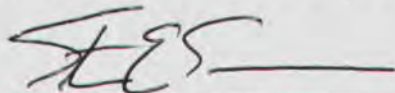
## **XVIII. COMPLIANCE WITH LAWS**

The parties shall comply with all federal, state, and local laws, statutes, ordinances, rules, and regulations and with the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of this agreement.

**THE UNDERSIGNED PARTIES** bind the Departments they represent to the faithful performance of this agreement.

Texas Department of Transportation

Texas Department of Motor Vehicles



*for* Amadeo Saenz, Jr., P.E.  
Executive Director

Victor Vandergriff  
Chair

Date: 11-4-09

Date: 11/4/09

*VTV*

## **LIST OF ATTACHMENTS**

### **ATTACHMENT A – FUNDING**

Budget / Funding Summary and Staffing Plan (2 pages)

### **ATTACHMENT B - PERSONNEL**

Personnel and FTEs (10 pages)

### **ATTACHMENT C - EQUIPMENT**

DMV 2009 MES Conversion Master Inventory List.xls (spreadsheet on CD)

EOS Equipment to DMV.xls (spreadsheet on CD)

### **ATTACHMENT D – CONTRACTS**

Clientscontracts.xls (spreadsheet on CD)

Miscellaneous Contract Report FIM.ENC.2301 (6 pages pdf on CD)

Texas ABTPA Office – TxDOT MOU (5 pages pdf on CD)

VTR Building Lease List (1 page pdf on CD)

**ATTACHMENT A**  
**BUDGET / FUNDING SUMMARY**

**Estimated Appropriations Transfers to DMV from TxDOT for FY2010 (10 Months)**

Estimated Unobligated and Unexpended Balances as of November 1, 2009 (based on 10-28 USAS balances)		\$ 133,256,784
Salaries for 3 FIN FTEs transferring, but not paid from direct strategies	\$ 126,310	
Salaries for 13 TSD FTEs transferring, but not paid from direct strategies	\$ 623,761	
Longevity for above 16 FTEs	\$ 16,800	
Benefit Replacement Pay for above 16 FTEs	\$ 5,134	
Merit pool for above 16 FTEs	\$ 7,013	
	<u>VII.B.1.</u>	\$ 779,018
Estimated salaries for remaining vacant central administration FTEs	VII.B.2.	\$ 3,388,558
Central administration indirect costs (not including salaries, or the relocation and state data center costs)	VII.B.3.	\$ 5,266,904
<b>Total Appropriation Transfers</b>		<b>\$ 142,691,264</b>
Transfer of Estimated Balances in International Registration Plan Fund 021 and Savings Bond Account Fund 901	VII.I.	<u>\$ 5,000,000</u>
<b>Total Transfers</b>		<b><u>\$ 147,691,264</u></b>

**Amounts Payable to TxDOT from Direct Appropriation Amounts**

<u>Strategy</u>	<u>Description</u>	<u>FY2010 Approp.</u>	<u>FY2010 Amount Payable</u>	
D.1.2 Registration and Titling	MNT:Utilities	\$ 245,000	\$ 204,167	
D.1.2 Registration and Titling	TSD: Utilities	\$ 169,700	\$ 141,417	
D.1.3: Vehicle Dealer Regulation	MNT:Utilities	\$ 44,972	\$ 37,477	
D.1.3: Vehicle Dealer Regulation	MNT:Rent	\$ 180,028	\$ 150,023	
D.1.3: Vehicle Dealer Regulation	TSD: Utilities	\$ 30,000	\$ 25,000	
D.4.1. Automobile Theft Prevention	MNT:Utilities	\$ 4,643	\$ 3,869	
<b>Total</b>			<b>\$ 561,953</b>	<b>XII.A.</b>

**ATTACHMENT A**

**Budget / Staffing Plan for Central Administration**

Position	Classification Number	#	Salary Group	Salary Range Mid-Point	Projected Annual Salary Costs	FY2010 salary budget *
Executive Director	Exempt	1	N/A	170,000 - 175,000	175,000	N/A
Executive Assistant II	0162	1	B19	53,061	53,061	N/A

2 Funded by GR appropriation to DMV

General Counsel	3523	1	B29	118,829	118,829	99,024
Staff Attorney	3504	1	B25	79,631	79,631	66,359
Executive Assistant I	0160	1	B17	45,454	45,454	37,878
Legal Assistant I	3572	1	B15	40,454	40,454	33,712
Civil Rights Director	3503	1	B23	69,552	69,552	57,960
Open Records Coordinator	3572	1	B15	40,454	40,454	33,712
Legislative Liaison	1600	1	B22	65,002	65,002	54,168
Public Information Officer	1572	1	B19	53,061	53,061	44,218
Internal Auditor	1052	1	B25	79,631	79,631	66,359
Director of Administration	1624	1	B31	143,783	143,783	119,819
Executive Assistant I	0160	1	B17	45,454	45,454	37,878
Finance Section Director	1604	1	B26	89,278	89,278	74,398
Accountant III	1016	3	B17	45,454	136,362	113,635
Accountant IV	1018	2	B19	53,061	106,122	88,435
Accountant V	1020	2	B21	60,750	121,500	101,250
Budget Analyst I	1155	2	B17	45,454	90,908	75,757
Budget Analyst II	1156	1	B19	53,061	53,061	44,218
Budget Analyst III	1152	1	B21	60,750	60,750	50,625
Purchaser III	1932	2	B16	42,882	85,764	71,470
Purchaser IV	1933	2	B18	49,590	99,180	82,650
Risk Manager/Workers Comp Coord	1572	1	B19	53,061	53,061	44,218
Human Resources Section Director	1604	1	B26	89,278	89,278	74,398
Human Resource Specialist III	1733	3	B17	45,454	136,362	113,635
Human Resource Specialist IV	1735	3	B19	53,061	159,183	132,653
Human Resource Specialist V	1737	2	B21	60,750	121,500	101,250
Support Services Section Director	1604	1	B26	89,728	89,728	74,773
Contract Specialist II	1980	1	B17	45,454	45,454	37,878
Contract Specialist III	1982	1	B19	53,061	53,061	44,218
Property Manager/Records Mngmt	1572	1	B19	53,061	53,061	44,218
Fleet Vehicle Manager	1570	1	B17	45,454	45,454	37,878
Technology Services Section Director	1621	1	B27	98,206	98,206	81,838
Programmer III	0242	3	B21	60,750	182,250	151,875
Programmer IV	0243	3	B23	69,552	208,656	173,880
Programmer V	0244	1	B25	79,631	79,631	66,359
System Analyst III	0256	4	B20	56,775	227,100	189,250
System Analyst IV	0257	4	B22	65,002	260,008	216,673
System Analyst V	0258	1	B24	74,421	74,421	62,018
Database Administrator III	0212	1	B22	65,002	65,002	54,168
Database Administrator IV	0213	1	B24	74,421	74,421	62,018
Network Specialist IV	0290	2	B22	65,002	130,004	108,337
Network Specialist V	0291	1	B24	74,421	74,421	62,018
Telecommunications Specialist III	0283	1	B20	56,775	56,775	47,313
Telecommunications Specialist IV	0284	1	B22	65,002	65,002	54,168

\$4,066,269 \$3,388,558

66 Funded by transfer from TxDOT

\* Based on 10 months. Actual budget transferred will depend on actual hire date.

**ATTACHMENT B**  
**PERSONNEL AND FTEs**

**Total FTEs Allotted to DMV**

Strategy	Divisions							Total
	VTR	TSD	MCD	MVD	ATP	FIN	Other *	
A.1.1. Registration and Titling	403	20	30				5	458
A.1.2. Vehicle Dealer Regulation				96				96
A.1.3. Automobile Theft Prevention					5			5
<b>Subtotal - Direct Strategies</b>	<b>403</b>	<b>20</b>	<b>30</b>	<b>96</b>	<b>5</b>		<b>5</b>	<b>559</b>
Indirect Administration (excluding 20 TSD in A.1.1.)		6				3	75	84
<b>Grand Total</b>	<b>403</b>	<b>26</b>	<b>30</b>	<b>96</b>	<b>5</b>	<b>3</b>	<b>80</b>	<b>643</b>

\* 5 FTEs funded under transferred strategies

**INCLUDED IN THE FTEs ABOVE:**

VIII.A. Number of TSD & FIN employees 100% supporting DMV Divisions, transferring from TxDOT to DMV	29
VIII.A. Number of vacant FTEs transferred from TxDOT to DMV (does not include 4 FTEs from rider)	71

**Employees Transferring from Affected DMV Divisions on November 1, 1009**

TxDOT Employee ID	Employee	TxDOT Division
131055	Abbott,Arlinda D	VTR
133967	Aggelaki Smith,Ekaterini	VTR
135782	Akins,Stephanie M	VTR
30327	Allbright,Vicki D	VTR
30149	Allen,Sharon J	VTR
129634	Alvarez,Ivan	VTR
135751	Apostolakos,Peter	VTR
30334	Arevalo,Richard	VTR
135754	Arriaga,Yaneth	VTR
30238	Arwood,Ann C	VTR
129822	Astran,Audrey A	VTR
30331	Baeza,Nemesia Z	VTR
132980	Baisy,Carol Denise	VTR
5072	Baker,Patty M	VTR
135808	Banat,Veronica	VTR
130407	Bartram,Tara L	VTR
34464	Bates,Debbie S	VTR
36879	Bauder,William C	VTR
35218	Baxter,Judith A	VTR
30643	Beard,Patricia L	VTR
28430	Beasley,Donna D	VTR
30047	Beaty,Bradley G	VTR
17898	Beck,Rebecca Chapman	VTR
34633	Belk,Tammy R	VTR
30090	Bell,Sandra G	VTR
40513	Bernal,Christy R	VTR
38933	Bernal,Gustavo	VTR
30555	Birdow,Carol L	VTR
136010	Birkes,Jeri Davina	VTR



129682	Blackwell, Ellen R	VTR
30133	Blackwell, Monica H	VTR
136011	Blair, Barbara Lee	VTR
30468	Boehme, Vivian M	VTR
30524	Boothe, Paul D	VTR
133642	Booton, Virginia M	VTR
129835	Boulter, Albert V	VTR
30251	Bradley, Vella O	VTR
136013	Breneman, Rose A	VTR
30441	Briggs, Tammy F	VTR
30202	Brijalba, Yolanda L	VTR
135477	Brislin, Allen O	VTR
133938	Brooks, Michael D	VTR
5080	Brown, Brenesa P	VTR
39619	Brown, Lana F	VTR
39826	Bryant, Krystal R	VTR
794	Burgess, Allison N	VTR
30375	Bustos, Juanita R	VTR
30829	Calvin, Jean	VTR
30108	Calvo, Olivia	VTR
30290	Canida, Joanne	VTR
34879	Cano, Marcos E	VTR
30325	Cantu, Sylvia V	VTR
36485	Cardenas, Maria L	VTR
135229	Carlson, Steven R	VTR
30496	Carney, John W	VTR
134645	Carrillo, Gloria A	VTR
135094	Carter, Margaret Lee	VTR
32815	Carter, Pamela M	VTR
32420	Castro, Jimmy A	VTR
38743	Cavanaugh, Magnolia D	VTR
30234	Chamberlain, Sandra G	VTR
30029	Chambers, David L	VTR
30064	Chapman, Mary C	VTR
30110	Chavez, Christina H	VTR
133414	Chavez, Julian A	VTR
30467	Chen, Cecilia W	VTR
30116	Clayton, Charon R	VTR
30432	Coffman, Mary M	VTR
135576	Cohn, Vivian Phoebe	VTR
30612	Colquitt, Teresa S	VTR
30085	Combs, Patricia K	VTR
134440	Conrad, Doretta A	VTR
30146	Cortinas, Cynthia A	VTR
30435	Counts, Diane E	VTR
130041	Cousins, Kathy Kylene	VTR
30423	Coverson, Carolyn F	VTR
30065	Craig, Charles M	VTR
34992	Cruz, Guadalupe	VTR
30147	Cuellar, Michael G	VTR
30560	Dailey, Kelly W	VTR
30249	Danneeru, Mala	VTR
30539	Dassing, Maria E	VTR
27910	Davio, Rebecca L	VTR

34772	Davis, Debra Lindgren	VTR
30489	Dehaven, Frances M	VTR
39831	Delarosa, Sylvia A	VTR
30377	Delgado, Adriana N	VTR
135779	Dembosky, Henry M	VTR
32417	Dillard, Jim W	VTR
136008	Dobson, April Dawn	VTR
30474	Doetsch, Robert B	VTR
13541	Dominguez, Mary E	VTR
32392	Dominguez, Oscar	VTR
30200	Dovalina, Sofia V	VTR
32251	Doyle, Sandra G	VTR
30571	Draehn, Kimberly S	VTR
135613	Dugan, Deanna Marie	VTR
136030	Duvon, Robert J	VTR
135428	Eaton, Richard H	VTR
30633	Eckwall, Dawna R	VTR
30389	Eddleman, Janis G	VTR
30500	Elizalde, Jaime O	VTR
30562	Elorriaga, Cristina Bodden	VTR
30062	Emrick-Dodson, Diane B	VTR
30497	Eschenburg, Mary A	VTR
37409	Escobedo, Carlos	VTR
30431	Fagan, Cynthia M	VTR
30169	Feeler, Roxann M	VTR
30572	Fisher, Frances E	VTR
30412	Flores, Maria C	VTR
39546	Flores, Patricia	VTR
30258	Flores, Romelia	VTR
10368	Fortin, Kristin O	VTR
30448	Foster, Jeff D	VTR
133878	Foster, Zenobia D	VTR
30105	Foust, Deborah R	VTR
131563	Frank, Lindsay N	VTR
21982	Frescas, Melissa C	VTR
30378	Frey, Gerald T	VTR
10278	Friar, Linda L	VTR
15240	Fudge-Draper, Shelly G	VTR
30180	Fuentes, Robert E	VTR
30450	Galloway, Phyllis J	VTR
30139	Galvan, Gloria V	VTR
131158	Garcia Jr, Phillip	VTR
134098	Garcia, Ana Laura	VTR
30278	Garcia, Gloria M	VTR
30293	Gary, Stephen W	VTR
30069	Garza Jr, Raul D	VTR
30113	Garza, Mary L	VTR
135134	Gilbert, Barbara A	VTR
37263	Godfrey, Tracy L	VTR
30211	Gonzalez, Ruben P	VTR
30053	Goolsby, Jimmy A	VTR
38353	Gordon, Jeanna L	VTR
131366	Gradel, Gary A	VTR
135958	Granados, Dora Ney	VTR

6992	Grant, Florence Kathleen	VTR
30284	Green, Edith C	VTR
30488	Griffith, Judy H	VTR
30237	Grisham, Cindy J	VTR
9436	Guerrero, Christina A	VTR
30433	Guerrero, Gloria B	VTR
30426	Guerrero, Helen	VTR
30137	Guillen, Rose M	VTR
30103	Gunn, Patricia C	VTR
37156	Hagan, Pamela R	VTR
34013	Hall, James M	VTR
30443	Hancock, Darlene C	VTR
136014	Hankins, Darryl V	VTR
30544	Harrison, Shebia M	VTR
40775	Harton, Lisa A	VTR
30194	Hayes, Michael K	VTR
30469	Hernandez, Monica C	VTR
30531	Hernandez, Tomasa M	VTR
30295	Hillin, Lisa C	VTR
131152	Hinton, Tammy D	VTR
135750	Holcomb, Sandra Lee	VTR
30195	Holden, Claudia Yvette	VTR
30593	Housworth, Terri L	VTR
129861	Howard, Osbert L	VTR
30285	Howard, Vivian C	VTR
37057	Hubble, Jan E	VTR
112855	Hutchens, Kathylene S	VTR
38548	Illa-Lopez, Idalia O	VTR
40968	Ingraham, June P	VTR
133870	Jackman II, Theol Ray	VTR
36662	Jackson, Friend J	VTR
133801	Jacobson, Martha M	VTR
40653	Jacquez, Cecilia Y	VTR
39272	Jaquez, Jamie G	VTR
30324	Jaso, David O	VTR
135095	Jenne, Tara B	VTR
31120	Johnson, Bobby J	VTR
30185	Johnson, Debra L	VTR
30275	Johnson, Yolanda A	VTR
40697	Johnston, Barbara A	VTR
30310	Jolly, Debra R	VTR
130897	Jones, Pamela M	VTR
36664	Juarez, Joyce Z	VTR
30039	Juul, Dewitt E	VTR
30598	Kenny, Diane M	VTR
30182	King, Leobeth O	VTR
30308	Kinney, Brenda G	VTR
130915	Kirk, Charlotte R	VTR
30050	Kirk, Jeffrey L	VTR
30398	Kirksey, Linda D	VTR
135807	Knight, Paul Thomas	VTR
135649	Koneman, Suzanne Wheeler	VTR
30416	Krupa, Mark J	VTR
27349	Kushaney, Jeffrey S	VTR

30652	Lancaster, Paula K	VTR
30153	Lapp, Leann J	VTR
30589	Lee, Hedy C	VTR
38158	Lee, Leslie R	VTR
30568	Lempa, Leslie L	VTR
39827	Lilly, Tami M	VTR
136027	Lombrana, Juan	VTR
30403	Long, Suzanne M	VTR
30340	Lopez, Esmeralda	VTR
30362	Luna, Juan R	VTR
135809	Marconi, Michael Paul	VTR
22494	Marcy, H M	VTR
30390	Marshall, Linda M	VTR
30358	Martin, Belinda L	VTR
133659	Martinez, Adolfo R	VTR
135226	Matix, Valarie J	VTR
135786	Matthews, Labrina Monique	VTR
135494	McCallum, Nancy L	VTR
5124	McClanahan, Melissa R	VTR
30230	McDaniel, Christy A	VTR
13515	McNabb, Dawn M	VTR
131843	Meadors, Valerie J	VTR
136022	Means, Cynthia D	VTR
30347	Medrano, Rene	VTR
30316	Meeks, Bobby J	VTR
30434	Mendoza, Lisa A	VTR
15245	Milam, Deborah Marie	VTR
32219	Miles, Dwight H	VTR
30222	Miles, Vanessa D	VTR
133575	Miller, Judy L	VTR
133678	Miller, Loulia M	VTR
30397	Minnick, Pamela J	VTR
30442	Minton, Joan R	VTR
133136	Moncada, Pedro	VTR
129426	Montgomery, Guy A	VTR
30615	Montgomery, Margie Lean	VTR
30075	Morris, Sally C	VTR
30273	Morrow, Calvin J	VTR
37827	Mullins, Jacob A	VTR
30449	Munoz, Conrad	VTR
13512	Nanyes, Sylvia A	VTR
30602	Navejar, Delia V	VTR
30617	Naysmith, Nancy	VTR
30317	Nelson, Debbie S	VTR
30510	Nelson, Marcie T	VTR
30363	Noland, Paula B	VTR
12711	Oestrick, Joey L	VTR
38550	O'Fallon, Lugene L	VTR
129479	Orosco, Nichol D	VTR
38932	Ortiz, Luz A	VTR
9582	Pabon, Miguel A	VTR
1675	Page, Linda Cain	VTR
27738	Palmer, Stephen J	VTR
35265	Palomarez, Seberina	VTR

30490	Papke, Tracy S	VTR
30453	Parr-Lamb, Tammera Lea	VTR
135749	Patterson, Jennifer Ann	VTR
133448	Patterson, Trinidad D	VTR
34878	Payne, Julie A	VTR
39424	Payne, Mark A	VTR
135097	Pazandah, Mitra A	VTR
30144	Pena, Anita	VTR
129973	Perez, Yolanda	VTR
131999	Perkes, Kim S	VTR
30246	Perry, Nancy D	VTR
30413	Pershin, Laura D	VTR
6964	Petri, Lance A	VTR
27754	Petrusek, Beverly G	VTR
38213	Pew, Kathryn Cooksey	VTR
130900	Phillips, Robert A	VTR
10355	Picker, Felicia M	VTR
30051	Pierce, Elizabeth A	VTR
134269	Pilon, Richard E	VTR
38549	Poff, Karen M	VTR
35914	Polser, Judie S	VTR
18272	Poole III, John	VTR
37157	Porter, Gloria M	VTR
35910	Porter-Brown, Amanda K	VTR
133584	Powell, Stephanie D	VTR
125735	Preslar, Peggy J	VTR
38742	Pyndus, David K	VTR
30411	Quinones, Sheila A	VTR
35915	Quintero, Randi L	VTR
30297	Racicot, Patti S	VTR
30052	Rayos, Candelaria J	VTR
30214	Reece, Janet L	VTR
30013	Renouard, Kenneth S	VTR
25952	Reyes, Abel	VTR
30527	Reyna, Marina G	VTR
38221	Rico, Stella V	VTR
130014	Ries, Gerri Dawn	VTR
28040	Riós, Noemi	VTR
135917	Rivera, Laura Gonzalez	VTR
30314	Robinson, Cynthia E	VTR
30119	Rodriguez, Nancy	VTR
130072	Rorex, Fred L	VTR
33122	Rose, Linda S	VTR
30631	Ross, Julia G	VTR
30470	Sanchez, Cynthia G	VTR
30614	Sanders, Tania M	VTR
10271	Schlichting, Janice K	VTR
16435	Scott, Douglas B	VTR
135644	Sedillo, Frances	VTR
33993	Sedillo-Chacon, Mary	VTR
129824	Serna, Veronica L	VTR
129495	Sevar, Susan K	VTR
136037	Shannon, Katrice Terrell	VTR
129471	Sherwood, Lois A	VTR

130105	Slaughter, Keri Renee	VTR
38943	Smelser, Annette M	VTR
13513	Smith, Barbara A	VTR
129761	Smith, Carla R	VTR
35106	Smith, Kerry F	VTR
34779	Sneed, William C	VTR
33090	Soldano, Jennifer D	VTR
30508	Southerland, Candace T	VTR
130118	Stabeno, Terry Sue	VTR
132078	Stearns, Sandra Jo	VTR
34884	Steiert, Laura J	VTR
135623	Stewart, Bridney R	VTR
30307	Sutphen, Alethea H	VTR
136036	Swaim, Tonya Faye	VTR
30395	Taylor, Debra S	VTR
30157	Taylor, James F	VTR
30481	Thames, Patricia A	VTR
30664	Thomas, Christopher T	VTR
135810	Thomas, Yahaira Edith	VTR
31489	Tiger, Patricia A	VTR
30145	Torres, Dalia S	VTR
30537	Towery, Suzette R	VTR
30076	Tucker, Sandra B	VTR
37159	Tyson, Melissa A	VTR
130117	Usener, Debra J	VTR
6097	Valdez, Cherel D	VTR
30136	Valdez, Patricia C	VTR
30567	Van Straten, Michael A	VTR
135985	Vasek, Lavonna S	VTR
30250	Vasquez, Carmen G	VTR
30117	Vasquez, Mary R	VTR
30548	Vaughn, Larry D	VTR
30337	Vela, Estela D	VTR
30476	Walden, Linda W	VTR
31439	Watson, Susie B	VTR
38945	Weigand, Johnna L	VTR
130120	Wendler, Joyce	VTR
30424	White, Sylvia R	VTR
39828	White, Tanya D	VTR
11262	Wilhelm, Bryan P	VTR
135687	Williams, Linda C	VTR
30264	Williams, Stephen E	VTR
135889	Wilson, Amber Rae	VTR
129766	Yandell, Kyle A	VTR
35333	Zapata, Margaret	VTR
40659	Acosta, Mary E	MVD
40870	Alexander, Kathy J	MVD
32530	Anderson, Gail	MVD
135902	Andrews, Katharine L	MVD
135535	Arnold, Morris Allan	MVD
132159	Bohn, Kenneth	MVD
32523	Bray, Brett G	MVD
32633	Brunke, Loren D	MVD
32562	Burnett, Lea A	MVD

32553	Carmona,Alice S	MVD
13514	Castillo,John Gilbert	MVD
135611	Castro,Rochelle E	MVD
131954	Chrane,Jack Rowe	MVD
32567	Chrismer,Donald W	MVD
32737	Clark,Jennifer K	MVD
36984	Clark,Vicki	MVD
28239	Clem,David Loren	MVD
32554	Cost,Molly D	MVD
134990	Coutinho-De Souza,Nichola	MVD
134993	Cox,Maurie L	MVD
135457	Cox,Wendy L	MVD
32534	Cullen,Stacey Lynn	MVD
32524	Curl,Doris E	MVD
134981	Davidson,Bonnie Kay	MVD
32698	Davis,Margarita M	MVD
32613	Dufour,John R	MVD
135697	Duncan,Ronald V	MVD
135172	Ehrett,Michelle J	MVD
32539	Fabian,Norma A	MVD
133770	Fabian,Pippa N	MVD
14256	Flemming,Sherry E	MVD
135193	Foster,Robert F	MVD
40875	George Jr,David A	MVD
32621	Gibson,Angela S	MVD
136047	Gladney,Burnett Mark	MVD
32526	Gonzales,Andrew	MVD
131896	Gonzalez,John	MVD
135161	Greene,Retlaw S	MVD
135470	Guardiola,Carla D	MVD
39833	Harbeson,William P	MVD
135081	Harrigan,Erica R	MVD
131203	Heikkila,Dawn M	MVD
39301	Hernandez,Doroteo S	MVD
32615	Herring,William K	MVD
134723	Hickman,Howard A	MVD
131892	Hyatt,Kim D	MVD
17928	Johnson,Terry Jack	MVD
32570	Kent,Carol J	MVD
135575	Konon,Lorraine	MVD
134694	Kovich,Michael Peter	MVD
32624	Lehnick,Anne F	MVD
40874	Markwardt,Maria	MVD
30900	Martinez,Lisa M	MVD
33105	Maynard,Janice M	MVD
35679	McDonald,Kenneth D	MVD
135593	McKown,Julie A	MVD
135511	McNiel,Earl Weldon	MVD
135569	Merritt,Michelle A	MVD
133897	Meza,Rosella Marie	MVD
135778	Mize,Michael B	MVD
133075	Moreno,Melinda E	MVD
31900	Morrisey,Richard V	MVD
130860	Pennington,Jason Lee	MVD

135756	Pickering, Virginia P	MVD
135084	Ramon, Helen Sedillo	MVD
135169	Reedy, Ofelia	MVD
134661	Rodriguez, Rebecca R	MVD
131898	Rodriguez, Tommy A	MVD
32588	Rodriguez, Tyna L	MVD
860	Rogers, Stephanie R	MVD
32573	Rose, Marla J	MVD
133901	Ruedas, Marnie R	MVD
32527	Ruiz, Leticia C	MVD
131940	Schrier, Carl L	MVD
133422	Schrier, John Lamar	MVD
135115	Schrier, Michelle Helen	MVD
35046	Sedillo, Cindy P	MVD
34811	Selvera, Lisa M	MVD
135258	Shelton, Brenda	MVD
10347	Shrawder, Joseph R	MVD
135211	Sivright, Patricia L	MVD
135696	Skendrovic, Paul N	MVD
35497	Smith, Lori A	MVD
132957	Swarts, Robert Eugene	MVD
136007	Teixeira, Patrick J	MVD
131944	Trumble, Beverly E	MVD
134996	Wagoner, Dustin Chad	MVD
32515	Westcott Jr, Robert W	MVD
40877	White, Justin J	MVD
135262	Willoughby, Raymond E	MVD
132559	Woods Jr, Henry Jackson	MVD
133785	Ygnacio, Christopher R	MVD
132408	Ygnacio, Regina E	MVD
39372	Zavala, Anna L	MVD
82706	Zimmerhanel, William Mark	MVD
135598	Bardnell, Julia Anne	ABPTA
30679	Caldwell, Charles K	ABPTA
30027	Gregg, Janice S	ABPTA
129492	Matthys, Barbara A	ABPTA
135513	Minor, Jennifer M	ABPTA
34849	Angel Oliver	MCD
135243	Angela Jenkins	MCD
30969	Barbara Linzey	MCD
135538	Beverly Fisher	MCD
134971	Billy McNealy	MCD
129445	Carol Fallin	MCD
133135	Celia Coker	MCD
32891	Claudette Otis-Watkins	MCD
132124	Denise Quaranta-Fliss	MCD
32904	Diana Gill	MCD
131320	Donald Burns	MCD
32772	Drake Kirk	MCD
32890	Henry Floyd	MCD
32883	Homer Vasquez	MCD
132102	Jennifer Whittaker	MCD
32748	Joel Thompson	MCD
131259	Kenneth Fatheree	MCD



131992	Kris Phillips	MCD
7443	Larry Simcox	MCD
30357	Luis Perez	MCD
32902	Lydia Sahley	MCD
32882	Michael Dewbre	MCD
32885	Raul Vela	MCD
32886	Robert Anderson	MCD
32901	Robert Martinez	MCD
134907	Sharon Ruszczuk	MCD
32917	Sue Cable	MCD
11459	Tiffany Roybal	MCD
32912	Vanessa Haywood-Williams	MCD
32911	Yolanda Garcia	MCD

**Employees Transferring from Other TxDOT Divisions on November 1, 1009**

<b>TxDOT Employee ID</b>	<b>Employee</b>	<b>TxDOT Division</b>
32220	Brown, Robert L	TSD
32232	Butts, Kevin E	TSD
32390	Catron, Jonathan	TSD
32040	Childers, David L	TSD
32781	Corzine, Kenny E	TSD
38066	Dennis, Laura M	TSD
32250	Flathmann, David C	TSD
40826	Hargrove, William V	TSD
32395	Holguin, Henry P	TSD
32259	Kaluza, Ronnie F	TSD
133947	Liu, Lanyu	TSD
35690	Maldonado, Paul R	TSD
36788	Mason, Rebecca A	TSD
32181	Mills Jr, Roy L	TSD
32248	Moses, Suzanne	TSD
31968	Pederson, Todd L	TSD
28298	Reyes, Mark A	TSD
32176	Rowehl, Raymond R	TSD
32260	Rue, Jeffrey A	TSD
11872	Ruzicka, Marshall A	TSD
11911	Sliva, Donald C	TSD
32262	Taylor, Robin L	TSD
32252	Thum, Soheila R	TSD
135916	Vogiatzis, Frederico	TSD
32255	Wang, Min	TSD
129735	Wigington, David A	TSD
27776	Boes, Karen J	FIN
27755	O'Connor, Thomas A	FIN
27779	Palmer, Patrick S	FIN

TxDOT-DMV MOU

**ATTACHMENT C**

EQUIPMENT

Attachment C - DMV 2009 MES Conversion Master Inventory List\_1.xls

Total Count\*\*

VTR - 52		
Computers		816
Printers: Color		7
Printers: Black & White		543
Scanners		13
Laptops/Tablet		86
Projector		34
Television		5
Miscellaneous Items:		
	Pallet Jack	2
	Telecommunication Related Equipment	15
	Typewriter	1
	Lan/ServerRouter Related Equipment	8
	Radio Communication	1
	TV Equipment	1
	Retroreflectometer	1
	Cameras	16
	Fax Machines	25
	Microfiche Equipment	2
	Barcode Tray Tag Option	1
	Cars for Mainframe	1
	Mailstream Plus	1
	Multiplexer	1
	Music System	1

**\*\*Transfers are still occuring and count will change daily**

Total Count\*\*

MVD - 61		
Computers		145
Printers: Color		1
Printers: Black & White		33
Scanners		9
Laptops/Tablet		41
Projector		2
Television		0
Miscellaneous Items:		
	Computer Software	15
	Plotter	1
	Misc. "Filing System"	1
	Cameras	3
	Fax Machines	2
	Microfiche Equipment	1

**\*\*Transfers are still occuring and count will change daily**

Total Count\*\*

<b>MCD - 73</b>		
Computers		35
Printers: Color		2
Printers: Black & White		8
Scanners		4
Laptops/Tablet		11
Projector		0
Television		0
Miscellaneous Items:		
	Computer Software	0
	Plotter	0
	Misc. "Filing System"	0
	Cameras	0
	Fax Machines	0
	Microfiche Equipment	0

**\*\*Transfers are still occuring and count will change daily**

Total Count\*\*

ABTPA - 82		
Computers		3
Printers: Color		1
Printers: Black & White		3
Scanners		0
Laptops/Tablet		5
Projector		2
Television		1
Miscellaneous Items:		
	Misc. "MIP FUND ACCOUNT"	1
	Cameras	1
	Fax Machines	1

**\*\*Transfers are still occuring and count will change daily**

<b>TSD (offsite) - 59</b>		
Computers		2,583
Printers: Color		0
Printers: Black & White		3,989
Scanners		0
Laptops/Tablet		1,282
Projector		0
Television		0
Miscellaneous Items:		
	Monitors	2,561
	Computer Hardware	137
	Computer Software	564

**\*\*Transfers are still occuring and count will change daily**

295959	RECEIVER, TV	211293	52	
384201	INTEGRATED MONITO	D8MD00443	52	
384202	INTEGRATED MONITO	D8MD00474	52	
384204	INTEGRATED MONITO	D8MD00381	52	
384205	INTEGRATED MONITO	D8MD00485	52	
384206	INTEGRATED MONITO	D8MD01384	52	
384208	INTEGRATED MONITO	D8MD00645	52	
384209	INTEGRATED MONITO	D8MD00614	52	
384210	INTEGRATED MONITO	D8MD00446	52	
384214	INTEGRATED MONITO	D8MD00433	52	
384215	INTEGRATED MONITO	D2MD00363	52	
384217	INTEGRATED MONITO	D8MD00606	52	
448959	CANMCORDER, PANASO	BIHB00796	52	
458387	Single Mode IMAGELINK	R3687730	52	computer hardware
469592	LENS	37204395	52	
469899	CAMERA, 35MM, SIN	20203571	52	
492443	WKS: DELL OPTIPLE	DWV12D1	52	
492854	FAX MACHINES	97110226	52	
495973	TYPEWRITTER, ELECT		52	
516111	TELEPHONE SYSTEMS		52	
539163	LAN HUB: TOKEN RI		52	
543812	FAX MACHINES	7111935	52	
543825	TELEPHONE EQUIPME	NT7B53FA-93	52	
543832	FAX MACHINES	4700	52	
543836	FAX MACHINES	17103971	52	
543837	TELEPHONE EQUIPME	30NDG15NAT	52	
543852	PALLET, HAND OPER	AB27N37375Y	52	
543855	TELEPHONE SYSTEMS		52	
543867	FACSIMILE TRANSCE	212A1002588	52	
558539	ELEC FAX MACHINE	D6535190020086	52	
560094	COMPUTER OUTPUT MICROFILM/MICROFICHE	AR302226	52	
567723	MAILSTREAM PLUS	N/A	52	
570849	MICRO PRNT: HP LA	USEF183893	52	
571204	MICRO PRNT: HP LA	USBB006022	52	
571216	WKST: IBM PC 300P	23PH484	52	
580898	LAN HUB: MICRO CH	347052	52	
580910	LAN HUB: MICRO CH	347064	52	
581889	CODE 1 PLUS	N/A	52	
582377	BARCODE TRAY TAG OPTION	N/A	52	
586615	FAX MACHINES	90006458	52	
588699	LAN HUB: 16 PORT	398610	52	
589755	CAMERA, DIGITAL	65407	52	
607140	PROJ: EPSON POWER	KG4F930189L	52	



295959	RECEIVER, TV	211293	52
607141	PROJ: EPSON POWER	KG4F930182L	52
607142	PROJ: EPSON POWER	KG4F930170L	52
607143	PROJ: EPSON POWER	KG4F930188L	52
607144	PROJ: EPSON POWER	KG4F930187L	52
607145	PROJ: EPSON POWER	KG4F930183L	52
607146	PROJ: EPSON POWER	KG4F930164L	52
607147	PROJ: EPSON POWER	KG4F960163L	52
607148	PROJ: EPSON POWER	KG4F930175L	52
607149	PROJ: EPSON POWER	KG4F930178L	52
607150	PROJ: EPSON POWER	KG4F930186L	52
607151	PROJ: EPSON POWER	KG4F930153L	52
607152	PROJ: EPSON POWER	KG4F930194L	52
607153	PROJ: EPSON POWER	KG4F930181L	52
607154	PROJ: EPSON POWER	KG4F930167L	52
607193	HP ELITEBOOK	2CE9236RKY	52
607194	HP ELITEBOOK	2CE9236RKW	52
607195	LT PC: HP ELITEBO	2CE9236RKX	52
607196	LT PC: EP ELITEBO	2CE9236RKZ	52
607197	HP ELITEBOOK	2CE9236RL4	52
607198	LT PC: HP ELITEBO	2CE9236RL5	52
607199	LT PC: HP ELITEBO	2CE9236RL2	52
607200	HP ELITEBOOK	2CE9236RL0	52
607201	HP ELITEBOOK	2CE9236RL3	52
607202	HP ELITEBOOK	2CE9236RL1	52
607203	HP ELITEBOOK	2CE922BL3R	52
607204	LT PC: HP ELITEBO	2CE922BL3X	52
607205	HP ELITEBOOK	2CE922BL3V	52
607206	LT PC: HP ELITEBO	2CE9235MWF	52
607207	HP ELITEBOOK	2CE9235MW5	52
607208	HP ELITEBOOK	2CE9235MW3	52
607209	HP ELITEBOOK	2CE9235MWK	52
607210	HP ELITEBOOK	2CE9235MWM	52
607211	HP ELITEBOOK	2CE9235MWJ	52
607212	HP ELITEBOOK	2CE9235MW6	52
607213	HP ELITEBOOK	2CE9235MW2	52
607214	LT PC: HP ELITEBO	2CE9235MWL	52
607215	HP ELITEBOOK	2CE9235MW0	52
607237	WKST HP DC7900	MXL9290FTW	52
607296	WKST HP DC7900	MXL9290FNJ	52
607297	WKST HP DC7900	MXL9290FT6	52
607298	WKST HP DC7900	MXL9290FT8	52
607299	WKST HP DC7900	MXL9290FNL	52

295959	RECEIVER, TV	211293	52
607300	WKST HP DC7900	MXL9290FT3	52
607301	WKST HP DC7900	MXL9290FTK	52
607302	WKST HP DC7900	MXL9290FV0	52
607303	WKST HP DC7900	MXL9290FQY	52
607304	WKST HP DC7900	MXL9290FSN	52
607305	WKST HP DC7900	MXL9290FQ6	52
607306	WKST HP DC7900	MXL9290FNH	52
607307	WKST HP DC7900	MXL9290FNK	52
607308	WKST HP DC7900	MXL9290FV2	52
607309	WKST HP DC7900	MXL9290FQX	52
607310	WKST HP DC7900	MXL9290FRH	52
607311	WKST HP DC7900	MXL9290FQW	52
607312	WKST HP DC7900	MXL9290FR4	52
607313	WKST HP DC7900	MXL9290FTM	52
607314	WKST HP DC7900	MXL9290FV7	52
607315	WKST HP DC7900	MXL9290FV8	52
607316	WKST HP DC7900	MXL9290FR6	52
607317	WKST HP DC7900	MXL9290FTF	52
607318	WKST HP DC7900	MXL9290FTG	52
607319	WKST HP DC7900	MXL9290FV6	52
607320	WKST HP DC7900	MXL9290FVD	52
607321	WKST HP DC7900	MXL9290FV1	52
607322	WKST HP DC7900	MXL9290FVK	52
607323	WKST HP DC7900	MXL9290FR7	52
607324	WKST HP DC7900	MXL9290FTB	52
607325	WKST HP DC7900	MXL9290FR5	52
607326	WKST HP DC7900	MXL9290FTD	52
607328	WKST HP DC7900	MXL9290FTT	52
607329	WKST HP DC7900	MXL9290FVC	52
607330	WKST HP DC7900	MXL9290FTH	52
607331	WKST HP DC7900	MXL9290FVB	52
607332	WKST HP DC7900	MXL9290FSB	52
607333	WKST HP DC7900	MXL9290FS1	52
607334	WKST HP DC7900	MXL9290FRZ	52
607335	WKST HP DC7900	MXL9290FSD	52
607336	WKST HP DC7900	MXL9290FSG	52
607337	WKST HP DC7900	MXL9290FQ2	52
607338	WKST HP DC7900	MXL9290FSY	52
607339	WKST HP DC7900	MXL9290FSJ	52
607340	WKST HP DC7900	MXL9290FSL	52
607341	WKST HP DC7900	MXL9290FRK	52
607342	WKST HP DC7900	MXL9290FSS	52

295959	RECEIVER, TV	211293	52
607343	WKST HP DC7900	MXL9290FP0	52
607344	WKST HP DC7900	MXL9290FPT	52
607345	WKST HP DC7900	MXL9290FQ4	52
607346	WKST HP DC7900	MXL9290FQ5	52
607347	WKST HP DC7900	MXL9290FSK	52
607348	WKST HP DC7900	MXL9290FSH	52
607349	WKST HP DC7900	MXL9290FSF	52
607350	WKST HP DC7900	MXL9290FR8	52
607351	WKST HP DC7900	MXL9290FPZ	52
607352	WKST HP DC7900	MXL9290FTY	52
607353	WKST HP DC7900	MXL9290FQ3	52
607354	WKST HP DC7900	MXL9290FP6	52
607355	WKST HP DC7900	MXL9290FNN	52
607356	WKST HP DC7900	MXL9290FSC	52
607357	WKST HP DC7900	MXL9290FRQ	52
607358	WKST HP DC7900	MXL9290FSX	52
607359	WKST HP DC7900	MXL9290FRR	52
607360	WKST HP DC7900	MXL9290FP2	52
607361	WKST HP DC7900	MXL9290FP5	52
607362	WKST HP DC7900	MXL9290FP7	52
607363	WKST HP DC7900	MXL9290FPD	52
607364	WKST HP DC7900	MXL9290FPF	52
607365	WKST HP DC7900	MXL9290FPG	52
607366	WKST HP DC7900	MXL9290FQ7	52
607367	WKST HP DC7900	MXL9290FPK	52
607368	WKST HP DC7900	MXL9290FPS	52
607369	WKST HP DC7900	MXL9290FP4	52
607370	WKST HP DC7900	MXL9290FPL	52
607371	WKST HP DC7900	MXL9290FPM	52
607372	WKST HP DC7900	MXL9290FPH	52
607373	WKST HP DC7900	MXL9290FPC	52
607374	WKST HP DC7900	MXL9290FP8	52
607375	WKST HP DC7900	MXL9290FNT	52
607376	WKST HP DC7900	MXL9290FNV	52
607377	WKST HP DC7900	MXL9290FNR	52
607378	WKST HP DC7900	MXL9290FRM	52
607379	WKST HP DC7900	MXL9290FR3	52
607380	WKST HP DC7900	MXL9290FSB	52
607381	WKST HP DC7900	MXL9290FRL	52
607382	WKST HP DC7900	MXL9290FRW	52
607383	WKST HP DC7900	MXL9290FQN	52
607384	WKST HP DC7900	MXL9290FRV	52

295959	RECEIVER, TV	211293	52
607385	WKST HP DC7900	MXL9290FQQ	52
607386	WKST HP DC7900	MXL9290FRJ	52
607387	WKST HP DC7900	MXL9290FQP	52
607388	WKST HP DC7900	MXL9290FRD	52
607389	WKST HP DC7900	MXL9290FQR	52
607390	WKST HP DC7900	MXL9290FRF	52
607391	WKST HP DC7900	MXL9290FRG	52
607392	WKST HP DC7900	MXL9290FRL	52
607393	WKST HP DC7900	MXL9290FSR	52
607394	WKST HP DC7900	MXL9290FT1	52
607395	WKST HP DC7900	MXL9290FSQ	52
607396	WKST HP DC7900	MXL9290FSB	52
607397	WKST HP DC7900	MXL9290FS7	52
607398	WKST HP DC7900	MXL9290FT0	52
607399	WKST HP DC7900	MXL9290FSV	52
607400	WKST HP DC7900	MXL9290FSW	52
607401	WKST HP DC7900	MXL9290FS6	52
607402	WKST HP DC7900	MXL9290FSZ	52
607403	WKST HP DC7900	MXL9290FRS	52
607404	WKST HP DC7900	MXL9290FRP	52
607405	WKST HP DC7900	MXL9290FSP	52
607406	WKST HP DC7900	MXL9290FSM	52
607407	WKST HP DC7900	MXL9290FS9	52
607408	WKST HP DC7900	MXL9290FS5	52
607409	WKST HP DC7900	MXL9290FTJ	52
607410	WKST HP DC7900	MXL9290FPB	52
607411	WKST HP DC7900	MXL9290FRY	52
607412	WKST HP DC7900	MXL9290FRX	52
607413	WKST HP DC7900	MXL9290FS2	52
607414	WKST HP DC7900	MXL9290FT7	52
607415	WKST HP DC7900	MXL9290FS3	52
607416	WKST HP DC7900	MXL9290FS4	52
607417	WKST HP DC7900	MXL9290FPR	52
607418	WKST HP DC7900	MXL9290FPN	52
607419	WKST HP DC7900	MXL9290FQD	52
607420	WKST HP DC7900	MXL9290FR2	52
607421	WKST HP DC7900	MXL9290FT4	52
607422	WKST HP DC7900	MXL9290FT5	52
607423	WKST HP DC7900	MXL9290FS0	52
607424	WKST HP DC7900	MXL9290FPP	52
607425	WKST HP DC7900	MXL9290FPQ	52
607426	WKST HP DC7900	MXL9290FNS	52

295959	RECEIVER, TV	211293	52
607427	WKST HP DC7900	MXL9290FPV	52
607428	WKST HP DC7900	MXL9290FNG	52
607429	WKST HP DC7900	MXL9290FTX	52
607430	WKST HP DC7900	MXL9290FTX	52
607431	WKST HP DC7900	MXL9290FRN	52
607432	WKST HP DC7900	MXL9290FR9	52
607433	WKST HP DC7900	MXL9290FQG	52
607434	WKST HP DC7900	MXL9290FQ0	52
607435	WKST HP DC7900	MXL9290FQS	52
607436	WKST HP DC7900	MXL9290FPX	52
607437	WKST HP DC7900	MXL9290FQH	52
607438	WKST HP DC7900	MXL9290FQK	52
607439	WKST HP DC7900	MXL9290FR1	52
607440	WKST HP DC7900	MXL9290FR0	52
607441	WKST HP DC7900	MXL9290FTS	52
607442	WKST HP DC7900	MXL9290FTR	52
607443	WKS: HP DC7900	MXL9290FV4	52
607444	WKST HP DC7900	MXL9290FPY	52
607445	WKST HP DC7900	MXL9290FQF	52
607446	WKST HP DC7900	MXL9290FPW	52
607447	WKS: HP DC7900	MXL9290FQJ	52
607448	WKST HP DC7900	MXL9290FQZ	52
607449	WKST HP DC7900	MXL9290FQL	52
607450	WKST HP DC7900	MXL9290FRT	52
607451	WKST HP DC7900	MXL9290FNW	52
607452	WKST HP DC7900	MXL9290FTL	52
607453	WKST HP DC7900	MXL9290FNP	52
607454	WKST HP DC7900	MXL9290FT9	52
607455	WKST HP DC7900	MXL9290FP1	52
607456	WKST HP DC7900	MXL9290FPJ	52
607457	WKST HP DC7900	MXL9290FNQ	52
607458	WKST HP DC7900	MXL9290FTQ	52
607459	WKST HP DC7900	MXL9290FQM	52
607460	WKST HP DC7900	MXL9290FNZ	52
607461	WKST HP DC7900	MXL9290FNM	52
607462	WKST HP DC7900	MXL9290FP9	52
607463	WKST HP DC7900	MXL9290FTP	52
607464	WKST HP DC7900	MXL9290FQV	52
607465	WKST HP DC7900	MXL9290FP3	52
607466	WKST HP DC7900	MXL9290FNX	52
607467	WKST HP DC7900	MXL9290FNY	52
607468	WKST HP DC7900	MXL9290FQC	52

295959	RECEIVER, TV	211293	52
607469	WKST HP DC7900	MXL9290FQ8	52
607470	WKST HP DC7900	MXL9290FQT	52
607471	WKST HP DC7900	MXL9290FV9	52
607472	WKST HP DC7900	MXL9290FQ9	52
607473	WKST HP DC7900	MXL9290FVJ	52
607474	WKST HP DC7900	MXL9290FTP	52
607475	WKST HP DC7900	MXL9290FTN	52
607476	WKST HP DC7900	MXL9290FV3	52
607477	WKST HP DC7900	MXL9290FQB	52
607478	WKST HP DC7900	MXL9290FQ1	52
607479	WKST HP DC7900	MXL9290FRB	52
607480	WKST HP DC7900	MXL9290FTV	52
607481	WKST HP DC7900	MXL9290FVH	52
607482	WKST HP DC7900	MXL9290FV5	52
607483	WKST HP DC7900	MXL9290FVF	52
607484	WKST HP DC7900	MXL9290FVG	52
607485	WKST HP DC7900	MXL9290FTC	52
611038	SERVERS & UPGRADE	D232FRT1D339	52
613573	TELEPHONE EQUIPME		52
614637	PALLET, HAND OPER	1A234271	52
614770	RADIO COMMUNICATI		52
615607	ROUTER: CICSO 261	1K6JP	52
615608	ROUTER: CICSO 261	JMX0511K6JQ	52
621228	FAX MACHINES	D6535290127006	52
625127	FAX MACHINES	F4650 17104759	52
625128	FAX MACHINES	F4650 17107189	52
627361	WKST: COMPAQ DC71	D241FRT1D049	52
628264	WKST: DELL OPTIPLE DELL	FNK0D81	52
629892	TELEPHONE SYSTEMS	129774421	52
630209	TELEPHONE SYSTEMS		52
630333	DIGITAL CAMERAS	1C25JY81G001	52
630335	DIGITAL CAMERAS	7C25JY81G007	52
630336	DIGITAL CAMERAS	7C25JY81G006	52
630337	DIGITAL CAMERAS	7C25JY81M00B	52
630338	DIGITAL CAMERAS	1C25JY81M00E	52
630340	DIGITAL CAMERAS	7C25JY81M00F	52
630341	DIGITAL CAMERAS	8C25JY81M007	52
630342	DIGITAL CAMERAS	7C23JY81M0Z	52
630343	DIGITAL CAMERAS	7C23JY81M026	52
630344	DIGITAL CAMERAS	7C24JY81S00M	52
630345	DIGITAL CAMERAS	1C23JY81M021	52
630392	TELEPHONE SYSTEMS		52

295959	RECEIVER, TV	211293	52
631262	WKST: COMPAQ EVO	ZA756	52
631340	B/W PRNT:HP LASE	JPLGC17356	52
631342	B/W PRNT:HP LASE	JPLGC17813	52
631347	B/W PRNT:HP LASE	JPLGD37329	52
631348	B/W PRNT:HP LASE	JPLGD38201	52
631351	B/W PRNT:HP LASE	JPLGD39928	52
631352	B/W PRNT:HP LASE	JPLGD38205	52
631354	B/W PRNT:HP LASE	JPLGF04351	52
631355	B/W PRNT:HP LASE	JPLGD38255	52
631356	B/W PRNT:HP LASE	JPLGD38249	52
631357	B/W PRNT:HP LASE	JPLGC17824	52
631358	B/W PRNT:HP LASE	JPLGC17823	52
631359	B/W PRNT:HP LASE	JPLGD39882	52
631365	B/W PRNT:HP LASE	JPLGC18704	52
631366	B/W PRNT:HP LASE	JPLGF04603	52
631367	B/W PRNT:HP LASE	JPLGC17346	52
631369	B/W PRNT:HP LASE	JPLGC15850	52
631371	B/W PRNT:HP LASE	JPLGD39855	52
631372	B/W PRNT:HP LASE	JPLGD39889	52
631373	B/W PRNT:HP LASE	JPLGD39736	52
631374	B/W PRNT:HP LASE	JPLGD39883	52
631381	B/W PRNT:HP LASE	JPLGD38362	52
631400	B/W PRNT:HP LASE	JPLGD36412	52
631405	B/W PRNT:HP LASE	JPLGC17354	52
633062	TELEPHONES, 2 - 60	A0542818	52
644352	B/W PRNT:HP LASE	JPGGR23014	52
647543	LT PC: IBM THINKP	99WNXKR	52
647545	LT PC: IBM THINKP	99WNXMC	52
647546	LT PC: IBM THINKP	99WNXLY	52
647548	LT PC: IBM THINKP	99WNXLD	52
647554	THINKPAD IBM	99WNXMM	52
647593	WKST: COMPAQ EVO	USV41602D7	52
647594	WKST: COMPAQ EVO	USV41602D8	52
648643	KODAK I7300 APPLI	12271486	52
648644	KODAK I7300 APPLI	12271490	52
648645	KODAK I7300 APPLI	12271431	52
648646	KODAK I7300 APPLI	12271442	52
648647	KODAK I7300 APPLI	12271420	52
648648	KODAK I7300 APPLI	12271416	52
648649	KODAK I7300 APPLI	12271405	52
648650	KODAK I7300 APPLI	12271394	52
648702	PROJECTOR	TWC4040096	52

295959	RECEIVER, TV	211293	52	
649377	FACSIMILE TRANSCE	E3J40014	52	
649412	DATA COMMUNICATIO		52	
649546	CAMERAS, DIGITAL	6927522233	52	
649633	COLOR PRNT: HP	JPHR005174	52	
649680	FACSIMILE TRANSCE	J3J742522	52	
649843	WKS: COMPAQ DC71	2US527021J	52	
653809	FACSIMILE TRANSCE	D9435090014025	52	
653810	FACSIMILE TRANSCE	D9435090014028	52	
653812	FACSIMILE TRANSCE	305A1003462	52	
653815	FACSIMILE TRANSCE	305A1003449	52	
653816	FACSIMILE TRANSCE	305A1003450	52	
653817	FACSIMILE TRANSCE	UZS28245	52	
653818	FACSIMILE TRANSCE	UZS29199	52	
653819	FACSIMILE TRANSCE	305A1003448	52	
653820	FACSIMILE TRANSCE	311A1004380	52	
653821	FACSIMILE TRANSCE	U60283A4J227000	52	
653822	MICROFICHE AND MI		52	
653823	FACSIMILE TRANSCE	311A1004381	52	
653833	RETROREFLECTOMETER	1112	52	
662867	PLOTTER: HP DESIGN JET	SG45L7105J	52	added 10/21/09
662872	PC COMPAQ	CNF43201PV	52	
662902	LT PC: COMPAQ NX9	CNF43201QG	52	
662909	LT PC: COMPAQ NX9	CNF43201R3	52	
663159	WKST: COMPAQ EVO	2UB43801WX	52	
663160	WKST: COMPAQ EVO	2UB84801WW	52	
663467	WKST: COMPAQ EVO	2UB4510346	52	
663991	COLOR PRNT: HP	JPKAC27481	52	
664057	WKST: COMPAQ DC71	2UB519017K	52	
664059	WKST: COMPAQ DC71	2UB5190184	52	
664114	WKST: COMPAQ DC71	2UB519012W	52	
664116	WKST: COMPAQ DC71	2UB519013M	52	
664118	WKST: COMPAQ DC71	2UB519016B	52	
664122	WKST: COMPAQ DC71	2UB519016J	52	
664125	WKST: COMPAQ DC71	2UB519015J	52	
664142	WKST: COMPAQ DC71	2UB5190142	52	
664144	WKST: COMPAQ DC71	2UB519012T	52	
664146	WKST: COMPAQ DC71	2UB519014V	52	
664149	WKST: COMPAQ DC71	2UB519017J	52	
664153	WKST: COMPAQ DC71	2UB5190133	52	
664159	WKST: COMPAQ DC71	2UB519014H	52	
664160	WKST: COMPAQ DC71	2UB519018J	52	
664163	WKST: COMPAQ DC71	2UB5190163	52	



295959	RECEIVER, TV	211293	52
664164	WKST: COMPAQ DC71	2UB519017D	52
664166	WKST: COMPAQ DC71	2UB5190174	52
664170	WKST: COMPAQ DC71	2UA519016Q	52
664176	WKST: COMPAQ DC71	2UB519016N	52
664502	PROJECTOR	TWE5150302	52
664801	COLOR PRINTER	WYN037638	52
665873	WKS: DELL OPTIPLE	1HFNZB1	52
666103	WKS: DELL OPTIPLE	FW795D1	52
669266	WKS: DELL OPTIPLE	CSRTB91	52
670310	B/W PRNT:HP LASE	CNGKC44958	52
670339	B/W PRNT:HP LASE	CNGKC45521	52
672346	PROJECTOR	TWC5237280	52
672371	FACSIMILE TRANSCE	G5J310519	52
672672	FACSIMILE TRANSCE	G5J310562	52
673308	IBM THINKP	L3PXGVF	52
673312	IBM THINKP	L3PHXHCK	52
673313	LT PC: IBM THINKP	L3PXHCN	52
673316	IBM THINKP	L3PXGVE	52
673790	WKST: DELL OPTIPLE DELL	2T39M91	52
673791	WKST: DELL OPTIPLE DELL	2Y39M91	52
673792	WKST: DELL OPTIPLE DELL	6Z39M91	52
673793	WKST: DELL OPTIPLE DELL	3Y39M91	52
673794	WKST: DELL OPTIPLE DELL	1H49M91	52
673796	WKST: DELL OPTIPLE DELL	JT39M91	52
673799	WKST: DELL OPTIPLE DELL	5W3M91	52
673800	WKST: DELL OPTIPLE DELL	1Z39M91	52
673801	WKST: DELL OPTIPLE DELL	3Z39M91	52
673802	WKST: DELL OPTIPLE DELL	3W39M91	52
673804	WKST: DELL OPTIPLE DELL	4Y39M91	52
673805	WKST: DELL OPTIPLE DELL	BW39M91	52
673806	WKST: DELL OPTIPLE DELL	1X39M91	52
673808	WKST: DELL OPTIPLE DELL	FX39M91	52
673810	WKST: DELL OPTIPLE DELL	9X39M91	52
673811	WKST: DELL OPTIPLE DELL	8249M91	52
673812	WKST: DELL OPTIPLE DELL	JY39M91	52
673816	WKST: DELL OPTIPLE DELL	FS39M91	52
673817	WKST: DELL OPTIPLE DELL	FW39M91	52
673819	TELEPHONES, PBX S		52
673820	TELEPHONES, PBX S		52
673977	PROJECTORS, DIGIT	TWC6137034	52
674308	B/W PRNT:HP LASE	CNGXB22305	52
674309	B/W PRNT:HP LASE	CNGXB22300	52

295959	RECEIVER, TV	211293	52
674310	B/W PRNT:HP LASE	CNGXC18944	52
674311	B/W PRNT:HP LASE	CNGXB22299	52
674312	B/W PRNT:HP LASE	CNGXB22247	52
674313	B/W PRNT:HP LASE	CNGXB22295	52
674314	B/W PRNT:HP LASE	CNGXJ10675	52
674315	B/W PRNT:HP LASE	CNGXJ10673	52
674316	B/W PRNT:HP LASE	CNGXB22267	52
674320	B/W PRNT:HP LASE	CNGXD36359	52
674321	B/W PRNT:HP LASE	CNGXD37634	52
674322	B/W PRNT:HP LASE	CNGXD40409	52
674324	B/W PRNT:HP LASE	CNGXD40390	52
674325	B/W PRNT:HP LASE	CNGXD36363	52
674326	B/W PRNT:HP LASE	CNGXF39741	52
674327	B/W PRNT:HP LASE	CNGXD38457	52
674328	B/W PRNT:HP LASE	CNGXF39729	52
674329	B/W PRNT:HP LASE	CNGXF39743	52
674331	B/W PRNT:HP LASE	CNGXF39728	52
674332	B/W PRNT:HP LASE	CNGXD36368	52
674333	B/W PRNT:HP LASE	CNGXC25274	52
674334	B/W PRNT:HP LASE	CNGXD36379	52
674335	B/W PRNT:HP LASE	CNGXD36380	52
674339	B/W PRNT:HP LASE	CNGXB22270	52
674340	B/W PRNT:HP LASE	CNGXJ10666	52
674341	B/W PRNT:HP LASE	CNGXH18945	52
674342	B/W PRNT:HP LASE	CNGXC19001	52
674343	B/W PRNT:HP LASE	CNGXC18970	52
674345	B/W PRNT:HP LASE	CNGXF31640	52
674346	B/W PRNT:HP LASE	CNGXC18940	52
674348	PRINTER 4250DTN	CNGXC18937	52
674349	B/W PRNT:HP LASE	CNGXB22298	52
674350	B/W PRNT:HP LASE	CNGXJ16776	52
674351	B/W PRNT:HP LASE	CNGXG30726	52
674352	B/W PRNT:HP LASE	CNGXH27218	52
674353	B/W PRNT:HP LASE	CNGXJ16772	52
674354	B/W PRNT:HP LASE	CNGXG30731	52
674355	B/W PRNT:HP LASE	CNGXG30729	52
674356	B/W PRNT:HP LASE	CNGXO27178	52
674357	B/W PRNT:HP LASE	CNGXC27393	52
674360	B/W PRNT:HP LASE	CNGXC27174	52
674361	B/W PRNT:HP LASE	CNGXC27175	52
674362	B/W PRNT:HP LASE	CNGXC27009	52
674363	B/W PRNT:HP LASE	CNGXC27008	52

295959	RECEIVER, TV	211293	52
674364	B/W PRNT:HP LASE	CNGXF41913	52
674365	B/W PRNT:HP LASE	CNGXD36483	52
674366	B/W PRNT:HP LASE	CNGXF39240	52
674367	B/W PRNT:HP LASE	CNGXD36485	52
674368	B/W PRNT:HP LASE	CNGXH06069	52
674371	B/W PRNT:HP LASE	CNGXH06044	52
674372	B/W PRNT:HP LASE	CNGXH06057	52
674374	B/W PRNT:HP LASE	CNGXD36354	52
674375	B/W PRNT:HP LASE	CNGXB27036	52
674376	B/W PRNT:HP LASE	CNGXB25857	52
674377	B/W PRNT:HP LASE	CNGXD36348	52
674378	B/W PRNT:HP LASE	CNGXD34996	52
674395	B/W PRNT:HP LASE	CNGXF36536	52
674398	B/W PRNT:HP LASE	CNGXF62622	52
674429	B/W PRNT:HP LASE	CNGXF67684	52
674433	B/W PRNT:HP LASE	JPRGL30215	52
674434	B/W PRNT:HP LASE	CNGXB45308	52
674443	B/W PRNT:HP LASE	CNGXJ20907	52
674445	B/W PRNT:HP LASE	CNGXD60847	52
674456	B/W PRNT:HP LASE	CNGXJ20906	52
674457	B/W PRNT:HP LASE	CNGXJ20914	52
674517	WKST DELL OPTIPLE	H8743B1	52
674519	WKST DELL OPTIPLE	28743B1	52
674520	WKST: DELL OPTIPLE DELL	3F743B1	52
674522	WKST: DELL OPTIPLE DELL	H7743B1	52
674523	WKST: DELL OPTIPLE DELL	C8743B1	52
674525	WKST: DELL OPTIPLE DELL	78743B1	52
674526	WKST: DELL OPTIPLE DELL	C4843B1	52
674527	WKST: DELL OPTIPLE DELL	94943B1	52
674530	WKST: DELL OPTIPLE DELL	92943B1	52
674531	WKST: DELL OPTIPLE DELL	88943B1	52
674532	WKST: DELL OPTIPLE DELL	77943B1	52
674533	WKST DELL OPTIPLE	C6943B1	52
674534	WKST: DELL OPTIPLE DELL	7Y843B1	52
674535	WKST: DELL OPTIPLE DELL	BB943B1	52
674536	WKST: DELL OPTIPLE DELL	D2943B1	52
674538	WKST: DELL OPTIPLE DELL	85943B1	52
674539	WKST: DELL OPTIPLE DELL	D5943B1	52
674540	WKST: DELL OPTIPLE DELL	89943B1	52
674541	WKST: DELL OPTIPLE DELL	91943B1	52
674542	WKST: DELL OPTIPLE DELL	2C943B1	52
674543	WKST: DELL OPTIPLE DELL	39943B1	52

295959	RECEIVER, TV	211293	52
674544	WKST: DELL OPTIPLE DELL	34943B1	52
674545	WKST: DELL OPTIPLE DELL	2Z843B1	52
674546	WKST: DELL OPTIPLE DELL	4B943B1	52
674547	WKST: DELL OPTIPLE DELL	1X843B1	52
674548	WKST: DELL OPTIPLE DELL	5D943B1	52
674549	WKST: DELL OPTIPLE DELL	50943B1	52
674550	WKST: DELL OPTIPLE DELL	59943B1	52
674553	WKST: DELL OPTIPLE DELL	76943B1	52
674554	WKST: DELL OPTIPLE DELL	26943B1	52
674556	WKST: DELL OPTIPLE DELL	52943B1	52
674557	WKST: DELL OPTIPLE DELL	15943B1	52
674558	WKST DELL OPTIPLE	96M43B1	52
674559	WKST: DELL OPTIPLE DELL	CTL43B1	52
674560	WKST: DELL OPTIPLE DELL	BTL43B1	52
674563	WKST: DELL OPTIPLE DELL	75M43B1	52
674564	WKST: DELL OPTIPLE DELL	71M43B1	52
674566	WKST: DELL OPTIPLE DELL	B0M43B1	52
674570	WKST: DELL OPTIPLE DELL	BXL43B1	52
674572	WKST DELL OPTIPLE	93M43B1	52
674574	WKST: DELL OPTIPLE DELL	USM43B1	52
674575	WKST: DELL OPTIPLE DELL	1WM43B1	52
674578	WKST: DELL OPTIPLE DELL	6KM43B	52
674583	WKST: DELL OPTIPLE DELL	2YM43B1	52
674584	WKST: DELL OPTIPLE DELL	50N43B1	52
674585	WKST: DELL OPTIPLE DELL	1ZM43B1	52
674587	WKST: DELL OPTIPLE DELL	5TM43B1	52
674588	WKST: DELL OPTIPLE DELL	5XM43B1	52
674589	WKST DELL OPTIPLE	1VM43B1	52
674590	WKST: DELL OPTIPLE DELL	CYM43B1	52
674591	WKST DELL OPTIPLE	8PM43B1	52
674592	WKST DELL OPTIPLE	9VM43B1	52
674594	WKST: DELL OPTIPLE DELL	DKM43B1	52
674595	WKST DELL OPTIPLE	9WM43B1	52
674596	WKST: DELL OPTIPLE DELL	6ZM43B1	52
674597	WKST: DELL OPTIPLE DELL	7WM43B1	52
674600	WKST: DELL OPTIPLE DELL	8ZM43B1	52
674603	WKST DELL OPTIPLE	9XM43B1	52
674606	WKST: DELL OPTIPLE DELL	58M43B1	52
674607	WKST DELL OPTIPLE	70M43B1	52
674608	WKST: DELL OPTIPLE DELL	13M43B1	52
674609	WKST: DELL OPTIPLE DELL	5XL43B1	52
674610	WKST DELL OPTIPLE	5TL43B1	52

295959	RECEIVER, TV	211293	52
674611	WKST: DELL OPTIPLE DELL	3TL43B1	52
674612	WKST: DELL OPTIPLE DELL	3XL43B1	52
674615	WKST: DELL OPTIPLE DELL	4WL43B1	52
674616	WKST: DELL OPTIPLE DELL	37M43B1	52
674618	WKST: DELL OPTIPLE DELL	5VL43B1	52
674619	WKST: DELL OPTIPLE DELL	3VL43B1	52
674621	WKST DELL OPTIPLE	3ZL43B1	52
674623	WKST: DELL OPTIPLE DELL	4R943B1	52
674625	WKST: DELL OPTIPLE DELL	7G943B1	52
674626	WKST: DELL OPTIPLE DELL	GXL43B1	52
674627	WKST: DELL OPTIPLE DELL	CYL43B1	52
674628	WKST: DELL OPTIPLE DELL	GVL43B1	52
674632	WKST: DELL OPTIPLE DELL	7H943B1	52
674634	WKST: DELL OPTIPLE DELL	GML43B1	52
674636	WKST: DELL OPTIPLE DELL	JSL43B1	52
674638	WKST: DELL OPTIPLE DELL	DL943B1	52
674641	WKST: DELL OPTIPLE DELL	BR943B1	52
674642	WKST DELL OPTIPLE	CG943B1	52
674646	WKST DELL OPTIPLE	DG943B1	52
674647	WKST: DELL OPTIPLE DELL	FH943B1	52
674648	WKST: DELL OPTIPLE DELL	DQ943B1	52
674649	WKST: DELL OPTIPLE DELL	7S943B1	52
674650	WKST: DELL OPTIPLE DELL	9M943B1	52
674651	WKST: DELL OPTIPLE DELL	BL943B1	52
674652	WKST DELL OPTIPLE	9L943B1	52
674653	WKST DELL OPTIPLE	8Q943B1	52
674654	WKST: DELL OPTIPLE DELL	HY843B1	52
674656	WKST: DELL OPTIPLE DELL	JY843B1	52
674659	WKST: DELL OPTIPLE DELL	DZ843B1	52
674660	WKST: DELL OPTIPLE DELL	D7943B1	52
674661	WKST: DELL OPTIPLE DELL	F8943B1	52
674662	WKST: DELL OPTIPLE DELL	F6943B1	52
674666	WKST: DELL OPTIPLE DELL	F3943B1	52
674667	WKST: DELL OPTIPLE DELL	J5M43B1	52
674668	WKST: DELL OPTIPLE DELL	2H943B1	52
674669	WKST: DELL OPTIPLE DELL	3M943B1	52
674670	WKST: DELL OPTIPLE DELL	G6M43B1	52
674674	WKST: DELL OPTIPLE DELL	4K943B1	52
674675	WKST: DELL OPTIPLE DELL	4L943B1	52
674679	WKST: DELL OPTIPLE DELL	HD943B1	52
674680	WKST: DELL OPTIPLE DELL	H7M43B1	52
674681	WKST: DELL OPTIPLE DELL	FM943B1	52

295959	RECEIVER, TV	211293	52
674684	WKST: DELL OPTIPLE DELL	GL943B1	52
674685	WKST: DELL OPTIPLE DELL	JK943B1	52
674686	WKST: DELL OPTIPLE DELL	HP943B1	52
674687	WKST: DELL OPTIPLE DELL	JG943B1	52
674689	WKST: DELL OPTIPLE DELL	JQ943B1	52
674690	WKST DELL OPTIPLE	GG943B1	52
674691	WKST: DELL OPTIPLE DELL	GQ943B1	52
674692	WKST: DELL OPTIPLE DELL	FR943B1	52
674694	WKST DELL OPTIPLE	HVM43B1	52
674695	WKST: DELL OPTIPLE DELL	F0N43B1	52
674696	WKST DELL OPTIPLE	GJM43B1	52
674697	WKST: DELL OPTIPLE DELL	DTM43B1	52
674698	WKST: DELL OPTIPLE DELL	J0N43B1	52
674702	WKST: DELL OPTIPLE DELL	GWM43B1	52
674703	WKST DELL OPTIPLE	JMW43B1	52
674704	WKST DELL OPTIPLE	DXM43B1	52
674705	WKST: DELL OPTIPLE DELL	FZM43B1	52
674781	PRINTER 4250DTN	CNGXF6219B	52
690024	B/W PRNT:HP LASE	CNGXH26445	52
690025	B/W PRNT:HP LASE	CNGXD73309	52
690026	B/W PRNT:HP LASE	CNGXJ33231	52
690027	B/W PRNT:HP LASE	CNGXF59436	52
690280	PROJ: INFOCUS LP7	ANEL637r0489	52
690281	HP TC4200	CND6322PPK	52
690416	PRINTER 9050DN	JPDL68N04G	52
690495	WKST DELL OPTIPLE	9CNDCC1	52
690534	WKS: HP DC7900	GXFCCC1	52
690535	WKS: HP DC7900	GZFCCC1	52
690537	WKS: HP DC7900	F0GCCC1	52
690543	WKST DELL OPTIPLE	91GCCC1	52
690544	WKS: HP DC7900	D0GCCC1	52
690545	WKS: HP DC7900	10GCCC1	52
690549	WKS: HP DC7900	6XFCCC1	52
690551	WKST DELL OPTIPLE	71GCCC1	52
690552	WKS: HP DC7900	C1GCCC1	52
690553	WKS: HP DC7900	B1GCCC1	52
690555	WKS: HP DC7900	6YFCCC1	52
690556	WKS: HP DC7900	60GCCC1	52
690557	WKS: HP DC7900	5ZFCCC1	52
690558	WKST: DELL OPTIPLE DELL	80GCCC1	52
690559	WKST DELL OPTIPLE	21GCCC1	52
690560	WKST: DELL OPTIPLE DELL	2FXCCC1	52

295959	RECEIVER, TV	211293	52
690561	WKS: HP DC7900	4YFCCC1	52
690562	WKS: HP DC7900	8ZFCCC1	52
690604	LT PC: HP NC8430	CNU70302M6	52
690605	HP NC8430	CNU70302MB	52
690606	HP NC8430	CNU7030DMS	52
690607	HP NC8430	CNU70302L9	52
690608	LT PC: HP NC8430	CNU7030DL8	52
690609	HP NC8430	CNU7030DMP	52
690610	LT PC: HP NC8430	CNU70302MJ	52
690611	LT PC: HP NC8430	CNU7030DLV	52
690612	HP NC8430	CNU7030DHT	52
690613	HP NC8430	CNU7030DKQ	52
690614	LT PC: HP NC8430	CNU7030DLK	52
690617	HP NC8430	CNU7030DLR	52
690971	LT PC: HP NC8430	CNU7160F9G	52
690972	HP NC8430	CNU7160FB3	52
690973	HP NC8430	CNU71600FF	52
691887	WKST: DELL OPTIPLE DELL	CFXB1D1	52
692087	COLOR PRINTER	FBT074539	52
692108	WKST DELL OPTIPLE	2DG72D1	52
692109	WKST DELL OPTIPLE	2HG72D1	52
692111	WKST DELL OPTIPLE	99G72D1	52
692112	WKS: DELL OPTIPLE	BCG72D1	52
692113	WKST DELL OPTIPLE	8FG72D1	52
692115	WKST DELL OPTIPLE	7CG72D1	52
692116	WKS: DELL OPTIPLE	BFG72D1	52
692117	WKST DELL OPTIPLE	8HG72D1	52
692118	WKST DELL OPTIPLE	7DG72D1	52
692119	WKST DELL OPTIPLE	7GG72D1	52
692120	WKST DELL OPTIPLE	9GG72D1	52
692121	WKST DELL OPTIPLE	9DG72D1	52
692122	WKST DELL OPTIPLE	68G72D1	52
692123	WKS: DELL OPTIPLE	97G72D1	52
692124	WKST DELL OPTIPLE	67G72D1	52
692125	WKS: DELL OPTIPLE	79G72D1	52
692126	WKST DELL OPTIPLE	7BG72D1	52
692166	WKST: DELL OPTIPLE DELL	4S6Z1D1	52
692167	WKST DELL OPTIPLE	6M6Z1D1	52
692168	WKST: DELL OPTIPLE DELL	4M6Z1D1	52
692169	WKST: DELL OPTIPLE DELL	1Q6Z1D1	52
692170	WKST: DELL OPTIPLE DELL	4P6Z1D1	52
692171	WKST: DELL OPTIPLE DELL	5R6Z1D1	52

295959	RECEIVER, TV	211293	52
692172	WKST: DELL OPTIPLE DELL	6L6ZD1	52
692173	WKST: DELL OPTIPLE DELL	1S6Z1D1	52
692174	WKST: DELL OPTIPLE DELL	3R6Z1D1	52
692175	WKST: DELL OPTIPLE DELL	2L6Z1D1	52
692176	WKS: DELL OPTIPLE	JSSQ1D1	52
692177	WKS: DELL OPTIPLE	FRSQ1D1	52
692178	WKS: DELL OPTIPLE	GSSQ1D1	52
692179	WKST DELL OPTIPLE	3SSQ1D1	52
692180	WKS: DELL OPTIPLE	9SSQ1D1	52
692181	WKST: DELL OPTIPLE DELL	6SSQ1D1	52
692182	WKST DELL OPTIPLE	JRSQ1D1	52
692183	WKST DELL OPTIPLE	4TSQ1D1	52
692184	WKS: DELL OPTIPLE	CSSQ1D1	52
692185	WKST: DELL OPTIPLE DELL	4Q6Z1D1	52
692186	WKS: HP DC7900	1R6Z1D1	52
692187	WKST: DELL OPTIPLE DELL	5PSZ1D1	52
692188	WKST: DELL OPTIPLE DELL	3Q6Z1D1	52
692189	WKST DELL OPTIPLE	5S6Z1D1	52
692190	WKS: DELL OPTIPLE	5L6Z1D1	52
692191	WKST DELL OPTIPLE	9N5Z1D1	52
692192	WKST DELL OPTIPLE	6V5Z1D1	52
692193	WKST DELL OPTIPLE	7W5Z1D1	52
692194	WKST DELL OPTIPLE	8L5Z1D1	52
692195	WKST DELL OPTIPLE	9Y5Z1D1	52
692196	WKST DELL OPTIPLE	6L5Z1D1	52
692197	WKST DELL OPTIPLE	9V5Z1D1	52
692198	WKS: DELL OPTIPLE	7L5Z1D1	52
692199	WKS: DELL OPTIPLE	9M5Z1D1	52
692200	WKST: DELL OPTIPLE DELL	6N5Z1D1	52
692201	WKS: DELL OPTIPLE	6M5Z1D1	52
692202	WKS: DELL OPTIPLE	8M5Z1D1	52
692203	WKS: DELL OPTIPLE	6X5Z1D1	52
692204	WKST DELL OPTIPLE	9L5Z1D1	52
692205	WKS: DELL OPTIPLE	9X5Z1D1	52
692206	WKST DELL OPTIPLE	6P5Z1D1	52
692207	WKS: DELL OPTIPLE	HQ6Z1D1	52
692208	WKS: DELL OPTIPLE	DP6Z1D1	52
692209	WKS: DELL OPTIPLE	FS6Z1D1	52
692210	WKS: DELL OPTIPLE	DQ6Z1D1	52
692211	WKS: DELL OPTIPLE	JL6Z1D1	52
692212	WKS: DELL OPTIPLE	DM6Z1D1	52
692213	WKS: DELL OPTIPLE	GM6Z1D1	52



295959	RECEIVER, TV	211293	52
692214	WKS: DELL OPTIPLE	JP6Z1D1	52
692215	WKS: DELL OPTIPLE	GP6Z1D1	52
692216	WKS: DELL OPTIPLE	FR6Z1D1	52
692217	WKS: DELL OPTIPLE	JR6Z1D1	52
692218	WKS: DELL OPTIPLE	GR6Z1D1	52
692219	WKS: DELL OPTIPLE	HS6Z1D1	52
692220	WKS: DELL OPTIPLE	GQ6Z1D1	52
692221	WKS: DELL OPTIPLE	GL6Z1D1	52
692222	WKS: DELL OPTIPLE	HM6Z1D1	52
692224	WKS: DELL OPTIPLE	BM6Z1D1	52
692225	WKS: DELL OPTIPLE	6R6Z1D1	52
692226	WKS: DELL OPTIPLE	CR6Z1D1	52
692227	WKS: DELL OPTIPLE	9R6Z1D1	52
692228	WKS: DELL OPTIPLE	7Q6Z1D1	52
692229	WKS: DELL OPTIPLE	7S6Z1D1	52
692230	WKS: DELL OPTIPLE	8M6Z1D1	52
692232	WKS: DELL OPTIPLE	BL6Z1D1	52
692233	WKS: DELL OPTIPLE	7P6Z1D1	52
692234	WKS: DELL OPTIPLE	9M6Z1D1	52
692235	WKS: DELL OPTIPLE	9P6Z1D1	52
692236	WKS: DELL OPTIPLE	BQ6Z1D1	52
692237	WKS: DELL OPTIPLE	8P6Z1D1	52
692238	WKS: DELL OPTIPLE	2M5Z1D1	52
692243	WKS: DELL OPTIPLE	2WSZ1D1	52
692245	WKS: DELL OPTIPLE	4P5Z1D1	52
692246	WKS: DELL OPTIPLE	5W5Z1D1	52
692247	WKS: DELL OPTIPLE	2Y5Z1D1	52
692248	WKST DELL OPTIPLE	2X5Z1D1	52
692249	WKST DELL OPTIPLE	3M5Z1D1	52
692250	WKS: DELL OPTIPLE	1P5Z1D1	52
692251	WKST DELL OPTIPLE	4N5Z1D1	52
692252	WKS: DELL OPTIPLE	5M5Z1D1	52
692253	WKS: DELL OPTIPLE	DL5Z1D1	52
692254	WKS: DELL OPTIPLE	DM5Z1D1	52
692255	WKS: DELL OPTIPLE	FX5Z1D1	52
692256	WKS: DELL OPTIPLE	JN5Z1D1	52
692257	WKS: DELL OPTIPLE	GM5Z1D1	52
692258	WKS: DELL OPTIPLE	GY5Z1D1	52
692259	WKS: DELL OPTIPLE	C56Z1D1	52
692260	WKS: DELL OPTIPLE	GN5Z1D1	52
692261	WKS: DELL OPTIPLE	656Z1D1	52
692262	WKS: DELL OPTIPLE	4L5Z1D1	52

295959	RECEIVER, TV	211293	52
692263	WKST DELL OPTIPLE	HN5Z1D1	52
692264	WKST DELL OPTIPLE	BL5Z1D1	52
692265	WKS: DELL OPTIPLE	GV5Z1D1	52
692266	WKS: DELL OPTIPLE	JW5Z1D1	52
692267	WKST DELL OPTIPLE	BM5Z1D1	52
692268	WKS: DELL OPTIPLE	GW5Z1D1	52
692269	WKS: DELL OPTIPLE	CM5Z1D1	52
692271	WKS: DELL OPTIPLE	5X92D1	52
692272	WKS: DELL OPTIPLE	1DB12D1	52
692273	WKST DELL OPTIPLE	1GB12D1	52
692274	WKST DELL OPTIPLE	5GB12D1	52
692275	WKS: DELL OPTIPLE	59B12D1	52
692276	WKS: DELL OPTIPLE	4FB12D1	52
692277	WKST DELL OPTIPLE	JFB12D1	52
692278	WKST DELL OPTIPLE	FY912D1	52
692279	WKST DELL OPTIPLE	GFB12D1	52
692280	WKST DELL OPTIPLE	DDB12D1	52
692281	WKST DELL OPTIPLE	JDB12D1	52
692282	WKST DELL OPTIPLE	FFB12D1	52
692283	WKS: DELL OPTIPLE	GDB12D1	52
692284	WKST DELL OPTIPLE	FX912D1	52
692285	WKST DELL OPTIPLE	HCB12D1	52
692286	WKS: DELL OPTIPLE	JCB12D1	52
692287	WKS: DELL OPTIPLE	79B12D1	52
692288	WKS: DELL OPTIPLE	3X9121D1	52
692289	WKS: DELL OPTIPLE	3Y912D1	52
692290	WKS: DELL OPTIPLE	2FB12D1	52
692291	WKST DELL OPTIPLE	1Y912D1	52
692292	WKST DELL OPTIPLE	HW912D1	52
692293	WKS: DELL OPTIPLE	4Y912D1	52
692294	WKS: DELL OPTIPLE	3GB12D1	52
692295	WKS: DELL OPTIPLE	7DB12D1	52
692296	WKS: DELL OPTIPLE	4DB12D1	52
692297	WKST DELL OPTIPLE	2X912D1	52
692298	WKS: DELL OPTIPLE	GW912D1	52
692299	WKS: DELL OPTIPLE	FCB12D1	52
692300	WKS: DELL OPTIPLE	GX12D1	52
692301	WKST DELL OPTIPLE	FJF62D1	52
692302	WKS: DELL OPTIPLE	JX912D1	52
692303	WKS: DELL OPTIPLE	BDB12D1	52
692304	WKS: DELL OPTIPLE	BX912D1	52
692305	WKS: DELL OPTIPLE	CGB12D1	52

295959	RECEIVER, TV	211293	52
692306	WKS: DELL OPTIPLE	BY912D1	52
692307	WKS: DELL OPTIPLE	BFB12D1	52
692308	WKS: DELL OPTIPLE	8Y912D1	52
692309	WKS: DELL OPTIPLE	9X912D1	52
692310	WKS: DELL OPTIPLE	7FB12D1	52
692311	WKST DELL OPTIPLE	BW912D1	52
692312	WKST DELL OPTIPLE	8X912D1	52
692313	WKST DELL OPTIPLE	8DB12D1	52
692314	WKST DELL OPTIPLE	BGB12D1	52
692315	WKST DELL OPTIPLE	9DB12D1	52
692316	WKST DELL OPTIPLE	CFB12D1	52
692317	WKST DELL OPTIPLE	CY912D1	52
692318	WKS: DELL OPTIPLE	8GB12D1	52
692319	WKS: DELL OPTIPLE	2DYM1D1	52
692320	WKS: DELL OPTIPLE	5BYM1D1	52
692321	WKS: DELL OPTIPLE	1CYM1D1	52
692322	WKS: DELL OPTIPLE	4CYM1D1	52
692323	WKS: DELL OPTIPLE	1FYM1D1	52
692325	WKS: DELL OPTIPLE	6BYM1D1	52
692326	WKST: DELL OPTIPLE DELL	2FYM1D1	52
692327	WKS: DELL OPTIPLE	5CYM1D1	52
692328	WKS: DELL OPTIPLE	3CYM1D1	52
692329	WKS: DELL OPTIPLE	4DYM1D1	52
692330	WKST: DELL OPTIPLE DELL	5DYM1D1	52
692331	WKS: DELL OPTIPLE	1DYM1D1	52
692332	WKST: DELL OPTIPLE DELL	3QXM1D1	52
692333	WKS: DELL OPTIPLE	2CYM1D1	52
692334	WKST: DELL OPTIPLE DELL	3DYM1D1	52
692335	WKST: DELL OPTIPLE DELL	BVJN1D1	52
692336	WKST: DELL OPTIPLE DELL	FVJN1D1	52
692337	WKS: DELL OPTIPLE	8VJN1D1	52
692338	WKST: DELL OPTIPLE DELL	DVJN1D1	52
692339	WKST: DELL OPTIPLE DELL	BDYM1D1	52
692340	WKST: DELL OPTIPLE DELL	CBYM1D1	52
692341	WKST: DELL OPTIPLE DELL	9CYM1D1	52
692342	WKST: DELL OPTIPLE DELL	8DYM1D1	52
692343	WKST: DELL OPTIPLE DELL	8BYM1D1	52
692344	WKST: DELL OPTIPLE DELL	7CYM1D1	52
692345	WKST: DELL OPTIPLE DELL	7DYM1D1	52
692346	WKST: DELL OPTIPLE DELL	CCYM1D1	52
692347	WKST: DELL OPTIPLE DELL	BCYM1D1	52
692348	WKST DELL OPTIPLE	8CYM1D1	52

295959	RECEIVER, TV	211293	52
692349	WKST: DELL OPTIPLE DELL	9DYM1D1	52
692350	WKST: DELL OPTIPLE DELL	7BYM1D1	52
692351	WKST DELL OPTIPLE	6CYM1D1	52
692352	WKST: DELL OPTIPLE DELL	9BYM1D1	52
692353	WKST: DELL OPTIPLE DELL	BBYM1D1	52
692354	WKS: DELL OPTIPLE	6DYM1D1	52
692355	WKS: DELL OPTIPLE	7VJN1D1	52
692356	WKS: DELL OPTIPLE	6VJN1D1	52
692357	WKS: DELL OPTIPLE	5VJN1D1	52
692358	WKS: DELL OPTIPLE	4VJN1D1	52
692359	WKS: DELL OPTIPLE	HVJN1D1	52
692360	WKS: DELL OPTIPLE	FDYM1D1	52
692361	WKS: DELL OPTIPLE	HBYM1D1	52
692362	WKS: DELL OPTIPLE	HCJM1D1	52
692363	WKS: DELL OPTIPLE	GBYM1D1	52
692365	WKS: DELL OPTIPLE	JDYM1D1	52
692366	WKS: DELL OPTIPLE	DBYM1D1	52
692367	WKS: DELL OPTIPLE	DCYM1D1	52
692368	WKS: DELL OPTIPLE	JCYM1D1	52
692369	WKS: DELL OPTIPLE	CDYM1D1	52
692370	WKS: DELL OPTIPLE	JBYM1D1	52
692371	WKS: DELL OPTIPLE	GCYM1D1	52
692372	WKS: DELL OPTIPLE	FBYM1D1	52
692373	WKS: DELL OPTIPLE	DDYM1D1	52
692374	WKS: DELL OPTIPLE	FCYM1D1	52
692375	WKS: DELL OPTIPLE	GDYM1D1	52
692376	WKS: DELL OPTIPLE	2VV12D1	52
692378	WKS: DELL OPTIPLE	3VV12D1	52
692379	WKS: DELL OPTIPLE	4XV12D1	52
692380	WKS: DELL OPTIPLE	1VV12D1	52
692381	WKS: DELL OPTIPLE	4WV12D1	52
692382	WKS: DELL OPTIPLE	3TV12D1	52
692383	WKS: DELL OPTIPLE	4VV12D1	52
692384	WKS: DELL OPTIPLE	6TV12D1	52
692385	WKS: DELL OPTIPLE	2TV12D1	52
692386	WKS: DELL OPTIPLE	1TV12D1	52
692387	WKS: DELL OPTIPLE	5WV12D1	52
692388	WKS: DELL OPTIPLE	6RV12D1	52
692389	WKS: DELL OPTIPLE	4TV12D1	52
692390	WKS: DELL OPTIPLE	6VV12D1	52
692393	WKS: DELL OPTIPLE	8NY12D1	52
692395	WKS: DELL OPTIPLE	8HY12D1	52

295959	RECEIVER, TV	211293	52
692396	WKS: DELL OPTIPLE	8LY12D1	52
692397	WKS: DELL OPTIPLE	6KY12D1	52
692398	WKS: DELL OPTIPLE	BLY12D1	52
692399	WKS: DELL OPTIPLE	8KY12D1	52
692400	WKS: DELL OPTIPLE	95Y12D1	52
692401	WKS: DELL OPTIPLE	6LY12D1	52
692402	WKS: DELL OPTIPLE	8DY12D1	52
692403	WKS: DELL OPTIPLE	6DY12D1	52
692404	WKST: DELL OPTIPLE DELL	CFY12D1	52
692405	WKS: DELL OPTIPLE	9FY12D1	52
692406	WKS: DELL OPTIPLE	9GY12D1	52
692407	WKS: DELL OPTIPLE	6GY12D1	52
692408	WKST: DELL OPTIPLE DELL	3FY12D1	52
692409	WKS: DELL OPTIPLE	2DY12D1	52
692410	WKS: DELL OPTIPLE	1GY12D1	52
692411	WKS: DELL OPTIPLE	1MY12D1	52
692412	WKS: DELL OPTIPLE	1CY12D1	52
692413	WKST DELL OPTIPLE	2LY12D1	52
692414	WKS: DELL OPTIPLE	3GY12D1	52
692416	WKST DELL OPTIPLE	5FY12D1	52
692417	WKST DELL OPTIPLE	2HY12D1	52
692418	WKS: DELL OPTIPLE	4KY12D1	52
692419	WKS: DELL OPTIPLE	3CY12D1	52
692420	WKS: DELL OPTIPLE	5HY12D1	52
692421	WKS: DELL OPTIPLE	ZKY12D1	52
692422	WKS: DELL OPTIPLE	1FY12D1	52
692423	WKST DELL OPTIPLE	3MY12D1	52
692424	WKS: DELL OPTIPLE	HNY12D1	52
692425	WKS: DELL OPTIPLE	JFY12D1	52
692426	WKS: DELL OPTIPLE	HLY12D1	52
692427	WKST DELL OPTIPLE	DJY12D1	52
692428	WKST DELL OPTIPLE	FLY12D1	52
692429	WKS: DELL OPTIPLE	CHY12D1	52
692430	WKST DELL OPTIPLE	HBY12D1	52
692431	WKS: DELL OPTIPLE	HJY12D1	52
692432	WKST DELL OPTIPLE	JGY12D1	52
692433	WKS: DELL OPTIPLE	GGY12D1	52
692434	WKS: DELL OPTIPLE	FKY12D1	52
692436	WKST DELL OPTIPLE	GDY12D1	52
692437	WKST DELL OPTIPLE	CKY12D1	52
692438	WKS: DELL OPTIPLE	FMY12D1	52
692439	WKS: DELL OPTIPLE	CGY12D1	52

295959	RECEIVER, TV	211293	52
692440	WKS: DELL OPTIPLE	FSV12D1	52
692441	WKS: DELL OPTIPLE	GWV12D1	52
692442	WKS: DELL OPTIPLE	FRV12D1	52
692444	WKS: DELL OPTIPLE	JRV12D1	52
692445	WKS: DELL OPTIPLE	HTM12D1	52
692446	WKS: DELL OPTIPLE	FVV12D1	52
692448	WKS: DELL OPTIPLE	FTV12D1	52
692449	WKS: DELL OPTIPLE	JVV12D1	52
692451	WKS: DELL OPTIPLE	JSV12D1	52
692453	WKS: DELL OPTIPLE	FWV12D1	52
692454	WKS: DELL OPTIPLE	HWV12D1	52
692455	WKS: DELL OPTIPLE	9RV12D1	52
692458	WKS: DELL OPTIPLE	BTV12D1	52
692461	WKS: DELL OPTIPLE	8TV12D1	52
692462	WKS: DELL OPTIPLE	DRV12D1	52
692463	WKS: DELL OPTIPLE	BVV12D1	52
692464	WKS: DELL OPTIPLE	CVV12D1	52
692465	WKS: DELL OPTIPLE	9VV12D1	52
692466	WKS: DELL OPTIPLE	8XV12D1	52
692467	WKS: DELL OPTIPLE	6WV12D1	52
692468	WKS: DELL OPTIPLE	9WV12D1	52
692469	WKS: DELL OPTIPLE	7VV12D1	52
692471	WKS: DELL OPTIPLE	CTV12D1	52
692472	WKST DELL OPTIPLE	C9G72D1	52
692473	WKST DELL OPTIPLE	BHG72D1	52
692474	WKST DELL OPTIPLE	D8G72D1	52
692475	WKS: DELL OPTIPLE	DDG72D1	52
692476	WKS: DELL OPTIPLE	G9G72D1	52
692478	WKS: DELL OPTIPLE	GBG72D1	52
692479	WKS: DELL OPTIPLE	FCG72D1	52
692480	WKST DELL OPTIPLE	F7G72D1	52
692481	WKS: DELL OPTIPLE	HDG72D1	52
692482	WKS: DELL OPTIPLE	DGG72D1	52
692483	WKS: DELL OPTIPLE	G8G72D1	52
692485	WKST DELL OPTIPLE	HFG72D1	52
692486	WKS: DELL OPTIPLE	GGG72D1	52
692487	WKS: DELL OPTIPLE	D6G72D1	52
692488	WKS: DELL OPTIPLE	68G72D1	52
692489	WKST DELL OPTIPLE	5GG72D1	52
692490	WKS: DELL OPTIPLE	5FG72D1	52
692491	WKST DELL OPTIPLE	5BG72D1	52
692492	WKST DELL OPTIPLE	4GG72D1	52

295959	RECEIVER, TV	211293	52
692493	WKST DELL OPTIPLE	2FG72D1	52
692494	WKS: DELL OPTIPLE	2CG72D1	52
692495	WKS: DELL OPTIPLE	4CG72D1	52
692496	WKST DELL OPTIPLE	1HG72D1	52
692497	WKST DELL OPTIPLE	1GG72D1	52
692498	WKS: DELL OPTIPLE	49G72D1	52
692499	WKS: DELL OPTIPLE	29G72D1	52
692500	WKST DELL OPTIPLE	27G72D1	52
692501	B/W PRNT:HP LASE	CND1F46568	52
692502	B/W PRNT:HP LASE	CND1F45700	52
692503	B/W PRNT:HP LASE	CND1D46981	52
692504	B/W PRNT:HP LASE	CND1D46914	52
692505	PRINTER 4250DTN	CND1F38526	52
692506	B/W PRNT:HP LASE	CND1D46924	52
692507	B/W PRNT:HP LASE	CND1D37631	52
692508	B/W PRNT:HP LASE	CND1D47703	52
692509	B/W PRNT:HP LASE	CND1F48910	52
692510	B/W PRNT:HP LASE	CND1D46910	52
692511	B/W PRNT:HP LASE	CND1F47678	52
692512	B/W PRNT:HP LASE	CND1D48319	52
692513	PRINTER P3005D	CND1D48661	52
692514	B/W PRNT:HP LASE	CND1F38528	52
692515	B/W PRNT:HP LASE	CND1F45703	52
692516	B/W PRNT:HP LASE	CND1D48320	52
692517	B/W PRNT:HP LASE	CND1F46567	52
692518	B/W PRNT:HP LASE	CND1D37628	52
692519	B/W PRNT:HP LASE	CND1F38532	52
692520	B/W PRNT:HP LASE	CND1D48894	52
692521	PRINTER P3005D	CND1F37648	52
692522	PRINTER P3005D	CND1F47431	52
692523	B/W PRNT:HP LASE	CND1D41708	52
692524	B/W PRNT:HP LASE	CND1D41714	52
692525	B/W PRNT:HP LASE	JPDGH00700	52
692526	B/W PRNT:HP LASE	CND1F47432	52
692527	PRINTER P3005D	CND1F47429	52
692528	B/W PRNT:HP LASE	CND1D46479	52
692529	B/W PRNT:HP LASE	CMD1F43795	52
692530	B/W PRNT:HP LASE	CND1F43785	52
692531	B/W PRNT:HP LASE	CND1D48902	52
692532	B/W PRNT:HP LASE	CND1D41707	52
692533	B/W PRNT:HP LASE	CND1D41705	52
692534	B/W PRNT:HP LASE	CND1D48892	52

295959	RECEIVER, TV	211293	52
692535	B/W PRNT:HP LASE	CNDB02811	52
692536	B/W PRNT:HP LASE	CND1B02940	52
692537	PRINTER P3005D	CND1F44852	52
692538	B/W PRNT:HP LASE	CND1D48297	52
692539	B/W PRNT:HP LASE	CND1D48893	52
692540	PRINTER P3005D	CND1D41840	52
692541	PRINTER P3005D	CND1F48345	52
692542	PRINTER P3005D	CND1D41694	52
692543	PRINTER P3005D	CND1D48888	52
692544	B/W PRNT:HP LASE	CND1D46480	52
692545	PRINTER P3005D	CND1CO1086	52
692546	B/W PRNT:HP LASE	CND1D41703	52
692547	PRINTER P3005D	CND1B02947	52
692548	B/W PRNT:HP LASE	CND1D46475	52
692549	B/W PRNT:HP LASE	CND1D48899	52
692550	B/W PRNT:HP LASE	CND1D46258	52
692551	B/W PRNT:HP LASE	CND1D48302	52
692552	B/W PRNT:HP LASE	CND1D46196	52
692553	B/W PRNT:HP LASE	CND1F41357	52
692554	B/W PRNT:HP LASE	CND1F46822	52
692555	B/W PRNT:HP LASE	CND1D46167	52
692556	B/W PRNT:HP LASE	CND1F43068	52
692557	B/W PRNT:HP LASE	CND1B03304	52
692558	B/W PRNT:HP LASE	CND1F46265	52
692559	B/W PRNT:HP LASE	CND1F45896	52
692560	B/W PRNT:HP LASE	CND1F41348	52
692561	B/W PRNT:HP LASE	CND1B03302	52
692562	B/W PRNT:HP LASE	CND1F41646	52
692563	B/W PRNT:HP LASE	CND1F45981	52
692564	B/W PRNT:HP LASE	CND1F41350	52
692565	B/W PRNT:HP LASE	CND1F43061	52
692566	B/W PRNT:HP LASE	CND1F45807	52
692567	HP NC8430	CND1F45894	52
692568	PRINTER P3005D	CND1B02996	52
692569	PRINTER P3005D	CNDIF41353	52
692570	B/W PRNT:HP LASE	CND1D45794	52
692571	B/W PRNT:HP LASE	CND1F41647	52
692572	B/W PRNT:HP LASE	CND1F41347	52
692573	B/W PRNT:HP LASE	CND1C03080	52
692574	B/W PRNT:HP LASE	CND1F41649	52
692575	B/W PRNT:HP LASE	CND1F41349	52
692576	B/W PRNT:HP LASE	CND1F46820	52



295959	RECEIVER, TV	211293	52
692577	PRINTER P3005D	CND1F46819	52
692578	B/W PRNT:HP LASE	CND1F41360	52
692579	B/W PRNT:HP LASE	CND1F41344	52
692580	PRINTER P3005D	CND1C03323	52
692581	B/W PRNT:HP LASE	CND1F41345	52
692582	B/W PRNT:HP LASE	CND1D45762	52
692583	B/W PRNT:HP LASE	CND1F41346	52
692584	B/W PRNT:HP LASE	CND1F43072	52
692585	B/W PRNT:HP LASE	CND1F45979	52
692586	B/W PRNT:HP LASE	CND1F43065	52
692587	B/W PRNT:HP LASE	CND1F41648	52
692588	B/W PRNT:HP LASE	CND1F41642	52
692589	PRINTER P3005D	CND1D46919	52
692590	B/W PRNT:HP LASE	CND1F41352	52
692591	B/W PRNT:HP LASE	CND1B03296	52
692592	PRINTER P3005D	CND1F46823	52
692593	PRINTER P3005D	CND1C03330	52
692594	B/W PRNT:HP LASE	CND1F46828	52
692595	B/W PRNT:HP LASE	CND1C03321	52
692596	B/W PRNT:HP LASE	CND1B03300	52
692597	PRINTER P3005D	CND1F45808	52
692598	PRINTER P3005D	CND1F43064	52
692599	B/W PRNT:HP LASE	CND1B03309	52
692600	B/W PRNT:HP LASE	CND1B03297	52
692601	B/W PRNT:HP LASE	CND1F43052	52
692602	B/W PRNT:HP LASE	CND1D30353	52
692603	B/W PRNT:HP LASE	CND1F30739	52
692604	B/W PRNT:HP LASE	CND1D30448	52
692605	B/W PRNT:HP LASE	CND1D35803	52
692606	B/W PRNT:HP LASE	CND1D30349	52
692607	B/W PRNT:HP LASE	CND1F20856	52
692608	B/W PRNT:HP LASE	CND1F35782	52
692609	B/W PRNT:HP LASE	CND1D20940	52
692610	B/W PRNT:HP LASE	CND1F30696	52
692611	B/W PRNT:HP LASE	CND1F35852	52
692612	B/W PRNT:HP LASE	CND1D49461	52
692613	B/W PRNT:HP LASE	CND1D49460	52
692614	B/W PRNT:HP LASE	CND1D49455	52
692615	B/W PRNT:HP LASE	CND1F49543	52
692616	B/W PRNT:HP LASE	CND1D49459	52
692617	B/W PRNT:HP LASE	CND1D47464	52
692618	B/W PRNT:HP LASE	CND1D49464	52

295959	RECEIVER, TV	211293	52
692619	B/W PRNT:HP LASE	CND1D49541	52
692620	B/W PRNT:HP LASE	CND1D49467	52
692621	B/W PRNT:HP LASE	CND1D49466	52
692622	B/W PRNT:HP LASE	CND1D30776	52
692623	B/W PRNT:HP LASE	CND1D31613	52
692624	B/W PRNT:HP LASE	CND1F35816	52
692625	B/W PRNT:HP LASE	CND1F45023	52
692626	B/W PRNT:HP LASE	CND1F63002	52
692627	B/W PRNT:HP LASE	CND1F35679	52
692628	B/W PRNT:HP LASE	CND1F35665	52
692629	B/W PRNT:HP LASE	CND1F35902	52
692630	B/W PRNT:HP LASE	CND1F34228	52
692631	B/W PRNT:HP LASE	CND1F34216	52
692632	B/W PRNT:HP LASE	CND1F45102	52
692633	B/W PRNT:HP LASE	CND1D45074	52
692634	B/W PRNT:HP LASE	CND1D35856	52
692635	B/W PRNT:HP LASE	CND1F45171	52
692636	B/W PRNT:HP LASE	CND1D28119	52
692637	B/W PRNT:HP LASE	CND1C00964	52
692638	B/W PRNT:HP LASE	CND1F28199	52
692639	B/W PRNT:HP LASE	CND1C00966	52
692640	B/W PRNT:HP LASE	CND1F36118	52
692641	B/W PRNT:HP LASE	CND1D45070	52
692642	B/W PRNT:HP LASE	CND1D30387	52
692643	B/W PRNT:HP LASE	CND1F45172	52
692644	B/W PRNT:HP LASE	C1D1D45078	52
692645	B/W PRNT:HP LASE	CND1D44957	52
692646	B/W PRNT:HP LASE	CND1D45072	52
692647	B/W PRNT:HP LASE	CND1D45043	52
692648	B/W PRNT:HP LASE	CND1F45055	52
692649	B/W PRNT:HP LASE	CND1D45081	52
692650	B/W PRNT:HP LASE	CND1D33493	52
692651	B/W PRNT:HP LASE	CNJ1F11325	52
692652	B/W PRNT:HP LASE	CND1F32635	52
692653	B/W PRNT:HP LASE	CND1D29608	52
692654	B/W PRNT:HP LASE	CND1D29706	52
692655	B/W PRNT:HP LASE	CND1D33496	52
692656	B/W PRNT:HP LASE	CND1F01006	52
692657	B/W PRNT:HP LASE	CND1D29604	52
692658	B/W PRNT:HP LASE	CND1D29695	52
692659	B/W PRNT:HP LASE	CND1D29693	52
692660	B/W PRNT:HP LASE	CND1F32340	52

295959	RECEIVER, TV	211293	52
692661	PRINTER P3005D	CNB1D00160	52
692662	B/W PRNT:HP LASE	CNJ1F56138	52
692663	B/W PRNT:HP LASE	CNJ1F56879	52
692664	PRINTER P3005D	CND1F33345	52
692665	B/W PRNT:HP LASE	CND1F32637	52
692666	B/W PRNT:HP LASE	CND1D29717	52
692667	B/W PRNT:HP LASE	CNJ1F56099	52
692668	B/W PRNT:HP LASE	CNB1B01738	52
692669	B/W PRNT:HP LASE	CNJ1F57097	52
692670	B/W PRNT:HP LASE	CND1D32049	52
692916	LT PC: COMPAQ NC8	CNU731KK0	52
692918	LT PC: COMPAQ NC8	CNU7310K0S	52
692919	LT PC: COMPAQ NC8	CNU7310815	52
692921	LT PC: HP NC8430	CNU7310K0Z	52
692922	LT PC: COMPAQ NC8	CNU7310KKY	52
692923	LT PC: COMPAQ NC8	CNU7310K4P	52
692924	LT PC: COMPAQ NC8	CNU73108GD	52
692925	LT PC: COMPAQ NC8	CNU7310K1V	52
692926	LT PC: COMPAQ NC8	CNU7310M2	52
692927	LT PC: COMPAQ NC8	CNU7310C20	52
692928	LT PC: COMPAQ NC8	CNU7310JW6	52
692929	LT PC: COMPAQ NC8	CNU7310KH4	52
692930	LT PC: COMPAQ NC8	CNU73107PT	52
692931	LT PC: COMPAQ NC8	CNU73107T3	52
692991	B/W PRNT:HP LASE	CNRXS15517	52
692993	PRINTER 4250DTN	CNRXS15542	52
692994	PRINTER 4250DTN	CNRXS15539	52
692995	B/W PRNT:HP LASE	CNRXJ15519	52
692996	PROJECTOR	GDFFF740052L	52
692997	PROJECTOR	GDFFF740051L	52
692998	PROJECTOR	GDFFF740057L	52
693415	WKST DELL OPTIPLE	4NY12D1	52
698047	PROJ: EPSON POWER	JHZF740462L	52
698048	PROJECTOR	JHZF740486L	52
698049	PROJECTOR	JHZF740690L	52
698050	PROJECTOR	JHZF740464L	52
698136	MUSIC SYSTEM	07E8748873	52
698207	LT PC: HP NC8430	CNU7372X0H	52
698208	HP NC8430	CNU7372XH4	52
698209	HP NC8430	CNU7372YZ5	52
698210	HP NC8430	CNU7372VPX	52
698211	HP NC8430	CNU7372VSG	52

295959	RECEIVER, TV	211293	52	
698212	LT PC: HP NC8430	CNY7372WDM	52	
698213	HP NC8430	CNU7372VPJ	52	
698214	LT PC: HP NC8430	CNU739070M	52	
698215	HP NC8430	CNU7390NMS	52	
698216	HP NC8430	CNU7390MTB	52	
698248	TELECON/POLYCOM	65359502024	52	
698299	MULTIPLEXER		52	computer hardware
698480	SCANNER: FUJITSU	107999	52	
698481	SCANNER: FUJITSU	107163	52	
698532	PRINTERS/SCANNERS	CND1D11487	52	
698533	PRINTERS/SCANNERS	CNJ1D78150	52	
698534	PRINTERS/SCANNERS	CNJ1D78149	52	
698535	PRINTERS/SCANNERS	CNJ1D78151	52	
698536	PRINTER/SCANNER	CNJ1D78157	52	
698537	PRINTERS/SCANNERS	CNJ1D78154	52	
698538	PRINTERS/SCANNERS	CNJ1D78156	52	
698539	PRINTERS/SCANNERS	CNJ1D66617	52	
698540	PRINTERS/SCANNERS	CNJ1D58381	52	
698541	PRINTERS/SCANNER	CNJ1D82393	52	
698542	PRINTERS/SCANNERS	CNJ1D73522	52	
698543	PRINTER/SCANNER	CNJ1G03196	52	
698544	PRINTERS/SCANNERS	CNJ1G03195	52	
698545	PRINTERS/SCANNERS	CNJ1G03170	52	
698546	PRINTERS/SCANNERS	CNJ1D78390	52	
698547	PRINTER/SCANNER	CNJ1B04452	52	
698548	WKST DC7800	2UA82904JH	52	
698549	WKS: HP DC7800	2UA82904JN	52	
698550	WKS: HP DC7800	2UA82904JQ	52	
698551	WKS: HP DC7800	2UA82904JB	52	
698552	WKS: HP DC7800	2UA82904JM	52	
698553	WKS: HP DC7800	2UA82904JP	52	
698554	WKS: HP DC7800	2UA82904J8	52	
698555	WKS: HP DC7800/E6	2UA82904JR	52	
698556	WKS: HP DC7800	2UA82904JJ	52	
698557	WKS: HP DC7800	2UA82904JC	52	
698558	WKS: HP DC7800	2UA82904JD	52	
698559	WKS: HP DC7800	2UA82904JF	52	
698560	WKS: HP DC7800	2UA82904JK	52	
698561	WKS: HP DC7800	2UA82904JL	52	
698562	WKS: HP DC7800	2UA82904JG	52	
698563	WKS: HP DC7800/E6	2UA82904J9	52	
698565	DELL D830	28GCWG1	52	

295959	RECEIVER, TV	211293	52
698566	DELL D830	G2GCWG1	52
698567	LT PC: DELL D830	DFGCWG1	52
698568	LT PC: DELL D830	25GCWG1	52
698569	LT PC: DELL D830	4GGCWG1	52
698570	LT PC: DELL D830	4SXN4H1	52
698573	PROJ: EPSON POWER	JHZF840717L	52
698574	PROJ: EPSON POWER	JHZF840689L	52
698575	PROJ: EPSON POWER	JHZF840679L	52
698576	PROJ: EPSON POWER	JHZF840681L	52
698599	WKS: HP DC7800	2UA8280QX5	52
698600	WKS: HP DC7800	2UA8280QX3	52
698601	WKS: HP DC7800	2UA8280QXB	52
698602	WKS: HP DC7800	2UA8280QX4	52
698603	WKS: HP DC7800	2UA8280QX6	52
698604	WKS: HP DC7800	2UA8280QXC	52
698605	WKS: HP DC7800	2UA8280QXF	52
698606	WKST DC7800	2UA8280QX2	52
698607	WKS: HP DC7800	2UA8280QXH	52
698608	WKS: HP DC7800	2UA8280QXJ	52
698609	WKS: HP DC7800/E6	2UA8280QX1	52
698610	WKS: HP DC7800	2UA8280QX9	52
698611	WKS: HP DC7800	2UA8280QX8	52
698612	WKS: HP DC7800	2UA8280QXG	52
698613	WKS: HP DC7800	2UA8280QX7	52
698614	WKS: HP DC7800	2UA8280QXD	52
698615	PRINTERS/SCANNERS	CNJ1D80716	52
698616	PRINTERS/SCANNERS	CNJ1D80334	52
698617	PRINTERS/SCANNER	CNY1D80845	52
698618	PRINTERS/SCANNERS	CND1F42640	52
698619	PRINTERS/SCANNERS	CNJ1F73012	52
698620	PRINTERS/SCANNERS	CNJ1D80337	52
698621	PRINTERS/SCANNERS	CNJ1F73464	52
698622	PRINTERS/SCANNERS	CND1F41551	52
698623	PRINTERS/SCANNERS	CNJ1D80330	52
698624	PRINTERS/SCANNERS	CNJ1F73015	52
698625	PRINTERS/SCANNERS	CNJ1F73016	52
698626	PRINTERS/SCANNERS	CNJ1D80329	52
698627	PRINTERS/SCANNERS	CND1F41544	52
698628	PRINTERS/SCANNERS	CND1F41548	52
698629	B/W PRNT:HP LASE	CND1D43564	52
698630	PRINTERS/SCANNERS	CND1D43550	52
698645	LT PC: DELL D830	3V4SWG1	52

295959	RECEIVER, TV	211293	52
698646	LT PC: DELL D830	CT4SWG1	52
698647	LT PC: DELL D830	6V4SWG1	52
698653	PROJ: EPSON POWER	JHZF830356F	52
698757	COLOR PRINTER	JPDL86M02W	52
698758	COLOR PRINTER	JPDL86M02H	52
698761	POLYCOM POWERCAM	44245	52
698785	SCANNER: HP SCANJ	CN82140116	52
698789	COLOR PRNT: HP	JPDL86M02S	52
700995	PROJ: EPSON POWER	JHZF891151L	52
700997	SCANNER: HP SCANJ	CN89MA0198	52
701093	B/W PRNT:HP LASE	CNDY158583	52
701206	WKST HP DC7900	MXL91702JN	52
701207	WKST HP DC7900	MXL91702JP	52
701216	B/W PRNT:HP LASE	CNDY172076	52
701217	B/W PRNT:HP LASE	CNDY174103	52
701218	B/W PRNT:HP LASE	CNDY174258	52
701219	B/W PRNT:HP LASE	CNDY174609	52
701220	B/W PRNT:HP LASE	CNDY174137	52
701221	B/W PRNT:HP LASE	CNDY172071	52
701222	B/W PRNT:HP LASE	CNDY172087	52
701223	B/W PRNT:HP LASE	CNDY174144	52
701224	B/W PRNT:HP LASE	CNDY174139	52
701225	B/W PRNT:HP LASE	CNDY412582	52
701237	WKS: HP DC7900	MXL9190MLF	52
701238	WKST HP DC7900	MXL9190MLG	52
701239	WKS: HP DC7900	MXL9190MLN	52
701240	WKST HP DC7900	MXL9190MLQ	52
701241	WKST HP DC7900	MXL9190MLJ	52
701242	WKS: HP DC7900	MXL9190MLL	52
701243	WKS: HP DC7900	MXL9190MLM	52
701244	WKST HP DC7900	MXL9190MLK	52
701245	WKST HP DC7900	MXL9190MLH	52
701246	WKST HP DC7900	MXL9190MLD	52
701247	WKST HP DC7900	MXL9190MLP	52
701359	SCANNER: CANNON DR	CZ311849	52
705229	B/W PRNT:HP LASE	CNDY355603	52
705230	PRINTER P4015X	CNDY186559	52
705231	PRINTER P4015X	CNDY270654	52
705232	PRINTER P4015X	CNDY270925	52
705233	PRINTER P4015X	CNDY192018	52
705234	B/W PRNT:HP LASE	CNDY192579	52
705235	B/W PRNT:HP LASE	CNDY186558	52

295959	RECEIVER, TV	211293	52
705236	B/W PRNT:HP LASE	CNDY186967	52
705237	PRINTER P4015X	CNDY271520	52
705238	B/W PRNT:HP LASE	CNDY270761	52
705239	PRINTER P4015X	CNDY192604	52
705240	B/W PRNT:HP LASE	CNDY192023	52
705241	B/W PRNT:HP LASE	CNDY192026	52
705242	PRINTER P4015X	CNDY192021	52
705243	B/W PRNT:HP LASE	CNDY192628	52
705244	B/W PRNT:HP LASE	CNDY192593	52
705245	B/W PRNT:HP LASE	CNDY266874	52
705246	PRINTER P4015X	CNDY266873	52
705247	PRINTER P4015X	CNDY266872	52
705248	B/W PRNT:HP LASE	CNDY266865	52
705249	PRINTER P4015X	CNDY271430	52
705250	PRINTER P4015X	CNDY266871	52
705251	PRINTER P4015X	CNDY271506	52
705252	B/W PRNT:HP LASE	CNDY360307	52
705253	B/W PRNT:HP LASE	CNDY360297	52
705254	PRINTER P4015X	CNDY270672	52
705255	B/W PRNT:HP LASE	CNDY360301	52
705256	B/W PRNT:HP LASE	CNDY271468	52
705257	PRINTER P4015X	CNDY355618	52
705258	PRINTER P4015X	CNDY355595	52
705259	PRINTER P4015X	CNDY271419	52
705260	PRINTER P4015X	CNDY271428	52
705261	PRINTER P4015X	CNDY271436	52
705262	PRINTER P4015X	CNDY271433	52
705263	B/W PRNT:HP LASE	CNDY271512	52
705264	PRINTER P4015X	CNDY271514	52
705265	PRINTER P4015X	CNDY271518	52
705266	B/W PRNT:HP LASE	CNDY270688	52
705267	PRINTER P4015X	CNDY270685	52
705268	PRINTER P4015X	CNDY271519	52
705269	PRINTER P4015X	CNDY189791	52
705270	PRINTER P4015X	CNDY189731	52
705271	PRINTER P4015X	CNDY189767	52
705272	PRINTER P4015X	CNDY189789	52
705273	PRINTER P4015X	CNDY189879	52
705274	PRINTER P4015X	CNDY189786	52
705275	PRINTER P4015X	CNDY190369	52
705276	PRINTER P4015X	CNDY190374	52
705277	PRINTER P4015X	CNDY189796	52

295959	RECEIVER, TV	211293	52
705278	PRINTER P4015X	CNDY190352	52
705279	PRINTER P4015X	CNDY189785	52
705280	PRINTER P4015X	CNDY190376	52
705281	PRINTER P4015X	CNDY189877	52
705282	PRINTER P4015X	CNDY190373	52
705283	PRINTER P4015X	CNDY189796	52
705284	PRINTER P4015X	CNDY190371	52
705285	PRINTER P4015X	CNDY190842	52
705286	PRINTER P4015X	CNDY189797	52
705287	PRINTER P4015X	CNDY191247	52
705288	PRINTER P4015X	CNDY189642	52
705289	PRINTER P4015X	CNDY191248	52
705290	PRINTER P4015X	CNDY190853	52
705291	PRINTER P4015X	CNDY191242	52
705292	PRINTER P4015X	CNDY191250	52
705293	PRINTER P4015X	CNDY190333	52
705294	PRINTER P4015X	CNDY189450	52
705295	PRINTER P4015X	CNDY189842	52
705296	PRINTER P4015X	CNDY189884	52
705297	PRINTER P4015X	CNDY190844	52
705298	PRINTER P4015X	CNDY189875	52
705299	PRINTER P4015X	CNDY189821	52
705300	PRINTER P4015X	CNDY190329	52
705301	PRINTER P4015X	CNDY192547	52
705302	PRINTER P4015X	CNDY192591	52
705303	B/W PRNT:HP LASE	CNDY192618	52
705304	B/W PRNT:HP LASE	CNDY192541	52
705305	PRINTER P4015X	CNDY192611	52
705306	PRINTER P4015X	CNDY192626	52
705307	PRINTER P4015X	CNDY192630	52
705308	PRINTER P4015X	CNDY193016	52
705309	PRINTER P4015X	CNDY188403	52
705310	PRINTER P4015X	CNDY190481	52
705311	PRINTER P4015X	CNDY190494	52
705312	B/W PRNT:HP LASE	CNDY190496	52
705313	PRINTER P4015X	CNDY190290	52
705314	B/W PRNT:HP LASE	CNDY190808	52
705315	PRINTER P4015X	CNDY190443	52
705316	PRINTER P4015X	CNDY190453	52
705317	B/W PRNT:HP LASE	CNDY190811	52
705318	PRINTER P4015X	CNDY190451	52
705319	PRINTER P4015X	CNDY190454	52



295959	RECEIVER, TV	211293	52
705320	PRINTER P4015X	CNDY190915	52
705321	B/W PRNT:HP LASE	CNDY190792	52
705322	PRINTER P4015X	CNDY190297	52
705323	B/W PRNT:HP LASE	CNDY190446	52
705324	PRINTER P4015X	CNDY190900	52
705325	PRINTER P4015X	CNDY190910	52
705326	PRINTER P4015X	CNDY190388	52
705327	PRINTER P4015X	CNDY190891	52
705328	B/W PRNT:HP LASE	CNDY190363	52
705329	PRINTER P4015X	CNDY190430	52
705330	PRINTER P4015X	CNDY190905	52
705331	PRINTER P4015X	CNDY190402	52
705332	PRINTER P4015X	CNDY191318	52
705333	PRINTER P4015X	CNDY191367	52
705334	B/W PRNT:HP LASE	CNDY191372	52
705335	B/W PRNT:HP LASE	CNDY191375	52
705336	PRINTER P4015X	CNDY191374	52
705337	B/W PRNT:HP LASE	CNDY191369	52
705338	B/W PRNT:HP LASE	CNDY190292	52
705339	B/W PRNT:HP LASE	CNDY190804	52
705340	B/W PRNT:HP LASE	CNDY189664	52
705341	PRINTER P4015X	CNDY189653	52
705342	PRINTER P4015X	CNDY189717	52
705343	B/W PRNT:HP LASE	CNDY189663	52
705344	PRINTER P4015X	CNDY189710	52
705345	PRINTER P4015X	CNDY190093	52
705346	PRINTER P4015X	CNDY189715	52
705347	PRINTER P4015X	CNDY189704	52
705348	PRINTER P4015X	CNDY190914	52
705349	PRINTER P4015X	CNDY190293	52
705350	PRINTER P4015X	CNDY190448	52
705351	PRINTER P4015X	CNDY190433	52
705352	PRINTER P4015X	CNDY190967	52
705353	PRINTER P4015X	CNDY190917	52
705354	PRINTER P4015X	CNDY190432	52
705355	B/W PRNT:HP LASE	CNDY190298	52
705356	PRINTER P4015X	CNDY190455	52
705357	PRINTER P4015X	CNDY190899	52
705358	PRINTER P4015X	CNDY190759	52
705359	PRINTER P4015X	CNDY190807	52
705360	PRINTER P4015X	CNDY190296	52
705361	PRINTER P4015X	CNDY190809	52

295959	RECEIVER, TV	211293	52
705362	PRINTER P4015X	CNDY190457	52
705363	PRINTER P4015X	CNDY190450	52
705364	PRINTER P4015X	CNDY190437	52
705365	PRINTER P4015X	CNDY190439	52
705366	PRINTER P4015X	CNDY190442	52
705367	PRINTER P4015X	CNDY190911	52
705368	PRINTER P4015X	CNDY190435	52
705369	PRINTER P4015X	CNDY190444	52
705370	PRINTER P4015X	CNDY190447	52
705371	PRINTER P4015X	CNDY190295	52
705372	PRINTER P4015X	CNDY190358	52
705373	PRINTER P4015X	CNDY189725	52
705374	PRINTER P4015X	CNDY189728	52
705375	PRINTER P4015X	CNDY189726	52
705376	PRINTER P4015X	CNDY189656	52
705377	PRINTER P4015X	CNDY189724	52
705378	PRINTER P4015X	CNDY189660	52
705379	PRINTER P4015X	CNDY189727	52
705380	PRINTER P4015X	CNDY190385	52
705381	PRINTER P4015X	CNDY190395	52
705382	PRINTER P4015X	CNDY190986	52
705383	PRINTER P4015X	CNDY190389	52
705384	B/W PRNT:HP LASE	CNDY191313	52
705385	PRINTER P4015X	CNDY190572	52
705386	PRINTER P4015X	CNDY190975	52
705387	PRINTER P4015X	CNDY190399	52
705388	B/W PRNT:HP LASE	CNDY191265	52
705389	PRINTER P4015X	CNDY191270	52
705390	B/W PRNT:HP LASE	CNDY190449	52
705391	PRINTER P4015X	CNDY190456	52
705392	PRINTER P4015X	CNDY191260	52
705393	PRINTER P4015X	CNDY190880	52
705394	PRINTER P4015X	CNDY191268	52
705395	PRINTER P4015X	CNDY190819	52
705396	PRINTER P3005D	CNR1C12590	52
705397	B/W PRNT:HP LASE	CNR1D13639	52
705398	B/W PRNT:HP LASE	CNR1D13624	52
705399	PRINTER P3005D	CNR1C12598	52
705400	B/W PRNT:HP LASE	CNR1C12523	52
705401	B/W PRNT:HP LASE	CNR1C12595	52
705402	B/W PRNT:HP LASE	CNR1D13628	52
705403	PRINTER P3005D	CNR1C12599	52

295959	RECEIVER, TV	211293	52	
705404	B/W PRNT:HP LASE	CNR1C12594	52	
705405	PRINTER P3005D	CNR1B12969	52	
705406	B/W PRNT:HP LASE	CNR1C12596	52	
705407	PRINTER P3005D	CNR1D13625	52	
705408	B/W PRNT:HP LASE	CNR1C12604	52	
705409	B/W PRNT:HP LASE	CNR1C12603	52	
705410	B/W PRNT:HP LASE	CNR1D13633	52	
705411	B/W PRNT:HP LASE	CNR1D13863	52	
705412	B/W PRNT:HP LASE	CNR1C12593	52	
705413	B/W PRNT:HP LASE	CNR1D13762	52	
705414	PRINTER P3005D	CNR1C12592	52	
705478	SHARP TELEVISION	14370A907814189	52	
705479	SHARP TELEVISION	14370A907814190	52	
705480	SHARP TELEVISION	14370A907814191	52	
705481	SHARP TELEVISION	14370A907814197	52	
705482	SHARP TELEVISION	14370A907814227	52	
705496	B/W Printer	CNT1B04058	52	added 10/21/09
705497	B/W Printer	CNT1B04053	52	added 10/21/09
705498	B/W Printer	CNR1D12359	52	added 10/21/09
705499	B/W Printer	CNT1B04055	52	added 10/21/09
705500	B/W Printer	CNT1B04054	52	added 10/21/09
<b>MES #</b>	<b>Description</b>	<b>Serial #</b>	<b>Division #</b>	

MES #	Description	Serial #	Division #	Class	Subclass
477523	FILING SYSTEM		61	misc	misc
556168	MICRO PRNT: HP LA	US3S001207	61	printer	
580603	READER/PRINTER		61	microfiche	
582697	WORKSTATION: IBM		61	computer	
586951	PLOTTER: HP DESIG	SG0583311F	61	plotter	
607171	LT PC: THINKPAD T	L3-AHC4C	61	laptop	
607172	LT PC: THINKPAD T	L3-AHC3B	61	laptop	
607173	LT PC: THINKPAD T	L3-AHC3Z	61	laptop	
607174	LT PC: THINKPAD T	L3-AHC3H	61	laptop	
607175	LT PC: THINKPAD T	L3-AHC3F	61	laptop	
607176	LT PC: THINKPAD T	L3-AHC3L	61	laptop	
607177	LT PC: THINKPAD T	L3-AHC3W	61	laptop	
607178	LT PC: THINKPAD T	L3-AHC3K	61	laptop	
613263	WKST: COMPAQ DESK	ZB596	61	computer	
614429	WKST: IBM PC 300P	ZLWYF	61	computer	
614461	LAPTOP: DELL LATI	8D0W401	61	laptop	
614572	CAMERAS, DIGITAL	149331	61	camera	
621279	FILENET DEV IMAGE		61	misc	software
621280	FILENET WEB PUBL		61	misc	software
621281	FILENET REDACTION		61	misc	software
629495	SCANNER: KODAK 25	41575304	61	scanner	
629588	LT PC: COMPAQ ARM	B25016	61	laptop	
629644	WKST: COMPAQ DESK	W137DYSZB007	61	computer	
629657	WKST: COMPAQ DESK	W137DYSZB076	61	computer	
629823	FILENET WKGRP		61	misc	software
629827	FILENET DEV IMAGE		61	misc	software
629828	FILENET WEB PUBL		61	misc	software
629833	FILENET CAPTURE P		61	misc	software
629834	FILENET CAPTURE P		61	misc	software
629838	FILENET WEB SER/		61	misc	software
629839	FILENET WEB SER/		61	misc	software
629842	FILENET IMAGE SER		61	misc	software
630682	LT PC: IBM THINKP	78CNWH9	61	laptop	
630683	LT PC: IBM THINKP	78CNWC8	61	laptop	
643647	WKST: COMPAQ EVO	W311KN8ZC790	61	computer	
643649	WKST: COMPAQ EVO	W311KN8ZC734	61	computer	
643654	WKST: COMPAQ EVO	W311KN8ZC774	61	computer	
643657	WKST: COMPAQ EVO	W311KN8ZC754	61	computer	
643662	WKST: COMPAQ EVO	W311KN8ZC749	61	computer	
643665	WKST: COMPAQ EVO	W311KN8ZC764	61	computer	
643669	WKST: COMPAQ EVO	W311KN8ZC757	61	computer	
643671	WKST: COMPAQ EVO	W311KN8ZC736	61	computer	

643673	WKST: COMPAQ EVO	W311KN8ZC785	61	computer	
643688	WKST: COMPAQ EVO	W311KN8ZC771	61	computer	
643694	WKST: COMPAQ EVO	W311KN8ZC725	61	computer	
643700	WKST: COMPAQ EVO	W311KN8ZC760	61	computer	
643702	WKST: COMPAQ EVO	W311KN8ZC726	61	computer	
643703	WKST: COMPAQ EVO	W311KN8ZC727	61	computer	
643704	WKST: COMPAQ EVO	W311KN8ZC772	61	computer	
643705	WKST: COMPAQ EVO	W311KN8ZC751	61	computer	
643712	WKST: COMPAQ EVO	W311KN8ZC783	61	computer	
643718	WKST: COMPAQ EVO	W311KN8ZC766	61	computer	
643724	WKST: COMPAQ EVO	W311KN8ZC739	61	computer	
643725	WKST: COMPAQ EVO	W311KN8ZC741	61	computer	
643726	VISUAL STUDIO.NET		61	misc	software
644336	FILENET WKGRP		61	misc	software
644370	CYBER DIGITAL CAM	1384344	61	camera	
644434	FILENET CONT SERV		61	misc	software
644503	LT PC: IBM THINKP	99WNFTY	61	laptop	
644628	B/W PRNT:HP LASE	SJPBMP17604	61	printer	black & White
647805	FACSIMILE (FAX) M	04040025	61	Fax	
647806	FACSIMILE (FAX) M	04040040	61	Fax	
648667	SCANNER: GRAPHTEC	4042357	61	scanner	
648735	B/W PRNT:HP LASE	CNBGH78827	61	printer	black & White
648736	B/W PRNT:HP LASE	CNBGG74635	61	printer	black & White
648985	SCANNER: FUJITSU	503750	61	scanner	
649309	SCANNER: FUJITSU	600136	61	scanner	
649504	LT PC: IBM THINKP		61	laptop	
649507	B/W PRNT:HP LASE	CNBDB70354	61	printer	black & White
649509	B/W PRNT:HP LASE	CNBDC71871	61	printer	black & White
651820	B/W PRNT:HP LASE	CNBDB70361	61	printer	black & White
655333	CYBER DIGITAL CAM	1486868	61	camera	
655344	B/W PRNT:HP LASE	C72849	61	printer	black & White
655749	B/W PRNT:HP LASE	B54776	61	printer	black & White
655781	B/W PRNT:HP LASE	B67766	61	printer	black & White
656562	B/W PRNT:HP LASE	B51165	61	printer	black & White
656567	B/W PRNT:HP LASE	B59556	61	printer	black & White
656573	B/W PRNT:HP LASE	C77739	61	printer	black & White
657954	B/W PRNT:HP LASE	CNDJC47694	61	printer	black & White
658069	B/W PRNT:HP LASE	CNGJB88582	61	printer	black & White
662093	DUPLICATOR, DVD	2060601863	61	DVD Equipment	
662150	DUPL: PRIMERA BRAVOPRO DVD/CD DUPLICATOF	2060501704	61	DVD Equipment	
662279	SCANNER: CANNON DR	CZ307656	61	scanner	
662280	COLOR PRNT: HP	JPGDF01114	61	printer	color
662932	WKST: COMPAQ EVO	USW4330D92	61	computer	

662933	WKST: COMPAQ EVO	USW4330D8X	61	computer	
662934	WKST: COMPAQ EVO	USW4330D90	61	computer	
662939	WKST: COMPAQ EVO	USW4330D94	61	computer	
663153	B/W PRNT:HP LASE	CNBGH47927	61	printer	black & White
663154	B/W PRNT:HP LASE	CNBGD39295	61	printer	black & White
663158	WKST: COMPAQ EVO	2UB43801WV	61	computer	
663229	WKST: COMPAQ EVO	2UB4410D4K	61	computer	
663230	WKST: COMPAQ EVO	2UB4410D4J	61	computer	
663231	WKST: COMPAQ EVO	2UB4410D4L	61	computer	
663294	WKST: COMPAQ EVO	2UB4450642	61	computer	
663295	WKST: COMPAQ EVO	2UB4450641	61	computer	
663355	B/W PRNT:HP LASE	JPBFG09614	61	printer	black & White
663356	B/W PRNT:HP LASE	JPBFG09612	61	printer	black & White
663357	B/W PRNT:HP LASE	JPBFG09601	61	printer	black & White
663358	B/W PRNT:HP LASE	JPBFG09740	61	printer	black & White
663359	B/W PRNT:HP LASE	JPBFG09577	61	printer	black & White
663360	B/W PRNT:HP LASE	JPBFG09615	61	printer	black & White
663361	B/W PRNT:HP LASE	JPBFG09052	61	printer	black & White
663603	WKST: COMPAQ DC71	2UB50909WD	61	computer	
663606	WKST: COMPAQ DC71	2UB50707QT	61	computer	
663609	WKST: COMPAQ DC71	2UB50707R0	61	computer	
663610	WKST: COMPAQ DC71	2UB50707QZ	61	computer	
663612	WKST: COMPAQ DC71	2UB50704QS	61	computer	
663613	WKST: COMPAQ DC71	2UB50707QR	61	computer	
663614	WKST: COMPAQ DC71	2UB50707QQ	61	computer	
663615	WKST: COMPAQ DC71	2UB50707QY	61	computer	
663887	B/W PRNT:HP LASE	CNDJB30863	61	printer	black & White
664740	LT PC: IBM THINKP	LVP5998	61	laptop	
664741	LT PC: IBM THINKP	LVP5987	61	laptop	
664742	LT PC: IBM THINKP	LVP5995	61	laptop	
664743	LT PC: IBM THINKP	LVP5983	61	laptop	
664744	LT PC: IBM THINKP	LVP5982	61	laptop	
664745	LT PC: IBM THINKP	LVP5999	61	laptop	
664746	LT PC: IBM THINKP	LVP5993	61	laptop	
664747	LT PC: IBM THINKP	LVP5980	61	laptop	
664748	LT PC: IBM THINKP	LVP5985	61	laptop	
664749	LT PC: IBM THINKP	LVP5978	61	laptop	
664750	LT PC: IBM THINKP	LVP5981	61	laptop	
664751	LT PC: IBM THINKP	LVP5986	61	laptop	
664752	LT PC: IBM THINKP	LVP5991	61	laptop	
664753	LT PC: IBM THINKP	LVP5989	61	laptop	
664754	LT PC: IBM THINKP	LVP5984	61	laptop	
664755	LT PC: IBM THINKP	LVP5992	61	laptop	

664756	LT PC: IBM THINKP	LVP5988	61	laptop	
664757	LT PC: IBM THINKP	LVP5994	61	laptop	
664758	LT PC: IBM THINKP	LVP5979	61	laptop	
664759	LT PC: IBM THINKP	LVP5997	61	laptop	
664760	LT PC: IBM THINKP	LVP5996	61	laptop	
664761	LT PC: IBM THINKP	LVP5990	61	laptop	
672674	B/W PRNT:HP LASE	JPL576001	61	printer	black & White
673434	WKST: DELL OPTIPLE DELL	BDMJ691	61	computer	
673435	WKST: DELL OPTIPLE DELL	6DMJ691	61	computer	
674712	LT PC: IBM THINKP	LPKCPH6	61	laptop	
674713	LT PC: IBM THINKP	LPKCPH7	61	laptop	
674714	LT PC: IBM THINKP	LPKCPK3	61	laptop	
674715	LT PC: IBM THINKP	LPKCPM1	61	laptop	
690030	B/W PRNT:HP LASE	JPEL66P01D	61	printer	black & White
690031	B/W PRNT:HP LASE	JPEL66P039	61	printer	black & White
690264	FILENET CAPTURE P		61	misc	software
690851	B/W PRNT:HP LASE	CNBJM21668	61	printer	black & White
690852	B/W PRNT:HP LASE	CNBJM21530	61	printer	black & White
691732	WKS: DELL OPTIPLE	H60TXC1	61	computer	
691733	WKS: DELL OPTIPLE	F70TXC1	61	computer	
691734	WKS: DELL OPTIPLE	980TXC1	61	computer	
691735	WKS: DELL OPTIPLE	290TXC1	61	computer	
691736	WKS: DELL OPTIPLE	270TXC1	61	computer	
691737	WKS: DELL OPTIPLE	590TXC1	61	computer	
691738	WKS: DELL OPTIPLE	390TXC1	61	computer	
691739	WKS: DELL OPTIPLE	C70TXC1	61	computer	
691740	WKS: DELL OPTIPLE	170TXC1	61	computer	
691741	WKS: DELL OPTIPLE	670TXC1	61	computer	
691742	WKS: DELL OPTIPLE	680TXC1	61	computer	
691743	WKS: DELL OPTIPLE	H80TXC1	61	computer	
691744	WKS: DELL OPTIPLE	J70TXC1	61	computer	
691745	WKS: DELL OPTIPLE	470TXC1	61	computer	
691746	WKS: DELL OPTIPLE	D80TXC1	61	computer	
691747	WKS: DELL OPTIPLE	380TXC1	61	computer	
691748	WKS: DELL OPTIPLE	DP1TXC1	61	computer	
691749	WKS: DELL OPTIPLE	5Q1TXC1	61	computer	
691750	WKS: DELL OPTIPLE	HP1TXC1	61	computer	
691751	WKS: DELL OPTIPLE	DQ1TX1	61	computer	
691752	WKS: DELL OPTIPLE	1Q1TXC1	61	computer	
691753	WKS: DELL OPTIPLE	3Q1TXC1	61	computer	
691754	WKS: DELL OPTIPLE	9Q1TXC1	61	computer	
691755	WKS: DELL OPTIPLE	GP1TXC1	61	computer	
691756	WKS: DELL OPTIPLE	6Q1TXC1	61	computer	

691757	WKS: DELL OPTIPLE	4Q1TXC1	61	computer
691758	WKS: DELL OPTIPLE	BP1TXC1	61	computer
691760	WKS: DELL OPTIPLE	8P1TXC1	61	computer
691761	WKS: DELL OPTIPLE	CQ1TXC1	61	computer
691762	WKS: DELL OPTIPLE	JP1TXC1	61	computer
691763	WKS: DELL OPTIPLE	9P1TXC1	61	computer
691764	WKS: DELL OPTIPLE	8M1TXC1	61	computer
691765	WKS: DELL OPTIPLE	GM1TXC1	61	computer
691766	WKS: DELL OPTIPLE	CN1TXC1	61	computer
691767	WKS: DELL OPTIPLE	6N1TXC1	61	computer
691768	WKS: DELL OPTIPLE	JN1TXC1	61	computer
691769	WKS: DELL OPTIPLE	1N1TXC1	61	computer
691770	WKS: DELL OPTIPLE	FN1TXC1	61	computer
691771	WKS: DELL OPTIPLE	5P1TXC1	61	computer
691772	WKS: DELL OPTIPLE	8N1TXC1	61	computer
691773	WKS: DELL OPTIPLE	BM1TXC1	61	computer
691774	WKS: DELL OPTIPLE	HN1TXC1	61	computer
691775	WKS: DELL OPTIPLE	6P1TXC1	61	computer
691776	WKS: DELL OPTIPLE	4N1TXC1	61	computer
691777	WKS: DELL OPTIPLE	DM1TXC1	61	computer
691778	WKS: DELL OPTIPLE	3P1TXC1	61	computer
691779	WKS: DELL OPTIPLE	1P1TXC1	61	computer
691780	WKS: DELL OPTIPLE	8C2TXC1	61	computer
691781	WKS: DELL OPTIPLE	8G2TXC1	61	computer
691782	WKS: DELL OPTIPLE	FF2TXC1	61	computer
691783	WKS: DELL OPTIPLE	4F2TXC1	61	computer
691784	WKS: DELL OPTIPLE	8F2TXC1	61	computer
691785	WKS: DELL OPTIPLE	2B2TXC1	61	computer
691786	WKS: DELL OPTIPLE	9F2TXC1	61	computer
691787	WKS: DELL OPTIPLE	1C2TXC1	61	computer
691788	WKS: DELL OPTIPLE	GC2TXC1	61	computer
691789	WKS: DELL OPTIPLE	5G2TXC1	61	computer
691790	WKS: DELL OPTIPLE	JD2TXC1	61	computer
691791	WKS: DELL OPTIPLE	CB2TXC1	61	computer
691792	WKS: DELL OPTIPLE	5D2TXC1	61	computer
691793	WKS: DELL OPTIPLE	CG2TXC1	61	computer
691794	WKS: DELL OPTIPLE	1G2TXC1	61	computer
691795	WKS: DELL OPTIPLE	CD2TXC1	61	computer
691796	WKS: DELL OPTIPLE	1S1TXC1	61	computer
691797	WKS: DELL OPTIPLE	6R1TXC1	61	computer
691798	WKS: DELL OPTIPLE	CR1TXC1	61	computer
691799	WKS: DELL OPTIPLE	5R1TXC1	61	computer
691800	WKS: DELL OPTIPLE	9R1TXC1	61	computer



691801	WKS: DELL OPTIPLE	8R1TXC1	61	computer	
691802	WKS: DELL OPTIPLE	JR1TXC1	61	computer	
691803	WKS: DELL OPTIPLE	JQ1TXC1	61	computer	
691804	WKS: DELL OPTIPLE	BR1TXC1	61	computer	
691805	WKS: DELL OPTIPLE	3R1TXC1	61	computer	
691806	WKS: DELL OPTIPLE	1R1TXC1	61	computer	
691807	WKS: DELL OPTIPLE	FQ1TXC1	61	computer	
691808	WKS: DELL OPTIPLE	HR1TXC1	61	computer	
691809	WKS: DELL OPTIPLE	2R1TXC1	61	computer	
691810	WKS: DELL OPTIPLE	GR1TXC1	61	computer	
691811	WKS: DELL OPTIPLE	2S1TXC1	61	computer	
691812	WKS: DELL OPTIPLE	D69SXC1	61	computer	
691813	WKS: DELL OPTIPLE	G69SXC1	61	computer	
691814	WKS: DELL OPTIPLE	H69SXC1	61	computer	
691815	WKS: DELL OPTIPLE	B69SXC1	61	computer	
691816	WKS: DELL OPTIPLE	F69SXC1	61	computer	
691840	TABLET: HP TC4400	CND73016KM	61	laptop	
692086	PRINTERS/SCANNER	CZ310980	61	scanner	
698374	SCANNER: CANNON DR	CZ312990	61	scanner	
698375	SCANNER: CANNON DR	CZ313063	61	scanner	
700919	WKS: HP DC7800	MXL84114D7	61	computer	
700920	WKS: HP DC7800	MXL84114D6	61	computer	
700921	WKS: HP DC7800	MXL84114D9	61	computer	
700922	WKS: HP DC7800	MXL84114D8	61	computer	
700923	WKS: HP DC7800	MXL84114D5	61	computer	
700924	B/W PRNT:HP LASE	CNDY336767	61	printer	black & White
700925	B/W PRNT:HP LASE	CNDY336757	61	printer	black & White
700926	B/W PRNT:HP LASE	CNDY337786	61	printer	black & White
700937	WKS: HP DC7800	MXL8450Z48	61	computer	
700938	WKS: HP DC7800	MXL8450Z47	61	computer	
701187	B/W PRNT:HP LASE	CNGXC12668	61	printer	black & White
701188	WKS: HP DC7800	MXL9170F4S	61	computer	
701189	WKS: HP DC7800	MXL9170F4X	61	computer	
701190	WKS: HP DC7800	MXL9170F4P	61	computer	
701191	WKS: HP DC7800	MXL9170F4T	61	computer	
701192	WKS: HP DC7800	MXL9170F4V	61	computer	
701193	WKS: HP DC7800	MXL9170F4R	61	computer	
701194	WKS: HP DC7800	MXL9170F4Q	61	computer	
701195	WKS: HP DC7800	MXL9170F4W	61	computer	
701196	WKS: HP DC7800	MXL9170F4N	61	computer	
701215	PROJ: INFOCUS IN1	AZWJ84700108	61	Projector	
701226	SCANNER: CANNON DR	CZ315678	61	scanner	

MES #	Description	Serial #	Division #	Class	Subclass
647315	960 WKST: COMPAQ EVO D530	USW4090690	73	computer	
647335	960 WKST: COMPAQ EVO D530	USW40906P5	73	computer	
647336	960 WKST: COMPAQ EVO D530	USW40906PH	73	computer	
649651	960 COLOR PRNT: HP COLOR LJ 46 HP (MCD 14)	SJPKC46497	73	printer	color
662171	777 LT PC: COMPAQ NC7280/1.7 HP COMPAQ	CNU62629K9	73	laptop	
663637	960 COMPAC DC 7100	2UB50707HM	73	computer	
663648	960 COMPAC DC 7100	2UB50707H3	73	computer	
663864	960 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 25)	USBXX23256	73	printer	black & white
663866	960 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 15)	USBXP24760	73	printer	black & white
664276	960 KOFAX #1 CANON DR 9080C	CZ303643	73	Scanner	
664277	960 KOFAX #2 CANON DR 9080C	CZ303647	73	Scanner	
664541	960 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 22)	CNDXJ00742	73	printer	black & white
672379	960 LT PC: COMPAQ NC6230/1.8 GH COMPAQ	CNU53305CB	73	laptop	
672384	LT PC	CNU53304XJ	73	laptop	
673846	960 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 20)	CNGXD48429	73	printer	black & white
690442	777 TABLET: GATEWAY M285E/1.6G GATEWAY M285	0	73	laptop	
700947	777 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 19)	JPRFH15710	73	printer	black & white
700951	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006W0	73	computer	
700954	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VK	73	computer	
700956	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VQ	73	computer	
700957	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VR	73	computer	
700958	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VV	73	computer	
700960	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VW	73	computer	
700961	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006V9	73	computer	
700964	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VC	73	computer	
700966	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VN	73	computer	
700967	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VP	73	computer	
700968	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006WB	73	computer	
700969	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006WB	73	computer	
700970	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006VZ	73	computer	
700971	960 WKS: HP DC7800/E6550/2.3GH HP DC7800	MXL85006W9	73	computer	

700974	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W6	73 computer	
700975	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006V5	73 computer	
700977	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W3	73 computer	
700979	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W7	73 computer	
700980	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W1	73 computer	
700981	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006TZ	73 computer	
700982	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006V6	73 computer	
700984	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006V4	73 computer	
700985	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W4	73 computer	
700986	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006VY	73 computer	
700987	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006VL	73 computer	
700988	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006VD	73 computer	
700989	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W8	73 computer	
700990	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006W2	73 computer	
700991	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006VF	73 computer	
700992	960 WKS: HP DC7800/E6550/2.3GH HP DC7800		MXL85006V8	73 computer	
701094	777 COLOR PRNT: HP LASERJET 47 HP (MCD 04)		JP8LB64477	73 printer	color
701474	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582650	73 laptop	
701476	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582654	73 laptop	
701477	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582653	73 laptop	
701482	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582659	73 laptop	
701484	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		..0040582655	73 laptop	
701485	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582651	73 laptop	
701487	777 TABLET: GATEWAY E295C/T547 GATEWAY E295C		*0040582652	73 laptop	
701489	777 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 12)		CNRXR62226	73 printer	black & white
701490	777 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 16)		CNRXS51709	73 printer	black & white
701491	777 B/W PRNT: HP LASERJET 4350 HP 4350N (MCD 18)		CNRXR62220	73 printer	black & white
705429	777 SCANNER: CANON DR 9080C (in box)		EX300373	73 Scanner	
705430	777 SCANNER: CANON DR 9080C (in box)		EX300333	73 Scanner	

MES #	Description	Serial #	Division #	Class	Subclass
568122	TRINITRON TV/VCR	5023655	82	TV	
607270	LT PC: LATITUDE	JDRJJK1	82	Laptop	
629145	CAMERAS DIGITAL	36082	82	Camera	
630565	PROJECTORS, DATA	9U228KGS5E0C2	82	Projector	
649524	COLOR PRNT: HP LA	JPGR001707	82	Printer	Color
649758	MIP FUND ACCOUNT		82	Misc	Misc
664031	FACSIMILE TRANSCE	L4J143998	82	Fax	
673594	LT PC: IBM THINKP	LPHNRT7	82	Laptop	
673818	WKST: DELL OPTPL	GY39M91	82	computer	
674359	B/W PRNT: HP LASE	CNGXF42682	82	Printer	Black & white
674441	B/W PRNT: HP LASE	CNGXF68606	82	Printer	Black & white
674461	B/W PRNT: HP LASE	CNGXD59932	82	Printer	Black & white
674568	WKST: DELL OPTPL	76M43B1	82	computer	
674581	WKST: DELL OPTPL	21N43B1	82	computer	
690279	PROJ: INFOCUS LP7	ANEL62502451	82	Projector	
690615	LT PC: HP NC8430	CNU7030DJ5	82	Laptop	
690616	LT PC: HP NC8430	CNU7030DN4	82	Laptop	
690970	LT PC: HP NC8430	CNU7160FCS	82	Laptop	

MES	Description	Serial	Division	Class	Subclass
	465852 PC ADPT: MULTISTATION /	101772		17-145-1450	
	466652 PC ADPT: MULTISTATION ACCE			11-003-0030	
	466653 PC ADPT: MULTISTATION ACCE			14-246-2463	
	466679 PC ADPT: MULTISTATION ACCE			02-220-2204	
	466681 PC ADPT: MULTISTATION ACCE			21-031-0310	
	466682 PC ADPT: MULTISTATION ACCE			01-091-0910	
	466683 PC ADPT: MULTISTATION ACCE			20-181-1810	
	466685 PC ADPT: MULTISTATION /	01CA98		AVNET SPARE	
	466686 PC ADPT: MULTISTATION ACCE			AVNET SPARE	
	466687 PC ADPT: MULTISTATION /	01C968		BASEMENT	
	466688 PC ADPT: MULTISTATION /	100734		AVNET SPARE	
	466697 PC ADPT: MULTISTATION ACCE			12-101-101T	
	466763 PC ADPT: MULTISTATION ACCE			20-123-1230	
	466877 PC ADPT: MULTISTATION /	01B649		BASEMENT	
610041	2612 Ethernet/TR	JAB040680LY	59	Computer software	
610042	2612 Ethernet/TR	JAB040680LA	59	Computer software	
614932	2612 Ethernet/TR	JMX0511K6JK	59	Computer software	
615610	2612 Ethernet/TR	JMX0511K6JN	59	Computer software	
616175	2612 Ethernet/TR	JMX0520K09V	59	Computer software	
616176	2612 Ethernet/TR	JMX0526K4YF	59	Computer software	
616177	2612 Ethernet/TR	JMX0526K4XY	59	Computer software	
616178	2612 Ethernet/TR	JMX0526K4Y0	59	Computer software	
616179	2612 Ethernet/TR	JMX0520K06V	59	Computer software	
616180	2612 Ethernet/TR	SHN032500QA	59	Computer software	
616181	2612 Ethernet/TR	JMX0526K4YD	59	Computer software	
616182	2612 Ethernet/TR	JMX0526K4Y2	59	Computer software	
616183	2612 Ethernet/TR	JMX0526K4Y7	59	Computer software	
616184	2612 Ethernet/TR	JMX0526K4Y5	59	Computer software	
616185	2612 Ethernet/TR	JMX0526K4Y3	59	Computer software	
616186	2612 Ethernet/TR	SHN032501H5	59	Computer software	
616187	2612 Ethernet/TR	JMX0513K47K	59	Computer software	
616188	2612 Ethernet/TR	JMX0526K4Y4	59	Computer software	
616189	2612 Ethernet/TR	JMX0526K4XZ	59	Computer software	
616190	2612 Ethernet/TR	JMX0526K50E	59	Computer software	
616191	2612 Ethernet/TR	JPE085210KQ	59	Computer software	
616192	2612 Ethernet/TR	JMX0526K50C	59	Computer software	

616193	2612 Ethernet/TR	JMX0526K4YH	59	Computer software	
616194	2612 Ethernet/TR	JMX0526K4YG	59	Computer software	
616196	2612 Ethernet/TR	JMX0520K09T	59	Computer software	
617613	2950-12 Switch	FHK0717Z03H	59	Computer hardware	
617615	2950-12 Switch	FHK0717Z02H	59	Computer hardware	
623134	Laserjet 2430TN	CNGKC83100	59	Printer	black & white
629005	1751 Ethernet/TR	JMX0531J0QJ	59	Computer software	
629006	1751 Ethernet/TR	JMX0531F18F	59	Computer software	
629012	1751 Ethernet/TR	JMX0531F198	59	Computer software	
629019	1751 Ethernet/TR	JMX0531E17Q	59	Computer software	
629024	1751 Ethernet/TR	JMX0531F1J2	59	Computer software	
629030	1751 Ethernet/TR	JMX0608E07Y	59	Computer software	
629032	1751 Ethernet/TR	JMX0531E1B0	59	Computer software	
629033	1751 Ethernet/TR	JMX0531E16T	59	Computer software	
629036	1751 Ethernet/TR	JMX0531E16P	59	Computer software	
629037	1751 Ethernet/TR	JMX0531F18C	59	Computer software	
629038	1751 Ethernet/TR	JMX0538F1C3	59	Computer software	
629040	1751 Ethernet/TR	JMX0531F15X	59	Computer software	
629044	1751 Ethernet/TR	JMX0531J0Q2	59	Computer software	
629046	1751 Ethernet/TR	JMX0531F15Y	59	Computer software	
629049	1751 Ethernet/TR	JMX0531F15Z	59	Computer software	
629054	1751 Ethernet/TR	JMX0531F18Y	59	Computer software	
629059	1751 Ethernet/TR	JHY0726H11Y	59	Computer software	
629075	1751 Ethernet/TR	JMX0531E1AS	59	Computer software	
629079	1751 Ethernet/TR	JMX0531H09R	59	Computer software	
629082	1751 Ethernet/TR	JMX0531F18Q	59	Computer software	
629099	1751 Ethernet/TR	JMX0531E170	59	Computer software	
629101	1751 Ethernet/TR	JMX0531F197	59	Computer software	
629104	1751 Ethernet/TR	JMX0531H09S	59	Computer software	
629109	1751 Ethernet/TR	JMX0548E1JL	59	Computer software	
629115	1751 Ethernet/TR	JMX0531E1AQ	59	Computer software	
629154	1751 Ethernet/TR	JMX0531E1B3	59	Computer software	
629157	1751 Ethernet/TR	JMX0531E15U	59	Computer software	
629161	1751 Ethernet/TR	JMX0531F167	59	Computer software	
629162	1751 Ethernet/TR	JMX0531E177	59	Computer software	
629164	1751 Ethernet/TR	JMX0531H078	59	Computer software	
629165	1751 Ethernet/TR	JMX0531F15G	59	Computer software	

629166	1751 Ethernet/TR	JMX0531F159	59	Computer software
629169	1751 Ethernet/TR	JMX0531E1B9	59	Computer software
629171	1751 Ethernet/TR	JMX0531H077	59	Computer software
629173	1751 Ethernet/TR	JMX0531F18P	59	Computer software
629174	1751 Ethernet/TR	JMX0729E04Y	59	Computer software
629176	1751 Ethernet/TR	JMX0531J0Q0	59	Computer software
629177	1751 Ethernet/TR	JMX0631F0JJ	59	Computer software
629179	1751 Ethernet/TR	JMX0729E04V	59	Computer software
629180	1751 Ethernet/TR	JMX0531J0PY	59	Computer software
629182	1751 Ethernet/TR	JMX0531J0QP	59	Computer software
629183	1751 Ethernet/TR	JMX0531F184	59	Computer software
629185	1751 Ethernet/TR	JMX0531H0A0	59	Computer software
629188	1751 Ethernet/TR	JMX0531E17A	59	Computer software
629189	1751 Ethernet/TR	JMX0531F180	59	Computer software
629194	1751 Ethernet/TR	JMX0531J0SV	59	Computer software
629195	1751 Ethernet/TR	JMX0531J0PS	59	Computer software
629196	1751 Ethernet/TR	JMX0531F165	59	Computer software
629197	1751 Ethernet/TR	JMX0531E1B6	59	Computer software
629198	1751 Ethernet/TR	JMX0531F16C	59	Computer software
629204	1751 Ethernet/TR	JHY0728G0KF	59	Computer software
629208	1751 Ethernet/TR	JMX0529F09W	59	Computer software
629210	1751 Ethernet/TR	JMX0529F09S	59	Computer software
629211	1751 Ethernet/TR	JMX0529E09P	59	Computer software
629212	1751 Ethernet/TR	JMX0529E09R	59	Computer software
629215	1751 Ethernet/TR	JMX0529J07J	59	Computer software
629218	1751 Ethernet/TR	JMX0529F0A1	59	Computer software
629219	1751 Ethernet/TR	JMX0822S0DG	59	Computer software
629223	1751 Ethernet/TR	JMX0529E0A6	59	Computer software
629225	1751 Ethernet/TR	JMX0529F09L	59	Computer software
629226	1751 Ethernet/TR	JMX0529FA08	59	Computer software
629227	1751 Ethernet/TR	JMX0529E0AA	59	Computer software
629229	1751 Ethernet/TR	JMX0529E09Z	59	Computer software
629232	1751 Ethernet/TR	JMX0529F09U	59	Computer software
629233	1751 Ethernet/TR	FTX0950W2WC	59	Computer software
629234	1751 Ethernet/TR	JMX0631E07H	59	Computer software
629237	1751 Ethernet/TR	JMX0529F0AA	59	Computer software
629238	1751 Ethernet/TR	JMX0529E09X	59	Computer software

629240	1751 Ethernet/TR	JMX0529E0A4	59	Computer software
629241	2612 Ethernet/TR	JMX0530K9RX	59	Computer software
629242	2612 Ethernet/TR	JMX0530K9EW	59	Computer software
629243	2612 Ethernet/TR	JMX0530K9EV	59	Computer software
629244	2612 Ethernet/TR	JMX0530K9P9	59	Computer software
629245	2612 Ethernet/TR	JMX0530K9RY	59	Computer software
629246	2612 Ethernet/TR	JMX0530K9QB	59	Computer software
629248	2612 Ethernet/TR	JMX0530K9Q9	59	Computer software
629249	2612 Ethernet/TR	JMX0530K9QA	59	Computer software
629251	2612 Ethernet/TR	JMX0530K9EM	59	Computer software
629252	2612 Ethernet/TR	JMX0530K9PF	59	Computer software
629253	2612 Ethernet/TR	JMX0530K9NW	59	Computer software
629254	2612 Ethernet/TR	JMX0530K9EL	59	Computer software
629257	2612 Ethernet/TR	JMX0530K9QL	59	Computer software
629258	2612 Ethernet/TR	JMX0530K9QJ	59	Computer software
629259	2612 Ethernet/TR	JMX0530K9P7	59	Computer software
629260	2612 Ethernet/TR	JMX0530K9P8	59	Computer software
629261	2612 Ethernet/TR	JMX0530K9Q5	59	Computer software
629262	2612 Ethernet/TR	JMX0536K9PE	59	Computer software
629263	2612 Ethernet/TR	JMX0530K9SV	59	Computer software
629264	2612 Ethernet/TR	JMX0530K9NY	59	Computer software
629265	2612 Ethernet/TR	JMX0530K9NS	59	Computer software
629266	2612 Ethernet/TR	JMX0530K9R6	59	Computer software
629267	2612 Ethernet/TR	JMX0530K9R3	59	Computer software
629268	2612 Ethernet/TR	JMX0530K9SW	59	Computer software
629269	2612 Ethernet/TR	JMX0530K9F2	59	Computer software
629270	2612 Ethernet/TR	JMX0530K9F3	59	Computer software
629271	2612 Ethernet/TR	JMX0530K9EE	59	Computer software
629272	2612 Ethernet/TR	JMX0530K9SX	59	Computer software
629273	2612 Ethernet/TR	JMX0530K9PP	59	Computer software
629274	2612 Ethernet/TR	JMX0530K9EH	59	Computer software
629275	2612 Ethernet/TR	JMX0530K9PS	59	Computer software
629277	2612 Ethernet/TR	JMX0530K9PK	59	Computer software
629278	2612 Ethernet/TR	JMX0530K9Q3	59	Computer software
629279	2612 Ethernet/TR	JMX0530K9NV	59	Computer software
629280	2612 Ethernet/TR	JMX0530K9PN	59	Computer software
629281	2612 Ethernet/TR	SHN02530190	59	Computer software



629282	2612 Ethernet/TR	JMX0530K9Q2	59	Computer software
629283	2612 Ethernet/TR	JMX0530K9QC	59	Computer software
629284	2612 Ethernet/TR	JMX0530K9QF	59	Computer software
629285	2612 Ethernet/TR	JMX0530K9PU	59	Computer software
629286	2612 Ethernet/TR	JMX0530K9Q8	59	Computer software
629287	2612 Ethernet/TR	JMX0530K9PJ	59	Computer software
629288	2612 Ethernet/TR	JMX0530K9QG	59	Computer software
629289	2612 Ethernet/TR	JMX0530K9Q6	59	Computer software
629290	2612 Ethernet/TR	JMX0530K9PR	59	Computer software
629291	2612 Ethernet/TR	JMX0530K9EJ	59	Computer software
629292	2612 Ethernet/TR	JMX0530K9SY	59	Computer software
629293	2612 Ethernet/TR	JMX0530K9ED	59	Computer software
629294	2612 Ethernet/TR	JMX0530K9EK	59	Computer software
629295	2612 Ethernet/TR	JMX0530K9QQ	59	Computer software
629296	2612 Ethernet/TR	JMX0530K9S0	59	Computer software
629297	2612 Ethernet/TR	JMX0530K9R2	59	Computer software
629298	2612 Ethernet/TR	JMX0530K9PV	59	Computer software
629299	2612 Ethernet/TR	JMX0530K9R0	59	Computer software
629300	2612 Ethernet/TR	JMX0530K9Q7	59	Computer software
629301	2612 Ethernet/TR	JMX0530K9NX	59	Computer software
629302	2612 Ethernet/TR	JMX0530K9P5	59	Computer software
629303	2612 Ethernet/TR	JMX0530K9QX	59	Computer software
629304	2612 Ethernet/TR	JMX0530K9PT	59	Computer software
629305	2612 Ethernet/TR	JMX0530K9PM	59	Computer software
629306	2612 Ethernet/TR	JMX0530K9RZ	59	Computer software
629307	2612 Ethernet/TR	JMX0530K9SZ	59	Computer software
629308	2612 Ethernet/TR	JMX0530K9RW	59	Computer software
629309	2612 Ethernet/TR	JMX0530K9EU	59	Computer software
629310	2612 Ethernet/TR	JMX0530K9ES	59	Computer software
629311	2612 Ethernet/TR	JMX0530K9QZ	59	Computer software
629312	2612 Ethernet/TR	JAB042487T8	59	Computer software
629313	2612 Ethernet/TR	JMX0530K9R4	59	Computer software
629314	2612 Ethernet/TR	JMX0530K9QD	59	Computer software
629315	2612 Ethernet/TR	JMX0530K9PG	59	Computer software
629316	2612 Ethernet/TR	JMX0530K9ER	59	Computer software
629317	2612 Ethernet/TR	JMX0530K9EG	59	Computer software
629318	2612 Ethernet/TR	JMX0530K9EP	59	Computer software

629479	2612 Ethernet/TR	JMX0526K4Y1	59	Computer software
629662	1751 Ethernet/TR	JMX0536E1AZ	59	Computer software
629664	1751 Ethernet/TR	JMX0536F17N	59	Computer software
629667	1751 Ethernet/TR	JMX0536E1AR	59	Computer software
629668	1751 Ethernet/TR	JMX0536E1CN	59	Computer software
629669	1751 Ethernet/TR	JMX0536F18A	59	Computer software
629670	1751 Ethernet/TR	JHY0730G0LV	59	Computer software
629671	1751 Ethernet/TR	JMX0536F17P	59	Computer software
629672	1751 Ethernet/TR	JMX0536E1D8	59	Computer software
629673	1751 Ethernet/TR	JMX0536E1B3	59	Computer software
629674	1751 Ethernet/TR	JMX0536F18B	59	Computer software
629675	1751 Ethernet/TR	JMX0536E1D4	59	Computer software
629676	1751 Ethernet/TR	JMX0536F185	59	Computer software
629677	1751 Ethernet/TR	JMX0536E1EF	59	Computer software
629678	1751 Ethernet/TR	JMX0536E1EJ	59	Computer software
629679	1751 Ethernet/TR	JMX0536F189	59	Computer software
629681	1751 Ethernet/TR	JMX0602H06L	59	Computer software
629682	1751 Ethernet/TR	JMX0548E1JR	59	Computer software
629683	1751 Ethernet/TR	JMX0536E1CY	59	Computer software
629684	1751 Ethernet/TR	JMX0536F17X	59	Computer software
629685	1751 Ethernet/TR	JMX0536F17S	59	Computer software
629686	1751 Ethernet/TR	JMX0530F151	59	Computer software
629688	1751 Ethernet/TR	JMX0536E1CS	59	Computer software
629689	1751 Ethernet/TR	JMX0536E1AW	59	Computer software
629690	1751 Ethernet/TR	JMX0536E1AX	59	Computer software
629692	1751 Ethernet/TR	JMX0536E1B4	59	Computer software
629697	1751 Ethernet/TR	JMX0536E1AT	59	Computer software
629699	1751 Ethernet/TR	JMX0610F0CZ	59	Computer software
629700	2612 Ethernet/TR	JAB034484PU	59	Computer software
629701	2612 Ethernet/TR	JMX0538K1YY	59	Computer software
629702	2612 Ethernet/TR	JMX0538K29W	59	Computer software
629703	2612 Ethernet/TR	JMX0538K1ZZ	59	Computer software
629704	2612 Ethernet/TR	JMX0538K1ZP	59	Computer software
629705	2612 Ethernet/TR	JMX0538K202	59	Computer software
629706	2612 Ethernet/TR	JMX0538K2A7	59	Computer software
629707	2612 Ethernet/TR	JMX0538K1ZM	59	Computer software
629708	2612 Ethernet/TR	JMX0538K1WU	59	Computer software

629709	2612 Ethernet/TR	JMX0538K1VR	59	Computer software
629710	2612 Ethernet/TR	JMX0538K1U9	59	Computer software
629711	2612 Ethernet/TR	JMX0538K1TW	59	Computer software
629712	2612 Ethernet/TR	JMX0538K1WS	59	Computer software
629713	2612 Ethernet/TR	JMX0538K2CP	59	Computer software
629714	2612 Ethernet/TR	JMX0538K29U	59	Computer software
629715	2612 Ethernet/TR	JMX0538K1ZY	59	Computer software
629716	2612 Ethernet/TR	JMX0538K1ZN	59	Computer software
629717	2612 Ethernet/TR	JMX0538K28E	59	Computer software
629718	2612 Ethernet/TR	JMX0538K1TU	59	Computer software
629719	2612 Ethernet/TR	JMX0538K1ZT	59	Computer software
629720	2612 Ethernet/TR	JMX0538K1X9	59	Computer software
629721	2612 Ethernet/TR	JMX0538K2CN	59	Computer software
629722	2612 Ethernet/TR	JMX0538K1U7	59	Computer software
629723	2612 Ethernet/TR	JMX0538K1YV	59	Computer software
629724	2612 Ethernet/TR	JMX0538K1WN	59	Computer software
629725	2612 Ethernet/TR	JMX0538K1XE	59	Computer software
629726	2612 Ethernet/TR	JMX0538K1Z3	59	Computer software
629727	2612 Ethernet/TR	JMX0538K1Z2	59	Computer software
629728	2612 Ethernet/TR	JMX0538K1VT	59	Computer software
629729	2612 Ethernet/TR	JMX0538K1WQ	59	Computer software
629730	2612 Ethernet/TR	JMX0538K214	59	Computer software
629731	2612 Ethernet/TR	JMX0538K1Y8	59	Computer software
629732	2612 Ethernet/TR	JMX0538K1ZX	59	Computer software
629733	2612 Ethernet/TR	JMX0538K28H	59	Computer software
629734	2612 Ethernet/TR	JMX0538K1ZR	59	Computer software
629735	2612 Ethernet/TR	JMX0538K1UB	59	Computer software
629736	2612 Ethernet/TR	JMX0538K1YF	59	Computer software
629737	2612 Ethernet/TR	JMX0538K1TY	59	Computer software
629738	2612 Ethernet/TR	JMX0538K1WW	59	Computer software
629739	2612 Ethernet/TR	JMX0538K1Z4	59	Computer software
629740	2612 Ethernet/TR	JMX0538K218	59	Computer software
629741	2612 Ethernet/TR	JMX0538K1ZS	59	Computer software
629742	2612 Ethernet/TR	JMX0538K216	59	Computer software
629743	2612 Ethernet/TR	JMX0538K29R	59	Computer software
629744	2612 Ethernet/TR	JMX0538K200	59	Computer software
629745	2612 Ethernet/TR	JMX0538K1ZU	59	Computer software

629746	2612 Ethernet/TR	JMX0538K1Y9	59	Computer software
629747	2612 Ethernet/TR	JMX0538K28B	59	Computer software
629748	2612 Ethernet/TR	JMX0538K2CL	59	Computer software
629749	2612 Ethernet/TR	JMX0538K1YC	59	Computer software
629750	2612 Ethernet/TR	JAB034281YB	59	Computer software
629751	2612 Ethernet/TR	JMX0538K1WR	59	Computer software
629752	2612 Ethernet/TR	JMX0538K28F	59	Computer software
629753	2612 Ethernet/TR	JMX0538K1ZL	59	Computer software
629754	2612 Ethernet/TR	JMX0538K1VQ	59	Computer software
629755	2612 Ethernet/TR	JMX0538K1WH	59	Computer software
629756	2612 Ethernet/TR	JMX0538K1ZJ	59	Computer software
629757	2612 Ethernet/TR	JMX0538K1YG	59	Computer software
629758	2612 Ethernet/TR	JMX0538K1YX	59	Computer software
629759	2612 Ethernet/TR	JMX0538K28J	59	Computer software
629760	2612 Ethernet/TR	JMX0538K1ZQ	59	Computer software
629761	2612 Ethernet/TR	JMX0538K2A8	59	Computer software
629762	2612 Ethernet/TR	JMX0538K1Z0	59	Computer software
629763	2612 Ethernet/TR	JMX0538K29Q	59	Computer software
629764	2612 Ethernet/TR	JMX0538KIXA	59	Computer software
629765	2612 Ethernet/TR	JMX0538K2CM	59	Computer software
629766	2612 Ethernet/TR	JMX0538K1YD	59	Computer software
629767	2612 Ethernet/TR	JMX0538K1WK	59	Computer software
629768	2612 Ethernet/TR	JMX0538K1UD	59	Computer software
629769	2612 Ethernet/TR	JMX0538K1VS	59	Computer software
629770	2612 Ethernet/TR	JMX0538K1YU	59	Computer software
629771	2612 Ethernet/TR	JMX0538K1Z1	59	Computer software
629772	2612 Ethernet/TR	JMX0538K2AD	59	Computer software
629773	2612 Ethernet/TR	JMX0538K1TT	59	Computer software
629774	2612 Ethernet/TR	JMX0538K1Z5	59	Computer software
629775	2612 Ethernet/TR	JMX0538K201	59	Computer software
629776	2612 Ethernet/TR	SHN03210183	59	Computer software
629777	2612 Ethernet/TR	JMX0538K1YB	59	Computer software
629778	2612 Ethernet/TR	JMX0538K2A9	59	Computer software
629779	2612 Ethernet/TR	JMX0538K1XC	59	Computer software
629780	2612 Ethernet/TR	JMX0538K1YA	59	Computer software
629781	2612 Ethernet/TR	JMX0538K1WM	59	Computer software
629782	2612 Ethernet/TR	JMX0538K2AB	59	Computer software

629783	2612 Ethernet/TR	JMX0538K1ZK	59	Computer software
629784	2612 Ethernet/TR	JMX0538K2AG	59	Computer software
629785	2612 Ethernet/TR	JMX0538K204	59	Computer software
629786	2612 Ethernet/TR	JMX0538KIWL	59	Computer software
629787	2612 Ethernet/TR	JMX0538K2AC	59	Computer software
629788	2612 Ethernet/TR	JMX0538K2CK	59	Computer software
629789	2612 Ethernet/TR	JMX0538K1UF	59	Computer software
629790	2612 Ethernet/TR	JMX0538K2AE	59	Computer software
629791	2612 Ethernet/TR	JMX0538K21A	59	Computer software
629792	2612 Ethernet/TR	JMX0538K1YH	59	Computer software
629793	2612 Ethernet/TR	JMX0538K1VU	59	Computer software
629794	2612 Ethernet/TR	JMX0538K1XD	59	Computer software
629795	2612 Ethernet/TR	JMX0538K1YE	59	Computer software
629796	2612 Ethernet/TR	JMX0538K2AF	59	Computer software
629797	2612 Ethernet/TR	JMX0538K29S	59	Computer software
629798	2612 Ethernet/TR	JMX0538K1TX	59	Computer software
630004	1751 Ethernet/TR	JMX0603J3AU	59	Computer software
630006	1751 Ethernet/TR	JMX0603J3B5	59	Computer software
630007	1751 Ethernet/TR	JMX0603J3B0	59	Computer software
630008	1751 Ethernet/TR	JMX0604E0M0	59	Computer software
630009	1751 Ethernet/TR	JMX0604F1JY	59	Computer software
630010	1751 Ethernet/TR	JMX0604F1K0	59	Computer software
630011	1751 Ethernet/TR	JMX0603J3AW	59	Computer software
630012	1751 Ethernet/TR	JMX0603J3AT	59	Computer software
630013	1751 Ethernet/TR	JMX0603J3B2	59	Computer software
630014	1751 Ethernet/TR	JMX0607H0D9	59	Computer software
630015	1751 Ethernet/TR	JMX0603J3AZ	59	Computer software
630016	1751 Ethernet/TR	JMX0823T0EA	59	Computer software
630017	1751 Ethernet/TR	JMX0603J3B4	59	Computer software
630018	1751 Ethernet/TR	JHY0726J0WD	59	Computer software
630019	1751 Ethernet/TR	JMX0603J3B1	59	Computer software
630020	1751 Ethernet/TR	JMX0703F03C	59	Computer software
630021	1751 Ethernet/TR	JMX0604F1JZ	59	Computer software
630022	1751 Ethernet/TR	JMX0604E0M1	59	Computer software
630024	2612 Ethernet/TR	JMX0603K82B	59	Computer software
630025	2612 Ethernet/TR	JMX0603K82K	59	Computer software
630026	2612 Ethernet/TR	JMX0603K83V	59	Computer software

630027	2612 Ethernet/TR	JMX0603K82U	59	Computer software
630028	2612 Ethernet/TR	JMX0603K82V	59	Computer software
630029	2612 Ethernet/TR	JMX0603K822	59	Computer software
630030	2612 Ethernet/TR	JMX0603K826	59	Computer software
630031	2612 Ethernet/TR	JMX0603K83L	59	Computer software
630032	2612 Ethernet/TR	JMX0603K81F	59	Computer software
630033	2612 Ethernet/TR	JMX0603K847	59	Computer software
630034	2612 Ethernet/TR	JMX0603K821	59	Computer software
630035	2612 Ethernet/TR	JMX0603K83Y	59	Computer software
630036	2612 Ethernet/TR	JMX0603K81S	59	Computer software
630037	2612 Ethernet/TR	JMX0603K840	59	Computer software
630038	2612 Ethernet/TR	JMX0603K839	59	Computer software
630039	2612 Ethernet/TR	JMX0603K83D	59	Computer software
630040	2612 Ethernet/TR	JMX0603K82J	59	Computer software
630041	2612 Ethernet/TR	JMX0603K83T	59	Computer software
630042	2612 Ethernet/TR	JMX0603K82R	59	Computer software
630043	2612 Ethernet/TR	JMX0603K81D	59	Computer software
630044	2612 Ethernet/TR	JMX0603K82Z	59	Computer software
630045	2612 Ethernet/TR	JMX0603K814	59	Computer software
630046	2612 Ethernet/TR	JMX0603K82Q	59	Computer software
630047	2612 Ethernet/TR	JMX0603K83G	59	Computer software
630048	2612 Ethernet/TR	JMX0603K827	59	Computer software
630049	2612 Ethernet/TR	JMX0603K81T	59	Computer software
630050	2612 Ethernet/TR	JMX0603K82T	59	Computer software
630051	2612 Ethernet/TR	JMX0603K83Z	59	Computer software
630052	2612 Ethernet/TR	JMX0603K848	59	Computer software
630053	2612 Ethernet/TR	JMX0603K82D	59	Computer software
630054	2612 Ethernet/TR	JMX0603K83X	59	Computer software
630055	2612 Ethernet/TR	JMX0603K815	59	Computer software
630056	2612 Ethernet/TR	JMX0603K816	59	Computer software
630057	2612 Ethernet/TR	JMX0603K825	59	Computer software
630058	2612 Ethernet/TR	JMX0603K829	59	Computer software
630059	2612 Ethernet/TR	JMX0603K82X	59	Computer software
630060	2612 Ethernet/TR	JMX0603K81W	59	Computer software
630061	2612 Ethernet/TR	JMX0603K82A	59	Computer software
630062	2612 Ethernet/TR	JMX0603K83F	59	Computer software
630063	2612 Ethernet/TR	JMX0603K82L	59	Computer software

630064	2612 Ethernet/TR	JMX0603K81Z	59	Computer software
630065	2612 Ethernet/TR	JMX0603K81G	59	Computer software
630066	2612 Ethernet/TR	JMX0603K81N	59	Computer software
630067	2612 Ethernet/TR	JMX0603K84A	59	Computer software
630068	2612 Ethernet/TR	JMX0603K83H	59	Computer software
630069	2612 Ethernet/TR	JMX0603K83E	59	Computer software
630070	2612 Ethernet/TR	JMX0603K83P	59	Computer software
630071	2612 Ethernet/TR	JMX0603K82F	59	Computer software
630072	2612 Ethernet/TR	JAB040388BG	59	Computer software
630073	2612 Ethernet/TR	JMX0603K82H	59	Computer software
630074	2612 Ethernet/TR	JMX0603K83A	59	Computer software
630075	2612 Ethernet/TR	JMX0603K81Y	59	Computer software
630076	2612 Ethernet/TR	JMX0603K83J	59	Computer software
630077	2612 Ethernet/TR	JMX0603K83C	59	Computer software
630078	2612 Ethernet/TR	JMX0603K82C	59	Computer software
630079	2612 Ethernet/TR	JMX0603K82W	59	Computer software
630080	2612 Ethernet/TR	JMX0603K82E	59	Computer software
630081	2612 Ethernet/TR	JMX0603K83Q	59	Computer software
630082	2612 Ethernet/TR	JMX0603K8AH	59	Computer software
630083	2612 Ethernet/TR	JMX0603K846	59	Computer software
630084	2612 Ethernet/TR	JMX0603K83N	59	Computer software
630085	2612 Ethernet/TR	JMX0603K849	59	Computer software
630086	2612 Ethernet/TR	JMX0603K83R	59	Computer software
630087	2612 Ethernet/TR	JMX0603K83K	59	Computer software
630088	2612 Ethernet/TR	JMX0603K817	59	Computer software
630089	2612 Ethernet/TR	JMX0603K83B	59	Computer software
630090	2612 Ethernet/TR	JMX0603K83W	59	Computer software
630091	2612 Ethernet/TR	JMX0603K81Q	59	Computer software
630092	2612 Ethernet/TR	JMX0603K82P	59	Computer software
630093	2612 Ethernet/TR	JMX0603K81H	59	Computer software
630094	2612 Ethernet/TR	JMX0603K82S	59	Computer software
630095	2612 Ethernet/TR	JMX0603K818	59	Computer software
630096	2612 Ethernet/TR	JMX0603K828	59	Computer software
630097	2612 Ethernet/TR	JMX0603K824	59	Computer software
630098	2612 Ethernet/TR	JMX0603K81J	59	Computer software
630099	2612 Ethernet/TR	JMX0606K2QK	59	Computer software
630100	2612 Ethernet/TR	JMX0603K81K	59	Computer software

630101	2612 Ethernet/TR	JMX0603K82M	59	Computer software	
630102	2612 Ethernet/TR	JMX0603K81R	59	Computer software	
630103	2612 Ethernet/TR	JMX0603K82Y	59	Computer software	
630104	2612 Ethernet/TR	JMX0603K82N	59	Computer software	
630105	1751 Ethernet/TR	JMX0604F1K2	59	Computer software	
630230	1751 Ethernet/TR	JMX0620E16V	59	Computer software	
630231	1751 Ethernet/TR	JMX0620F2A3	59	Computer software	
630232	1751 Ethernet/TR	JMX0620E177	59	Computer software	
630233	1751 Ethernet/TR	JMX0620F2AB	59	Computer software	
630234	1751 Ethernet/TR	JMX0620F2A7	59	Computer software	
630235	1751 Ethernet/TR	JMX0620F2A5	59	Computer software	
630236	1751 Ethernet/TR	JMX0620E16U	59	Computer software	
630237	1751 Ethernet/TR	JMX0620E176	59	Computer software	
630238	1751 Ethernet/TR	JMX0620E178	59	Computer software	
630239	1751 Ethernet/TR	JMX0620F2AF	59	Computer software	
630240	1751 Ethernet/TR	JMX0620F2A9	59	Computer software	
630241	2612 Ethernet/TR	JMX0620KA13	59	Computer software	
630242	2612 Ethernet/TR	JMX0620K8UQ	59	Computer software	
630243	2612 ETHERNET/TR	JMX0620K8V9	59	Printer	black & white
630244	2612 Ethernet/TR	JMX0620K8TL	59	Computer software	
630245	2612 Ethernet/TR	JMX0620K8VD	59	Computer software	
630246	2612 Ethernet/TR	JMX0620K8U8	59	Computer software	
630247	2612 Ethernet/TR	JMX0620K8UU	59	Computer software	
630248	2612 Ethernet/TR	JMX0620K8U3	59	Computer software	
630249	2612 Ethernet/TR	JMX0620K8T8	59	Computer software	
630250	2612 Ethernet/TR	JMX0620K8UL	59	Computer software	
630251	2612 Ethernet/TR	JMX0620K8W4	59	Computer software	
630252	2612 Ethernet/TR	JMX0620K8VY	59	Computer software	
630253	2612 Ethernet/TR	JAB033787F0	59	Computer software	
630254	2612 Ethernet/TR	JMX0620K8VC	59	Computer software	
630255	2612 Ethernet/TR	JMX0620K8VV	59	Computer software	
630256	2612 Ethernet/TR	JMX0620K8VL	59	Computer software	
630257	2612 Ethernet/TR	JMX0620K8UT	59	Computer software	
630258	2612 Ethernet/TR	JMX0620K8T7	59	Computer software	
630259	2612 Ethernet/TR	JMX0620K8TR	59	Computer software	
630260	2612 Ethernet/TR	JMX0620K8VT	59	Computer software	
630261	2612 Ethernet/TR	JMX0620K8UJ	59	Computer software	



630262	2612 Ethernet/TR	JAB0433837F	59	Computer software
630263	2612 Ethernet/TR	JMX0620K8VB	59	Computer software
630264	2612 Ethernet/TR	JMX0620K8UR	59	Computer software
630265	2612 Ethernet/TR	JMX0620K8VS	59	Computer software
630266	2612 Ethernet/TR	JMX0620K8T9	59	Computer software
630267	2612 Ethernet/TR	JMX0620K8VR	59	Computer software
630268	2612 Ethernet/TR	JMX0620K8W5	59	Computer software
630269	2612 Ethernet/TR	JMX0620K8UZ	59	Computer software
630270	2612 Ethernet/TR	JMX0620K8U1	59	Computer software
630271	2612 Ethernet/TR	JMX0620K8U2	59	Computer software
630272	2612 Ethernet/TR	JMX0620K8WC	59	Computer software
630273	2612 Ethernet/TR	JMX0620K8TK	59	Computer software
630274	2612 Ethernet/TR	JMX0620K8U6	59	Computer software
630275	2612 Ethernet/TR	JMX0621K14B	59	Computer software
630276	2612 Ethernet/TR	JMX0620K8T5	59	Computer software
630277	2612 Ethernet/TR	JMX0620K8US	59	Computer software
630278	2612 Ethernet/TR	JMX0620K8UK	59	Computer software
630279	2612 Ethernet/TR	JMX0620K8W7	59	Computer software
630280	2612 Ethernet/TR	JMX0620K8VG	59	Computer software
630281	2612 Ethernet/TR	JAB034883P2	59	Computer software
630282	2612 Ethernet/TR	JMX0620K8TD	59	Computer software
630283	2612 Ethernet/TR	JAB043281BE	59	Computer software
630284	2612 Ethernet/TR	JMX0620K8UH	59	Computer software
630285	2612 Ethernet/TR	JMX0620K8VF	59	Computer software
630286	2612 Ethernet/TR	JMX0620K8TE	59	Computer software
630287	2612 Ethernet/TR	JMX0620K8TM	59	Computer software
630288	2612 Ethernet/TR	JMX0620K8V1	59	Computer software
630289	2612 Ethernet/TR	JMX0620K8VM	59	Computer software
630290	2612 Ethernet/TR	JMX0620K8U5	59	Computer software
630291	2612 Ethernet/TR	JMX0620K8TH	59	Computer software
630292	2612 Ethernet/TR	JMX0620K8V8	59	Computer software
630293	2612 Ethernet/TR	JMX0620K8UP	59	Computer software
630294	2612 Ethernet/TR	JMX0620K8UG	59	Computer software
630295	2612 Ethernet/TR	JMX0620K8W2	59	Computer software
630296	2612 Ethernet/TR	JMX0620K8TX	59	Computer software
630297	2612 Ethernet/TR	JMX0601K0VV	59	Computer software
630298	2612 Ethernet/TR	JMX0620K8TN	59	Computer software

630299	2612 Ethernet/TR	JAB0450803R	59	Computer software	
630300	2612 Ethernet/TR	JMX0620K8TF	59	Computer software	
630301	2612 Ethernet/TR	JMX0620K8VX	59	Computer software	
630302	2612 Ethernet/TR	JMX0620K8W9	59	Computer software	
630303	2612 Ethernet/TR	JMX0620K8WE	59	Computer software	
630304	2612 Ethernet/TR	JMX0620K8VW	59	Computer software	
630305	2612 Ethernet/TR	JMX0620K8VJ	59	Computer software	
630306	2612 Ethernet/TR	JMX0620K8U4	59	Computer software	
630307	2612 Ethernet/TR	JMX0620K8UN	59	Computer software	
630308	2612 Ethernet/TR	JMX0620K8UA	59	Computer software	
630309	2612 Ethernet/TR	JMX0620K8WB	59	Computer software	
630310	2612 Ethernet/TR	JMX0620K8TS	59	Computer software	
630311	2612 Ethernet/TR	JMX0620K8TT	59	Computer software	
630312	2612 Ethernet/TR	JPE080213QZ	59	Computer software	
630313	2612 Ethernet/TR	JMX0620K8U7	59	Computer software	
630314	2612 Ethernet/TR	JMX0620K8TQ	59	Computer software	
630315	2612 Ethernet/TR	JMX0620K8TU	59	Computer software	
630316	2612 Ethernet/TR	JMX0620K8TJ	59	Computer software	
630317	2612 Ethernet/TR	JMX0620K8TP	59	Computer software	
630318	2612 Ethernet/TR	JMX0648L183	59	Computer software	
630319	2612 Ethernet/TR	JMX0620K8TW	59	Computer software	
630320	2612 Ethernet/TR	JMX0620K8VP	59	Computer software	
630321	2612 Ethernet/TR	JMX0620K8VQ	59	Computer software	
630322	2612 Ethernet/TR	JMX0620K8V0	59	Computer software	
630323	2612 Ethernet/TR	JMX0620K8WA	59	Computer software	
630324	2612 Ethernet/TR	JMX0620K8TV	59	Computer software	
630325	2612 Ethernet/TR	JAB0347839C	59	Computer software	
630326	2612 Ethernet/TR	JMX0620K8W8	59	Computer software	
630327	2612 Ethernet/TR	JMX0620K8U9	59	Computer software	
630349	EVO D500 P4 1.7GHZ	W221JYFZA647	59	Computer	
630595	EVO D510 P4 1.8GHZ	W243KN8ZC061	59	Computer	
630596	EVO D510 P4 1.8GHZ	W233KN8ZC132	59	Computer	
630689	EVO D510 P4 1.8GHZ	W233KN8ZA798	59	Computer	
630893	EVO D510 P4 2.0GHZ/2	W243KN8ZD416	59	Computer	
630896	EVO D510 P4 2GHZ/2	W243KN8ZB440	59	Computer	
630994	LASERJET 2200D	JPGGB82816	59	Printer	black & white
637601	LASERJET 2100	USGH042979	59	Printer	black & white

637646	Laserjet 8000	USBB028000	59	Printer	black & white
637743	Laserjet 8000	USCB018992	59	Printer	black & white
642222	Laserjet 2100	USGZ079917	59	Printer	black & white
642229	Laserjet 2420	CNDJB22952	59	Printer	black & white
642230	Laserjet 2430TN	CNDJF07238	59	Printer	black & white
642231	Laserjet 2420	CNDJB23017	59	Printer	black & white
642232	Laserjet 2430TN	CNDJF03640	59	Printer	black & white
642233	Laserjet 2420	CNDJB23015	59	Printer	black & white
642234	Laserjet 2430TN	CNDJF03630	59	Printer	black & white
642235	Laserjet 2420	CNDJB23020	59	Printer	black & white
642255	LASERJET 4250TN W/Shee	CNGXH14344	59	Printer	black & white
642258	Laserjet 2430TN	CNGKB85133	59	Printer	black & white
643864	EVO D530 P4 2.0GHZ/2	W311KN8ZB499	59	Computer	
644002	EVO D510 P4 2.4GHZ/2	W311KN8ZA721	59	Computer	
644352	LASERJET 2200D	JPGGR23014	59	Printer	black & white
644432	EVO D510 P4 2.4GHZ/2	USW3160382	59	Computer	
644433	EVO D510 P4 2.4GHZ/2	USW316038B	59	Computer	
644613	EVO D510 P4 2.0GHZ/2	W301KN8ZD589	59	Computer	
644645	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1BV	59	Computer	
644646	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1B0	59	Computer	
644647	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1PK	59	Computer	
644648	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1PD	59	Computer	
644650	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1PF	59	Computer	
644651	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1PG	59	Computer	
644653	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY19T	59	Computer	
644654	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1PP	59	Computer	
644655	EVO D510 P4 2.0GHZ/2	6X2CKN8ZYIMP	59	Computer	
644656	EVO D510 P4 2.0GHZ/2	6X2CKN8ZY1L2	59	Computer	
644716	LASERJET 2200D	CNGSB40110	59	Printer	black & white
647512	EVO D530 P4 2.8Ghz/2	USW41505QM	59	Computer	
647513	EVO D530 P4 2.8Ghz/2	USW41505Q3	59	Computer	
647514	EVO D530 P4 2.8Ghz/2	USW41505QJ	59	Computer	
647515	EVO D530 P4 2.8Ghz/2	USW41505Q9	59	Computer	
647516	EVO D530 P4 2.8Ghz/2	USW41505QB	59	Computer	
647517	EVO D530 P4 2.8Ghz/2	USW41505Q5	59	Computer	
647518	EVO D530 P4 2.8Ghz/2	USW41505QD	59	Computer	
647520	EVO D530 P4 2.8Ghz/2	USW41505Q7	59	Computer	

647521	EVO D530 P4 2.8Ghz/2	USW41505QL	59	Computer	
647523	EVO D530 P4 2.8Ghz/2	USW41505QG	59	Computer	
647524	EVO D530 P4 2.8Ghz/2	USW41505Q2	59	Computer	
647525	EVO D530 P4 2.8Ghz/2	USW41505Q8	59	Computer	
647526	EVO D530 P4 2.8Ghz/2	USW41505QH	59	Computer	
647527	EVO D530 P4 2.8Ghz/2	USW41505Q6	59	Computer	
647528	EVO D530 P4 2.8Ghz/2	USW41505QK	59	Computer	
647529	EVO D530 P4 2.8Ghz/2	USW41505Q1	59	Computer	
647530	EVO D530 P4 2.8Ghz/2	USW41505QF	59	Computer	
647583	Laptop IBM 2389-G40	KM0352C	59	Laptop	
647584	IBM 2389-G40 Laptop	KM0352K	59	Printer	black & white
647585	Laptop IBM 2389-G40	KM0351Y	59	Laptop	
647586	IBM 2389-G40 Laptop	KM0352H	59	Printer	black & white
647587	Laptop IBM 2389-G40	KM0352V	59	Laptop	
647588	Laptop IBM 2389-G40	KM0352A	59	Laptop	
647589	Laptop IBM 2389-G40	KM0352N	59	Laptop	
647590	Laptop IBM 2389-G40	KM0352X	59	Laptop	
647591	IBM 2389-G40 Laptop	KM0352W	59	Printer	black & white
647592	Laptop IBM 2389-G40	KM0348A	59	Laptop	
647602	EVO D530 P4 2.4GHZ/2	USV41802NH	59	Computer	
647603	EVO D530 P4 2.8Ghz/2	USV41802GY	59	Computer	
647604	EVO D530 P4 2.8Ghz/2	USV41802GZ	59	Computer	
647605	EVO D530 P4 2.8Ghz/2	USV41802H0	59	Computer	
647729	EVO D530 P4 2.8Ghz/2	USV41802NK	59	Computer	
647730	EVO D530 P4 2.8Ghz/2	USV41802NJ	59	Computer	
647731	EVO D530 P4 2.8Ghz/2	USV41802NM	59	Computer	
647732	EVO D530 P4 2.8Ghz/2	USV41802NL	59	Computer	
647733	EVO D530 P4 2.8Ghz/2	USV41082NC	59	Computer	
647734	EVO D530 P4 2.8Ghz/2	USV41802NB	59	Computer	
647735	EVO D530 P4 2.8Ghz/2	USV41802NG	59	Computer	
647736	EVO D530 P4 2.8Ghz/2	USV41802ND	59	Computer	
647737	EVO D530 P4 2.8Ghz/2	USW41802NF	59	Computer	
647738	EVO D530 P4 2.8Ghz/2	USV41802H8	59	Computer	
647739	EVO D530 P4 2.8Ghz/2	USV41802H2	59	Computer	
647740	EVO D530 P4 2.8Ghz/2	USV41802H3	59	Computer	
647741	EVO D530 P4 2.8Ghz/2	USV41802H7	59	Computer	
647742	EVO D530 P4 2.8Ghz/2	USV41802HB	59	Computer	

647743	EVO D530 P4 2.8Ghz/2	USV41802H6	59	Computer
647744	EVO D530 P4 2.8Ghz/2	USV41802H1	59	Computer
647745	EVO D530 P4 2.8Ghz/2	USV41802H5	59	Computer
647746	EVO D530 P4 2.8Ghz/2	USV41802H4	59	Computer
647747	EVO D530 P4 2.8Ghz/2	USV41802H9	59	Computer
648424	EVO D530 P4 2.8Ghz/2	USW4200DBQ	59	Computer
648425	EVO D530 P4 2.8Ghz/2	USW4200DBK	59	Computer
648426	EVO D530 P4 2.8Ghz/2	USW4200DBL	59	Computer
648427	EVO D530 P4 2.8Ghz/2	USW4200D9X	59	Computer
648428	EVO D530 P4 2.8Ghz/2	USW4200DB5	59	Computer
648429	EVO D530 P4 2.8Ghz/2	USW4200DB0	59	Computer
648430	EVO D530 P4 2.8Ghz/2	USW4200D9S	59	Computer
648431	EVO D530 P4 2.8Ghz/2	USW4200D98	59	Computer
648432	EVO D530 P4 2.8Ghz/2	USW4200D9C	59	Computer
648433	EVO D530 P4 2.8Ghz/2	USW4200D9Y	59	Computer
648434	EVO D530 P4 2.8Ghz/2	USW4200D9K	59	Computer
648435	EVO D530 P4 2.8Ghz/2	USW4200D9F	59	Computer
648436	EVO D530 P4 2.8Ghz/2	USW4200D99	59	Computer
648437	EVO D530 P4 2.8Ghz/2	USW4200D93	59	Computer
648438	EVO D530 P4 2.8Ghz/2	USW4200DBH	59	Computer
648439	EVO D530 P4 2.8Ghz/2	USW4200D94	59	Computer
648440	EVO D530 P4 2.8Ghz/2	USW4200D9N	59	Computer
648441	EVO D530 P4 2.8Ghz/2	USW4200D97	59	Computer
648442	EVO D530 P4 2.8Ghz/2	USW4200D9T	59	Computer
648443	EVO D530 P4 2.8Ghz/2	USW4200D9W	59	Computer
648444	EVO D530 P4 2.8Ghz/2	USW4200DBS	59	Computer
648445	EVO D530 P4 2.8Ghz/2	USW4200D9J	59	Computer
648446	EVO D530 P4 2.8Ghz/2	USW4200D9P	59	Computer
648447	EVO D530 P4 2.8Ghz/2	USW4200D9M	59	Computer
648448	EVO D530 P4 2.8Ghz/2	USW4200D9Z	59	Computer
648449	EVO D530 P4 2.8Ghz/2	USW4200DBG	59	Computer
648450	EVO D530 P4 2.8Ghz/2	USW4200DB8	59	Computer
648451	EVO D530 P4 2.8Ghz/2	USW4200D92	59	Computer
648452	EVO D530 P4 2.8Ghz/2	USW4200D9G	59	Computer
648453	EVO D530 P4 2.8Ghz/2	USW4200D96	59	Computer
648454	EVO D530 P4 2.8Ghz/2	USW4200DB3	59	Computer
648455	EVO D530 P4 2.8Ghz/2	USW4200DBR	59	Computer

648456	EVO D530 P4 2.8Ghz/2	USW4200D9B	59	Computer
648457	EVO D530 P4 2.8Ghz/2	USW4200D9V	59	Computer
648458	EVO D530 P4 2.8Ghz/2	USW4200DBT	59	Computer
648459	EVO D530 P4 2.8Ghz/2	USW4200D95	59	Computer
648460	EVO D530 P4 2.8Ghz/2	USW4200DB2	59	Computer
648461	EVO D530 P4 2.8Ghz/2	USW4200DBP	59	Computer
648462	EVO D530 P4 2.8Ghz/2	USW4200DBN	59	Computer
648463	EVO D530 P4 2.8Ghz/2	USW4200DBC	59	Computer
648464	EVO D530 P4 2.8Ghz/2	USW4200DBM	59	Computer
648465	EVO D530 P4 2.8Ghz/2	USW4200DB7	59	Computer
648466	EVO D530 P4 2.4GHZ/2	USW4200DBV	59	Computer
648467	EVO D530 P4 2.8Ghz/2	USB4200DB9	59	Computer
648468	EVO D530 P4 2.8Ghz/2	USW4200DBD	59	Computer
648470	EVO D530 P4 2.8Ghz/2	USW4200D9R	59	Computer
648471	EVO D530 P4 2.8Ghz/2	USW4200DB1	59	Computer
648472	EVO D530 P4 2.8Ghz/2	USW4200D9Q	59	Computer
648473	EVO D530 P4 2.8Ghz/2	USW4200DBB	59	Computer
648474	EVO D530 P4 2.8Ghz/2	USW4200DB4	59	Computer
648475	EVO D530 P4 2.8Ghz/2	USW4200D9H	59	Computer
648476	EVO D530 P4 2.8Ghz/2	USW4200DB6	59	Computer
648478	EVO D530 P4 2.8Ghz/2	USW4200DBJ	59	Computer
648479	EVO D530 P4 2.8Ghz/2	USW4200DBF	59	Computer
648574	EVO D530 P4 2.8Ghz/2	USV42207QD	59	Computer
648575	EVO D530 P4 2.8Ghz/2	USW42207QF	59	Computer
648576	EVO D530 P4 2.8Ghz/2	USV42207QG	59	Computer
648577	EVO D530 P4 2.8Ghz/2	USW42207QC	59	Computer
648578	EVO D530 P4 2.8Ghz/2	USV42207QH	59	Computer
648581	EVO D530 P4 2.8Ghz/2	USV42207Q7	59	Computer
648582	EVO D530 P4 2.8Ghz/2	USW42207Q9	59	Computer
648583	EVO D530 P4 2.8Ghz/2	USV42207Q8	59	Computer
648684	EVO D530 P4 2.8Ghz/2	USW4260JDL	59	Computer
648685	EVO D530 P4 2.8Ghz/2	USW4260JDT	59	Computer
648686	EVO D530 P4 2.8Ghz/2	USW4260JDR	59	Computer
648688	EVO D530 P4 2.8Ghz/2	USW4260JDX	59	Computer
648689	EVO D530 P4 2.8Ghz/2	USW4260JDM	59	Computer
648690	EVO D530 P4 2.8Ghz/2	USW4260JDZ	59	Computer
648692	EVO D530 P4 2.8Ghz/2	USW4260JDW	59	Computer

648693	EVO D530 P4 2.8Ghz/2	USW4260JDN	59	Computer	
648694	EVO D530 P4 2.8Ghz/2	USW4260JF0	59	Computer	
648695	EVO D530 P4 2.8Ghz/2	USW4260JDP	59	Computer	
648696	EVO D530 P4 2.8Ghz/2	USW4260JDV	59	Computer	
648697	EVO D530 P4 2.8Ghz/2	USW4260JDY	59	Computer	
648698	EVO D530 P4 2.8Ghz/2	USW4260JDQ	59	Computer	
648700	EVO D530 P4 2.8Ghz/2	USW4260JF2	59	Computer	
648722	Laptop IBM 2389-G40	KM0266T	59	Laptop	
648723	Laptop IBM 2389-G40	KM0265Y	59	Laptop	
648724	Laptop IBM 2389-G40	KM0264Z	59	Laptop	
648725	Laptop IBM 2389-G40	KM0353A	59	Laptop	
648726	Laptop IBM 2389-G40	KM0341C	59	Laptop	
648790	EVO D530 P4 2.8Ghz/2	USW4300D0R	59	Computer	
648791	EVO D530 P4 2.8Ghz/2	USW4300D0S	59	Computer	
648792	EVO D530 P4 2.8Ghz/2	USW4310078	59	Computer	
648839	Laserjet 2200D	JPGGR34533	59	Printer	black & white
648977	EVO D510 P4 2.4GHZ/2	USW32004J6	59	Computer	
648988	EVO D510 P4 2.4GHZ/2	USW322045Q	59	Computer	
649254	EVO D510 P4 2.4GHZ/2	USC32411CZ	59	Computer	
649270	EVO D510 P4 2.4GHZ/2	USV3270G4M	59	Computer	
649357	EVO D530 P4 2.8Ghz/2	USW336042P	59	Computer	
649358	EVO D530 P4 2.4GHZ/2	USW336042N	59	Computer	
649359	EVO D530 P4 2.4GHZ/2	USW336042Q	59	Computer	
649360	EVO D530 P4 2.4GHZ/2	USW336042K	59	Computer	
649361	EVO D530 P4 2.4GHZ/2	USW336042L	59	Computer	
649362	EVO D530 P4 2.4GHZ/2	USW336042M	59	Computer	
649363	EVO D530 P4 2.4GHZ/2	USW336040M	59	Printer	black & white
649364	EVO D530 P4 2.4GHZ/2	USW336040Q	59	Computer	
649365	EVO D530 P4 2.4GHZ/2	USW336040L	59	Computer	
649366	EVO D530 P4 2.4GHZ/2	USW336040R	59	Computer	
649367	EVO D530 P4 2.4GHZ/2	USW336040P	59	Printer	black & white
649368	EVO D530 P4 2.4GHZ/2	USW336040N	59	Computer	
649369	EVO D530 P4 2.0GHZ/2	USW336042S	59	Computer	
649370	EVO D530 P4 2.0Ghz/2	USW336042R	59	Printer	black & white
649371	EVO D530 P4 2.4GHZ/2	USW336042T	59	Computer	
649372	EVO D530 P4 2.4GHZ/2	USW336040S	59	Computer	
649373	EVO D530 P4 2.4GHZ/2	USW336040T	59	Computer	

649374	EVO D530 P4 2.0GHZ/2	USW336042J	59	Computer
649485	WKST: (RTS) COMPAQ D530	USW42806QW		
649525	EVO D530 P4 2.4GHZ/2	USW344085F	59	Computer
649526	EVO D530 P4 2.4GHZ/2	USW344085C	59	Computer
649527	EVO D530 P4 2.4GHZ/2	USW344085D	59	Computer
649533	EVO D530 P4 2.4GHZ/2	USW345059L	59	Computer
649534	EVO D530 P4 2.4GHZ/2	USW345059K	59	Computer
649535	EVO D530 P4 2.8Ghz/2	USW345059M	59	Computer
649538	EVO D530 P4 2.4GHZ/2	USW34604W7	59	Computer
649539	EVO D530 P4 2.4GHZ/2	USW34604W6	59	Computer
649789	EVO D530 P4 2.4GHZ/2	USV40800GS	59	Computer
649790	EVO D530 P4 2.4GHZ/2	USV40800GR	59	Computer
651794	Laptop IBM 2389-G40	KM0312T	59	Laptop
651795	Laptop IBM 2389-G40	KM0312Z	59	Laptop
653310	Laptop IBM 2389-G40	KM0321P	59	Laptop
653311	Laptop IBM 2389-G40	KM0323C	59	Laptop
653312	Laptop IBM 2389-G40	KM0322X	59	Laptop
653313	Laptop IBM 2389-G40	KM0321A	59	Laptop
653314	Laptop IBM 2389-G40	KM0320K	59	Laptop
653315	Laptop IBM 2389-G40	KM0396W	59	Laptop
653316	Laptop IBM 2389-G40	KM0341P	59	Laptop
653318	Laptop IBM 2389-G40	KM0320W	59	Laptop
653319	Laptop IBM 2389-G40	KM0316P	59	Laptop
653320	Laptop IBM 2389-G40	KM0318Z	59	Laptop
653321	Laptop IBM 2389-G40	KM0319M	59	Laptop
653322	Laptop IBM 2389-G40	KM0320A	59	Laptop
653323	Laptop IBM 2389-G40	KM0321G	59	Laptop
653324	Laptop IBM 2389-G40	KM0322T	59	Laptop
653325	Laptop IBM 2389-G40	KM0320N	59	Laptop
653326	Laptop IBM 2389-G40	KM0319W	59	Laptop
653327	Laptop IBM 2389-G40	KM0323N	59	Laptop
653328	Laptop IBM 2389-G40	KM0309X	59	Laptop
653329	Laptop IBM 2389-G40	KM0319C	59	Laptop
653330	Laptop IBM 2389-G40	KM0318R	59	Laptop
653331	Laptop IBM 2389-G40	KM0319X	59	Laptop
653349	Laptop IBM 2389-G40	KM0312G	59	Laptop
653350	Laptop IBM 2389-G40	KM0306Z	59	Laptop



653351	Laptop IBM 2389-G40	KM0303M	59	Laptop	
653352	Laptop IBM 2389-G40	KM0314Y	59	Laptop	
653355	Laptop IBM 2389-G40	KM0312X	59	Laptop	
653357	Laptop IBM 2389-G40	KM0315K	59	Laptop	
653358	Laptop IBM 2389-G40	KM0315A	59	Laptop	
653359	Laptop IBM 2389-G40	KM0315B	59	Laptop	
653371	Laserjet 2300D	JPBHG39842	59	Printer	black & white
653381	Laptop IBM 2389-G40	KM0264Y	59	Laptop	
653382	Laptop IBM 2389-G40	KM0263B	59	Laptop	
653383	Laptop IBM 2389-G40	KM0265T	59	Laptop	
653384	Laptop IBM 2389-G40	KM0352R	59	Laptop	
653385	Laptop IBM 2389-G40	KM0317B	59	Laptop	
653386	Laptop IBM 2389-G40	KM0317M	59	Laptop	
653392	Laptop IBM 2389-G40	KM0400M	59	Laptop	
653393	Laptop IBM 2389-G40	KM0353C	59	Laptop	
653394	Laptop IBM 2389-G40	KM0353B	59	Laptop	
653395	Laptop IBM 2389-G40	KM0352P	59	Laptop	
653396	Laptop IBM 2389-G40	KM0387H	59	Laptop	
653397	Laptop IBM 2389-G40	KM0414K	59	Laptop	
653398	Laptop IBM 2389-G40	KM0352M	59	Laptop	
653399	Laptop IBM 2389-G40	KM0401L	59	Laptop	
653400	Laptop IBM 2389-G40	KM0352T	59	Laptop	
653401	Laptop IBM 2389-G40	KM0351Z	59	Laptop	
653402	Laptop IBM 2389-G40	KM0409B	59	Laptop	
653404	Laptop IBM 2389-G40	KM0352Z	59	Laptop	
653406	Laptop IBM 2389-G40	KM0399P	59	Laptop	
653416	Laptop IBM 2389-G40	KM0304Z	59	Laptop	
653417	Laptop IBM 2389-G40	KM0313A	59	Laptop	
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653421	Laptop IBM 2389-G40	KM0308B	59	Laptop	
653428	Laptop IBM 2389-G40	KM0304X	59	Laptop	
653432	Laptop IBM 2389-G40	KM0317N	59	Laptop	
653433	Laptop IBM 2389-G40	KM0313G	59	Laptop	
653449	Laptop IBM 2389-G40	KM0414Y	59	Laptop	
653450	Laptop IBM 2389-G40	KM0310B	59	Laptop	
653451	Laptop IBM 2389-G40	KM0314C	59	Laptop	

653454	Laptop IBM 2389-G40	KM0316L	59	Laptop	
653455	Laptop IBM 2389-G40	KM0307Z	59	Laptop	
653456	Laptop IBM 2389-G40	KM0419K	59	Laptop	
653457	Laptop IBM 2389-G40	KM0313M	59	Laptop	
653458	Laptop IBM 2389-G40	KM0306Y	59	Laptop	
653459	Laptop IBM 2389-G40	KM0307V	59	Laptop	
653461	Laptop IBM 2389-G40	KM0310C	59	Laptop	
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653463	Laptop IBM 2389-G40	KM0310L	59	Laptop	
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653465	Laserjet 2420	CNDJC60592	59	Printer	black & white
653466	Laserjet 2420	CNDJB60213	59	Printer	black & white
653467	Laserjet 2420	CNDJB60053	59	Printer	black & white
653468	Laserjet 2420	CNDJC60594	59	Printer	black & white
653469	Laserjet 2420	CNDJB60205	59	Printer	black & white
653470	Laserjet 2420	CNDJB60211	59	Printer	black & white
653471	Laserjet 2420	CNDJB60208	59	Printer	black & white
653472	Laserjet 2420	CNDJC60564	59	Printer	black & white
653473	Laserjet 2420	CNDJC60576	59	Printer	black & white
653474	Laserjet 2420	CNDJC60571	59	Printer	black & white
653475	Laserjet 2420	CNDJC60599	59	Printer	black & white
653476	Laserjet 2420	CNDJC60598	59	Printer	black & white
653477	Laserjet 2420	CNDJB61051	59	Printer	black & white
653478	Laserjet 2420	CNDJC60575	59	Printer	black & white
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653483	Laserjet 2420	CNDJB69717	59	Printer	black & white
653484	Laserjet 2420	CNDJG03983	59	Printer	black & white
653485	Laserjet 2420	CNDJB69722	59	Printer	black & white
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653502	Laserjet 2420	CNDJB64538	59	Printer	black & white
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653514	Laserjet 2420	CNDJC60373	59	Printer	black & white
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653523	Laserjet 2420	CNDJB60098	59	Printer	black & white
653524	Laserjet 2420	CNDJC60718	59	Printer	black & white
653525	Laserjet 2420	CNDJC60620	59	Printer	black & white
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653549	Laserjet 2420	CNDJB61045	59	Printer	black & white
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653551	Laserjet 2420	CNDJB61058	59	Printer	black & white
653552	Laserjet 2420	CNDJB61059	59	Printer	black & white
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653589	Laserjet 2420	CNDJC60621	59	Printer	black & white
653590	Laserjet 2420	CNDJC60629	59	Printer	black & white
653591	Laserjet 2420	CNDJC35191	59	Printer	black & white
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653594	Laserjet 2420	CNDJC35189	59	Printer	black & white
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653597	Laserjet 2420	CNDJC35192	59	Printer	black & white
653598	Laserjet 2420	CNDJC60619	59	Printer	black & white
653599	Laserjet 2420	CNDJC60623	59	Printer	black & white
653600	Laserjet 2420	CNDJC60728	59	Printer	black & white
653601	Laserjet 2420	CNDJC60729	59	Printer	black & white
653603	Laserjet 2420	CNDJC35188	59	Printer	black & white
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653607	Laserjet 2420	CNDJC60721	59	Printer	black & white
653608	Laserjet 2420	CNDJC60616	59	Printer	black & white
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653610	Laserjet 2420	CNDJB61040	59	Printer	black & white

653611	Laserjet 2420	CNDJC60722	59	Printer	black & white
653612	Laserjet 2420	CNDJC60686	59	Printer	black & white
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657480	Laptop IBM 2389-G40	KM0418C	59	Laptop
657481	Laptop IBM 2389-G40	KM0407C	59	Laptop
657484	Laptop IBM 2389-G40	KM0322W	59	Laptop
657485	Laptop IBM 2389-G40	KM0305B	59	Laptop
657486	Laptop IBM 2389-G40	KM0324R	59	Laptop
657487	Laptop IBM 2389-G40	KM0405R	59	Laptop
657488	Laptop IBM 2389-G40	KM0311D	59	Laptop
657490	Laptop IBM 2389-G40	KM0405Z	59	Laptop
657491	Laptop IBM 2389-G40	KM0323W	59	Laptop
657492	Laptop IBM 2389-G40	KM0419B	59	Laptop
657493	Laptop IBM 2389-G40	KM0410A	59	Laptop
657494	Laptop IBM 2389-G40	KM0408V	59	Laptop
657495	Laptop IBM 2389-G40	KM0405P	59	Laptop
657496	Laptop IBM 2389-G40	KM0323Z	59	Laptop
657497	Laptop IBM 2389-G40	KM0405D	59	Laptop
657498	Laptop IBM 2389-G40	KM0325V	59	Laptop
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657504	Laptop IBM 2389-G40	KM0305M	59	Laptop
657505	Laptop IBM 2389-G40	KM0321C	59	Laptop
657506	Laptop IBM 2389-G40	KM0306L	59	Laptop

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657554	Laptop IBM 2389-G40	KM0325N	59	Laptop
657555	Laptop IBM 2389-G40	KM0322L	59	Laptop
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657869	Laserjet 2420	CNDJB67800	59	Printer	black & white
657870	Laserjet 2420	CNDJB50314	59	Printer	black & white
657871	Laserjet 2420	CNDJB67805	59	Printer	black & white
657872	Laserjet 2420	CNDJB50315	59	Printer	black & white
657874	Laserjet 2420	CNDJB50312	59	Printer	black & white
657875	Laserjet 2420	CNDJC50017	59	Printer	black & white
657876	Laserjet 2420	CNDJC50910	59	Printer	black & white
657879	Laserjet 2420	CNDJB50318	59	Printer	black & white
657880	Laserjet 2420	CNDJC55266	59	Printer	black & white
657881	Laserjet 2420	CNDJC42465	59	Printer	black & white
657882	Laserjet 2420	CNDJB54522	59	Printer	black & white
657884	Laserjet 2420	CNDJC39671	59	Printer	black & white
657887	Laserjet 2420	CNDJC39669	59	Printer	black & white
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658498	Laptop IBM 2389-G40	KM0318V	59	Laptop	
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658508	EVO D530 P4 2.8Ghz/2	USW4230JS9	59	Computer	
658510	EVO D530 P4 2.8Ghz/2	USW4230JRN	59	Computer	
658511	EVO D530 P4 2.8Ghz/2	USW4230JS1	59	Computer	
658512	EVO D530 P4 2.8Ghz/2	USW4230JRL	59	Computer	
658513	EVO D530 P4 2.8Ghz/2	USW4230JSD	59	Computer	
658519	EVO D530 P4 2.8Ghz/2	USW4240J50	59	Computer	
658520	Laserjet 2420	CNDJC42088	59	Printer	black & white
658521	1751 Ethernet/TR	JMX0531J0R7	59	Computer software	
658604	EVO D530 P4 2.8Ghz/2	USW4260KN0	59	Computer	
658812	EVO D530 P4 2.8Ghz/2	USW4280CB6	59	Computer	
658813	EVO D530 P4 2.8Ghz/2	USW4280CB7	59	Computer	
658814	EVO D530 P4 2.8Ghz/2	USW4290D8V	59	Computer	
658815	EVO D530 P4 2.8Ghz/2	USW4290D8S	59	Computer	
658816	EVO D530 P4 2.8Ghz/2	USW4290D8T	59	Computer	
658817	EVO D530 P4 2.8Ghz/2	USW4290F89	59	Computer	
658818	EVO D530 P4 2.8Ghz/2	USW4290F88	59	Computer	
658819	EVO D530 P4 2.8Ghz/2	USW4290F8B	59	Computer	
658820	EVO D530 P4 2.8Ghz/2	USW4290FB6	59	Computer	
658821	EVO D530 P4 2.8Ghz/2	USW4290FB4	59	Computer	
658822	EVO D530 P4 2.8Ghz/2	USW4290FB3	59	Computer	
658823	EVO D530 P4 2.8Ghz/2	USW4290FB5	59	Computer	
658824	EVO D530 P4 2.8Ghz/2	USW4290FB2	59	Computer	
658825	EVO D530 P4 2.8Ghz/2	USW4290FB8	59	Computer	
658826	EVO D530 P4 2.8Ghz/2	USW4290FB7	59	Computer	
658827	EVO D530 P4 2.8Ghz/2	USW4290FB1	59	Computer	
658828	EVO D530 P4 2.8Ghz/2	USW4290D98	59	Computer	
658829	EVO D530 P4 2.8Ghz/2	USW4290F9H	59	Computer	
658830	EVO D530 P4 2.8Ghz/2	USW4290FDW	59	Computer	
658831	EVO D530 P4 2.8Ghz/2	USW4290FDT	59	Computer	
658832	EVO D530 P4 2.8Ghz/2	USW4290FDV	59	Computer	
658833	EVO D530 P4 2.8Ghz/2	USW4290D97	59	Computer	
658834	EVO D530 P4 2.8Ghz/2	USW4290D96	59	Computer	
658835	EVO D530 P4 2.8Ghz/2	USW4290D95	59	Computer	
658836	EVO D530 P4 2.8Ghz/2	USW4290F6L	59	Computer	
658837	EVO D530 P4 2.8Ghz/2	USW4290F6J	59	Computer	

658838	EVO D530 P4 2.8Ghz/2	USW4290F6K	59	Computer
658839	EVO D530 P4 2.8Ghz/2	USW4290F78	59	Computer
658840	EVO D530 P4 2.8Ghz/2	USW4290F79	59	Computer
658841	EVO D530 P4 2.8Ghz/2	USW4290F76	59	Computer
658842	EVO D530 P4 2.8Ghz/2	USW4290F74	59	Computer
658843	EVO D530 P4 2.8Ghz/2	USW4290F77	59	Computer
658844	EVO D530 P4 2.8Ghz/2	USW4290F75	59	Computer
658845	EVO D530 P4 2.8Ghz/2	USW4290F6B	59	Computer
658846	EVO D530 P4 2.8Ghz/2	USW4290F69	59	Computer
658847	EVO D530 P4 2.8Ghz/2	USW4290F67	59	Computer
658848	EVO D530 P4 2.8Ghz/2	USW4290F68	59	Computer
658849	EVO D530 P4 2.8Ghz/2	USW4270BX1	59	Computer
658850	EVO D530 P4 2.8Ghz/2	USW4270BWX	59	Computer
658851	EVO D530 P4 2.8Ghz/2	USW4270BX0	59	Computer
658852	EVO D530 P4 2.8Ghz/2	USW4270BWY	59	Computer
658853	EVO D530 P4 2.8Ghz/2	USW4270BWZ	59	Computer
658854	EVO D530 P4 2.8Ghz/2	USW4270BWW	59	Computer
658855	EVO D530 P4 2.8Ghz/2	USW4290FCH	59	Computer
658856	EVO D530 P4 2.8Ghz/2	USW4290FCF	59	Computer
658857	EVO D530 P4 2.8Ghz/2	USW4290FCG	59	Computer
658858	EVO D530 P4 2.8Ghz/2	USW4290FCB	59	Computer
658859	EVO D530 P4 2.8Ghz/2	USW4290FCC	59	Computer
658860	EVO D530 P4 2.8Ghz/2	USW4290FC9	59	Computer
658861	EVO D530 P4 2.8Ghz/2	USW4290FCD	59	Computer
658862	EVO D530 P4 2.8Ghz/2	USW4290FC8	59	Computer
658863	EVO D530 P4 2.8Ghz/2	USW4290FCK	59	Computer
658864	EVO D530 P4 2.8Ghz/2	USW4290FCL	59	Computer
658865	EVO D530 P4 2.8Ghz/2	USW4290FCM	59	Computer
658866	EVO D530 P4 2.8Ghz/2	USW4290FBT	59	Computer
658867	EVO D530 P4 2.8Ghz/2	USW4290FBV	59	Computer
658868	EVO D530 P4 2.8Ghz/2	USW4290FBX	59	Computer
658869	EVO D530 P4 2.8Ghz/2	USW4290FBY	59	Computer
658870	EVO D530 P4 2.8Ghz/2	USW4290FC0	59	Computer
658871	EVO D530 P4 2.8Ghz/2	USW4290FC1	59	Computer
658872	EVO D530 P4 2.8Ghz/2	USW4290FBZ	59	Computer
658873	EVO D530 P4 2.8Ghz/2	USW4290FCJ	59	Computer
658874	EVO D530 P4 2.8Ghz/2	USW4290FF0	59	Computer

658875	EVO D530 P4 2.8Ghz/2	USW4290FDZ	59	Computer
658876	EVO D530 P4 2.8Ghz/2	USW4290FDX	59	Computer
658877	EVO D530 P4 2.8Ghz/2	USW4290FF2	59	Computer
658878	EVO D530 P4 2.8Ghz/2	USW4290FF1	59	Computer
658879	EVO D530 P4 2.8Ghz/2	USW4290FDY	59	Computer
658880	EVO D530 P4 2.8Ghz/2	USW43008VP	59	Computer
658881	EVO D530 P4 2.8Ghz/2	USW43008VR	59	Computer
658882	EVO D530 P4 2.8Ghz/2	USW43008VS	59	Computer
658883	EVO D530 P4 2.8Ghz/2	USW43008VQ	59	Computer
658884	EVO D530 P4 2.8Ghz/2	USW43002T8	59	Computer
658885	EVO D530 P4 2.8Ghz/2	USW43002T7	59	Computer
658886	EVO D530 P4 2.8Ghz/2	USW43002T6	59	Computer
658887	EVO D530 P4 2.8Ghz/2	USW43002T5	59	Computer
658888	EVO D530 P4 2.8Ghz/2	USW43008V3	59	Computer
658889	EVO D530 P4 2.8Ghz/2	USW43008V4	59	Computer
658890	EVO D530 P4 2.8Ghz/2	USW43002T9	59	Computer
658891	EVO D530 P4 2.8Ghz/2	USW43008V5	59	Computer
658892	EVO D530 P4 2.8Ghz/2	USW43008V6	59	Computer
658893	EVO D530 P4 2.8Ghz/2	USW4290FDN	59	Computer
658894	EVO D530 P4 2.8Ghz/2	USW4290FDP	59	Computer
658895	EVO D530 P4 2.8Ghz/2	USW4290FDQ	59	Computer
658896	EVO D530 P4 2.8Ghz/2	USW4290FD9	59	Computer
658897	EVO D530 P4 2.8Ghz/2	USW4260KN8	59	Computer
658898	EVO D530 P4 2.8Ghz/2	USW4260KND	59	Computer
658899	EVO D530 P4 2.8Ghz/2	USW4260KNV	59	Computer
658900	EVO D530 P4 2.8Ghz/2	USW4260KNJ	59	Computer
658901	EVO D530 P4 2.8Ghz/2	USW4260KP3	59	Computer
658902	EVO D530 P4 2.8Ghz/2	USW4260KNY	59	Computer
658903	EVO D530 P4 2.8Ghz/2	USW4260KNG	59	Computer
658905	EVO D530 P4 2.8Ghz/2	USW4260KNC	59	Computer
658906	EVO D530 P4 2.8Ghz/2	USW4260KN7	59	Computer
658907	EVO D530 P4 2.8Ghz/2	USW4260KPH	59	Computer
658908	EVO D530 P4 2.8Ghz/2	USW4260KN6	59	Computer
658909	EVO D530 P4 2.8Ghz/2	USW4260KP0	59	Computer
658910	EVO D530 P4 2.8Ghz/2	USW4260KP9	59	Computer
658911	EVO D530 P4 2.8Ghz/2	USW4260KPC	59	Computer
658912	EVO D530 P4 2.8Ghz/2	USW4260KNN	59	Computer

658913	EVO D530 P4 2.8Ghz/2	USW4260KNF	59	Computer
658914	EVO D530 P4 2.8Ghz/2	USW4260KN1	59	Computer
658915	EVO D530 P4 2.8Ghz/2	USW4260KP1	59	Computer
658916	EVO D530 P4 2.8Ghz/2	USW4260KP6	59	Computer
658917	EVO D530 P4 2.8Ghz/2	USW4260KN5	59	Computer
658918	EVO D530 P4 2.8Ghz/2	USW4260KP7	59	Computer
658919	EVO D530 P4 2.8Ghz/2	USW4260KPB	59	Computer
658920	EVO D530 P4 2.8Ghz/2	USW4260KN3	59	Computer
658921	EVO D530 P4 2.8Ghz/2	USW4260KP5	59	Computer
658922	EVO D530 P4 2.8Ghz/2	USW4260KNK	59	Computer
658923	EVO D530 P4 2.8Ghz/2	USW4260KP8	59	Computer
658924	EVO D530 P4 2.8Ghz/2	USW4260KPD	59	Computer
658925	EVO D530 P4 2.8Ghz/2	USW4260KNB	59	Computer
658926	EVO D530 P4 2.8Ghz/2	USW4260KNT	59	Computer
658927	EVO D530 P4 2.8Ghz/2	USW4260KNZ	59	Computer
658928	EVO D530 P4 2.8Ghz/2	USW4260KN4	59	Computer
658930	EVO D530 P4 2.8Ghz/2	USW4260KNX	59	Computer
658931	EVO D530 P4 2.8Ghz/2	USW4260KNP	59	Computer
658932	EVO D530 P4 2.8Ghz/2	USW4260KNR	59	Computer
658933	EVO D530 P4 2.8Ghz/2	USW4260KNL	59	Computer
658934	EVO D530 P4 2.8Ghz/2	USW4260KPF	59	Computer
658935	EVO D530 P4 2.8Ghz/2	USW4260KN9	59	Computer
658936	EVO D530 P4 2.8Ghz/2	USW4260KNW	59	Computer
658937	EVO D530 P4 2.8Ghz/2	USW4260KNM	59	Computer
658938	EVO D530 P4 2.8Ghz/2	USW4260KNH	59	Computer
658939	EVO D530 P4 2.8Ghz/2	USW4260KP4	59	Computer
658940	EVO D530 P4 2.8Ghz/2	USW4260KNS	59	Computer
658941	EVO D530 P4 2.8Ghz/2	USW4260KP2	59	Computer
658942	EVO D530 P4 2.8Ghz/2	USW4260KN2	59	Computer
658943	EVO D530 P4 2.8Ghz/2	USW4260KNQ	59	Computer
658944	EVO D530 P4 2.8Ghz/2	USW42806VX	59	Computer
658945	EVO D530 P4 2.8Ghz/2	USW42806SX	59	Computer
658946	EVO D530 P4 2.8Ghz/2	USW42806TB	59	Computer
658947	EVO D530 P4 2.8Ghz/2	USW42806T7	59	Computer
658948	EVO D530 P4 2.8Ghz/2	USW42806T8	59	Computer
658949	EVO D530 P4 2.8Ghz/2	USW42806T9	59	Computer
658950	EVO D530 P4 2.8Ghz/2	USW42806T6	59	Computer

658951	EVO D530 P4 2.8Ghz/2	USW42806SW	59	Computer
658952	EVO D530 P4 2.8Ghz/2	USW42806SS	59	Computer
658953	EVO D530 P4 2.8Ghz/2	USW42806T4	59	Computer
658954	EVO D530 P4 2.8Ghz/2	USW42806SZ	59	Computer
658955	EVO D530 P4 2.8Ghz/2	USW42806SQ	59	Computer
658956	EVO D530 P4 2.8Ghz/2	USW42806ST	59	Computer
658957	EVO D530 P4 2.8Ghz/2	USW42806T1	59	Computer
658958	EVO D530 P4 2.8Ghz/2	USW42806SV	59	Computer
658959	EVO D530 P4 2.8Ghz/2	USW42806T0	59	Computer
658960	EVO D530 P4 2.8Ghz/2	USW42806SN	59	Computer
658961	EVO D530 P4 2.8Ghz/2	USW42806SM	59	Computer
658962	EVO D530 P4 2.8Ghz/2	USW42806TT	59	Computer
658963	EVO D530 P4 2.8Ghz/2	USW42806SP	59	Computer
658964	EVO D530 P4 2.8Ghz/2	USW42806SR	59	Computer
658965	EVO D530 P4 2.8Ghz/2	USW42806SY	59	Computer
658966	EVO D530 P4 2.8Ghz/2	USW42806T5	59	Computer
658967	EVO D530 P4 2.8Ghz/2	USW42806T2	59	Computer
658968	EVO D530 P4 2.8Ghz/2	USW42806RF	59	Computer
658969	EVO D530 P4 2.8Ghz/2	USW42806RD	59	Computer
658970	EVO D530 P4 2.8Ghz/2	USW42806RJ	59	Computer
658971	EVO D530 P4 2.8Ghz/2	USW42806RH	59	Computer
658972	EVO D530 P4 2.8Ghz/2	USW42806RG	59	Computer
658973	EVO D530 P4 2.8Ghz/2	USW42806TF	59	Computer
658974	EVO D530 P4 2.8Ghz/2	USW42806TD	59	Computer
658975	EVO D530 P4 2.8Ghz/2	USW42806TC	59	Computer
658977	EVO D530 P4 2.8Ghz/2	USW42802KW	59	Computer
658978	EVO D530 P4 2.8Ghz/2	USW42802KX	59	Computer
658979	EVO D530 P4 2.8Ghz/2	USW42806R8	59	Computer
658980	EVO D530 P4 2.8Ghz/2	USW42806RB	59	Computer
658981	EVO D530 P4 2.8Ghz/2	USW42806R9	59	Computer
658982	EVO D530 P4 2.8Ghz/2	USW42806RC	59	Computer
658983	EVO D530 P4 2.8Ghz/2	USW4270JSG	59	Computer
658984	EVO D530 P4 2.8Ghz/2	USW4270JSF	59	Computer
658985	EVO D530 P4 2.8Ghz/2	USW4270BZK	59	Computer
658986	EVO D530 P4 2.8Ghz/2	USW4270BZM	59	Computer
658987	EVO D530 P4 2.8Ghz/2	USW4270BZL	59	Computer
658988	EVO D530 P4 2.8Ghz/2	USW4270BZN	59	Computer



658989	EVO D530 P4 2.8Ghz/2	USW4290H6R	59	Computer
658990	EVO D530 P4 2.8Ghz/2	USW4290H6S	59	Computer
658991	EVO D530 P4 2.8Ghz/2	USW4290H6Q	59	Computer
658992	EVO D530 P4 2.8Ghz/2	USW43008VH	59	Computer
658993	EVO D530 P4 2.8Ghz/2	USW43008VJ	59	Computer
658994	EVO D530 P4 2.8Ghz/2	USW43008V8	59	Computer
658995	EVO D530 P4 2.8Ghz/2	USW43008VB	59	Computer
658996	EVO D530 P4 2.8Ghz/2	USW43008VF	59	Computer
658997	EVO D530 P4 2.8Ghz/2	USW43008VL	59	Computer
658998	EVO D530 P4 2.8Ghz/2	USW43008V9	59	Computer
658999	EVO D530 P4 2.8Ghz/2	USW43008VK	59	Computer
659000	EVO D530 P4 2.8Ghz/2	USW43008VC	59	Computer
659001	EVO D530 P4 2.8Ghz/2	USW43008VN	59	Computer
659002	EVO D530 P4 2.8Ghz/2	USW43008VM	59	Computer
659003	EVO D530 P4 2.8Ghz/2	USW430011J	59	Computer
659004	EVO D530 P4 2.8Ghz/2	USW430011K	59	Computer
659005	EVO D530 P4 2.8Ghz/2	USW4290D8N	59	Computer
659006	EVO D530 P4 2.8Ghz/2	USW4290D8K	59	Computer
659007	EVO D530 P4 2.8Ghz/2	USW4290D8P	59	Computer
659008	EVO D530 P4 2.8Ghz/2	USW4290D8Q	59	Computer
659009	EVO D530 P4 2.8Ghz/2	USW4290D8M	59	Computer
659010	EVO D530 P4 2.8Ghz/2	USW4290D8L	59	Computer
659011	EVO D530 P4 2.8Ghz/2	USW4290FBQ	59	Computer
659012	EVO D530 P4 2.8Ghz/2	USW4290D8Y	59	Computer
659013	EVO D530 P4 2.8Ghz/2	USW4290D8X	59	Computer
659014	EVO D530 P4 2.8Ghz/2	USW4290D8W	59	Computer
659015	EVO D530 P4 2.8Ghz/2	USW4290FBR	59	Computer
659016	EVO D530 P4 2.8Ghz/2	USW4290FBS	59	Computer
659017	EVO D530 P4 2.8Ghz/2	USW4290FBL	59	Computer
659018	EVO D530 P4 2.8Ghz/2	USW4290FBK	59	Computer
659019	EVO D530 P4 2.8Ghz/2	USW4290FBH	59	Computer
659020	EVO D530 P4 2.8Ghz/2	USW4290FBG	59	Computer
659021	EVO D530 P4 2.8Ghz/2	USW4290FBJ	59	Computer
659022	EVO D530 P4 2.8Ghz/2	USW4290F9X	59	Computer
659023	EVO D530 P4 2.8Ghz/2	USW4290F9Y	59	Computer
659024	EVO D530 P4 2.8Ghz/2	USW4290F94	59	Computer
659025	EVO D530 P4 2.8Ghz/2	USW4290F95	59	Computer

659026	EVO D530 P4 2.8Ghz/2	USW4290F96	59	Computer
659027	EVO D530 P4 2.8Ghz/2	USW4290F93	59	Computer
659028	EVO D530 P4 2.8Ghz/2	USW4290F91	59	Computer
659029	EVO D530 P4 2.8Ghz/2	USW4290F8Z	59	Computer
659030	EVO D530 P4 2.8Ghz/2	USW4290F8X	59	Computer
659031	EVO D530 P4 2.8Ghz/2	USW4290F8Y	59	Computer
659032	EVO D530 P4 2.8Ghz/2	USW4290F90	59	Computer
659033	EVO D530 P4 2.8Ghz/2	USW4290F92	59	Computer
659034	EVO D530 P4 2.8Ghz/2	USW4290F8W	59	Computer
659035	EVO D530 P4 2.8Ghz/2	USW4290F8T	59	Computer
659036	EVO D530 P4 2.8Ghz/2	USW4290F8V	59	Computer
659037	EVO D530 P4 2.8Ghz/2	USW4290F8S	59	Computer
659038	EVO D530 P4 2.8Ghz/2	USW4290F71	59	Computer
659039	EVO D530 P4 2.8Ghz/2	USW4290F70	59	Computer
659040	EVO D530 P4 2.8Ghz/2	USW4290F6Z	59	Computer
659041	EVO D530 P4 2.8Ghz/2	USW4290F8L	59	Computer
659042	EVO D530 P4 2.8Ghz/2	USW4290F8J	59	Computer
659043	EVO D530 P4 2.8Ghz/2	USW4290F8K	59	Computer
659044	EVO D530 P4 2.8Ghz/2	USW4290F8H	59	Computer
659045	EVO D530 P4 2.8Ghz/2	USW43002TG	59	Computer
659046	EVO D530 P4 2.8Ghz/2	USW43002TD	59	Computer
659047	EVO D530 P4 2.8Ghz/2	USW43002TF	59	Computer
659048	EVO D530 P4 2.8Ghz/2	USW43002TC	59	Computer
659049	EVO D530 P4 2.8Ghz/2	USW43002TK	59	Computer
659050	EVO D530 P4 2.8Ghz/2	USW43002TH	59	Computer
659051	EVO D530 P4 2.8Ghz/2	USW43002TJ	59	Computer
659052	EVO D530 P4 2.8Ghz/2	USW43002TB	59	Computer
659053	EVO D530 P4 2.8Ghz/2	USW43008W8	59	Computer
659054	EVO D530 P4 2.8Ghz/2	USW43008W6	59	Computer
659055	EVO D530 P4 2.8Ghz/2	USW43008W7	59	Computer
659056	EVO D530 P4 2.8Ghz/2	USW4290FDS	59	Computer
659057	EVO D530 P4 2.8Ghz/2	USW4290FDC	59	Computer
659058	EVO D530 P4 2.8Ghz/2	USW4290FDH	59	Computer
659060	EVO D530 P4 2.8Ghz/2	USW43002TQ	59	Computer
659061	EVO D530 P4 2.8Ghz/2	USW43002TP	59	Computer
659062	EVO D530 P4 2.8Ghz/2	USW43008WF	59	Computer
659063	EVO D530 P4 2.8Ghz/2	USW43008WC	59	Computer

659064	EVO D530 P4 2.8Ghz/2	USW43008WD	59	Computer
659065	EVO D530 P4 2.8Ghz/2	USW43008W9	59	Computer
659066	EVO D530 P4 2.8Ghz/2	USW43008V7	59	Computer
659067	EVO D530 P4 2.8Ghz/2	USW43008VG	59	Computer
659068	EVO D530 P4 2.8Ghz/2	USW43008VD	59	Computer
659069	EVO D530 P4 2.8Ghz/2	USW4290FBC	59	Computer
659070	EVO D530 P4 2.8Ghz/2	USW4290FB9	59	Computer
659071	EVO D530 P4 2.8Ghz/2	USW4290FBB	59	Computer
659072	EVO D530 P4 2.8Ghz/2	USW4290F99	59	Computer
659073	EVO D530 P4 2.8Ghz/2	USW4290F98	59	Computer
659074	EVO D530 P4 2.8Ghz/2	USW4290F9C	59	Computer
659075	EVO D530 P4 2.8Ghz/2	USW4290F9B	59	Computer
659076	EVO D530 P4 2.8Ghz/2	USW4290F9F	59	Computer
659077	EVO D530 P4 2.8Ghz/2	USW4290F9D	59	Computer
659078	EVO D530 P4 2.8Ghz/2	USW4290F7B	59	Computer
659079	EVO D530 P4 2.8Ghz/2	USW4290F7C	59	Computer
659080	EVO D530 P4 2.8Ghz/2	USW4290F8M	59	Computer
659081	EVO D530 P4 2.8Ghz/2	USW4290F8N	59	Computer
659082	EVO D530 P4 2.8Ghz/2	USW4290F8R	59	Computer
659083	EVO D530 P4 2.8Ghz/2	USW4290F8Q	59	Computer
659084	EVO D530 P4 2.8Ghz/2	USW4290F8P	59	Computer
659109	EVO D530 P4 2.8Ghz/2	USW4290D8R	59	Computer
659119	WKST: (RTS) COMPAQ D53	USW42806VG		
659125	EVO D530 P4 2.8Ghz/2	USW4270BTT	59	Computer
659126	EVO D530 P4 2.8Ghz/2	USW4270BTV	59	Computer
659127	EVO D530 P4 2.8Ghz/2	USW4270BTW	59	Computer
659128	EVO D530 P4 2.8Ghz/2	USW4270BTX	59	Computer
659129	EVO D530 P4 2.8Ghz/2	USW4270BTS	59	Computer
659130	EVO D530 P4 2.8Ghz/2	USW4270BTP	59	Computer
659131	EVO D530 P4 2.8Ghz/2	USW4270BTQ	59	Computer
659132	EVO D530 P4 2.8Ghz/2	USW4270BTR	59	Computer
659133	EVO D530 P4 2.8Ghz/2	USW4270BWT	59	Computer
659134	EVO D530 P4 2.8Ghz/2	USW4270BWV	59	Computer
659135	EVO D530 P4 2.8Ghz/2	USW4270BY6	59	Computer
659136	EVO D530 P4 2.8Ghz/2	USW4270BY5	59	Computer
659137	EVO D530 P4 2.8Ghz/2	USW4270BY4	59	Computer
659138	EVO D530 P4 2.8Ghz/2	USW4270BY1	59	Computer

659139	EVO D530 P4 2.8Ghz/2	USW4270BY3	59	Computer
659140	EVO D530 P4 2.8Ghz/2	USW4270BY2	59	Computer
659141	EVO D530 P4 2.8Ghz/2	USW4290F72	59	Computer
659142	EVO D530 P4 2.8Ghz/2	USW4270BTL	59	Computer
659143	EVO D530 P4 2.8Ghz/2	USW4270BTK	59	Computer
659144	EVO D530 P4 2.8Ghz/2	USW4270BTJ	59	Computer
659145	EVO D530 P4 2.8Ghz/2	USW42705FZ	59	Computer
659146	EVO D530 P4 2.8Ghz/2	USW42705FT	59	Computer
659147	EVO D530 P4 2.8Ghz/2	USW42705FV	59	Computer
659148	EVO D530 P4 2.8Ghz/2	USW42705FX	59	Computer
659149	EVO D530 P4 2.8Ghz/2	USW42705FW	59	Computer
659150	EVO D530 P4 2.8Ghz/2	USW42705FY	59	Computer
659151	EVO D530 P4 2.8Ghz/2	USW42705G1	59	Computer
659152	EVO D530 P4 2.8Ghz/2	USW42705G5	59	Computer
659153	EVO D530 P4 2.8Ghz/2	USW42705G4	59	Computer
659154	EVO D530 P4 2.8Ghz/2	USW42705G3	59	Computer
659155	EVO D530 P4 2.8Ghz/2	USW42705G2	59	Computer
659156	EVO D530 P4 2.8Ghz/2	USW42705G0	59	Computer
659157	EVO D530 P4 2.8Ghz/2	USW4270BXD	59	Computer
659158	EVO D530 P4 2.8Ghz/2	USW4270BXC	59	Computer
659159	EVO D530 P4 2.8Ghz/2	USW4270BX9	59	Computer
659160	EVO D530 P4 2.8Ghz/2	USW4270BXB	59	Computer
659161	EVO D530 P4 2.8Ghz/2	USW4270BWF	59	Computer
659162	EVO D530 P4 2.8Ghz/2	USW4270BWM	59	Computer
659163	EVO D530 P4 2.8Ghz/2	USW4270BWN	59	Computer
659164	EVO D530 P4 2.8Ghz/2	USW4270BWR	59	Computer
659165	EVO D530 P4 2.8Ghz/2	USW4270BWL	59	Computer
659166	EVO D530 P4 2.8Ghz/2	USW4270BWQ	59	Computer
659167	EVO D530 P4 2.8Ghz/2	USW4270BWK	59	Computer
659168	EVO D530 P4 2.8Ghz/2	USW4270BWJ	59	Computer
659169	EVO D530 P4 2.8Ghz/2	USW4270BWP	59	Computer
659170	EVO D530 P4 2.8Ghz/2	USW4270BWG	59	Computer
659171	EVO D530 P4 2.8Ghz/2	USW4270BWS	59	Computer
659172	EVO D530 P4 2.8Ghz/2	USW4270BWH	59	Computer
659173	EVO D530 P4 2.8Ghz/2	USW42806V0	59	Computer
659174	EVO D530 P4 2.8Ghz/2	USW42806TJ	59	Computer
659175	EVO D530 P4 2.8Ghz/2	USW42806TK	59	Computer

659176	EVO D530 P4 2.8Ghz/2	USW42806TY	59	Computer
659177	EVO D530 P4 2.8Ghz/2	USW42806TZ	59	Computer
659178	EVO D530 P4 2.8Ghz/2	USW42806TW	59	Computer
659179	EVO D530 P4 2.8Ghz/2	USW42806TP	59	Computer
659180	EVO D530 P4 2.8Ghz/2	USW42806TQ	59	Computer
659181	EVO D530 P4 2.8Ghz/2	USW42806TV	59	Computer
659182	EVO D530 P4 2.8Ghz/2	USW42806V4	59	Computer
659183	EVO D530 P4 2.8Ghz/2	USW42806V3	59	Computer
659184	EVO D530 P4 2.8Ghz/2	USW42806V2	59	Computer
659185	EVO D530 P4 2.8Ghz/2	USW42806V1	59	Computer
659186	EVO D530 P4 2.8Ghz/2	USW42806TX	59	Computer
659187	EVO D530 P4 2.8Ghz/2	USW4280CB2	59	Computer
659188	EVO D530 P4 2.8Ghz/2	USW4280CB5	59	Computer
659189	EVO D530 P4 2.8Ghz/2	USW4280CBP	59	Computer
659190	EVO D530 P4 2.8Ghz/2	USW4280CBR	59	Computer
659191	EVO D530 P4 2.8Ghz/2	USW4280CB3	59	Computer
659192	EVO D530 P4 2.8Ghz/2	USW4280CB4	59	Computer
659193	EVO D530 P4 2.8Ghz/2	USW4280C9T	59	Computer
659194	EVO D530 P4 2.8Ghz/2	USW4280C9S	59	Computer
659195	EVO D530 P4 2.8Ghz/2	USW4280C9Z	59	Computer
659196	EVO D530 P4 2.8Ghz/2	USW4280C9X	59	Computer
659197	EVO D530 P4 2.8Ghz/2	USW4280C9N	59	Computer
659198	EVO D530 P4 2.8Ghz/2	USW4280C9W	59	Computer
659199	EVO D530 P4 2.8Ghz/2	USW4280C9P	59	Computer
659200	EVO D530 P4 2.8Ghz/2	USW4280C9Y	59	Computer
659201	EVO D530 P4 2.8Ghz/2	USW4280C9R	59	Computer
659202	EVO D530 P4 2.8Ghz/2	USW4280CB1	59	Computer
659203	EVO D530 P4 2.8Ghz/2	USW4280C9Q	59	Computer
659204	EVO D530 P4 2.8Ghz/2	USW4280CB0	59	Computer
659205	EVO D530 P4 2.8Ghz/2	USW4280C9V	59	Computer
659206	EVO D530 P4 2.8Ghz/2	USW4280J7T	59	Computer
659207	EVO D530 P4 2.8Ghz/2	USW4280J7R	59	Computer
659208	EVO D530 P4 2.8Ghz/2	USW4280J7S	59	Computer
659209	EVO D530 P4 2.8Ghz/2	USW4280C8P	59	Computer
659210	EVO D530 P4 2.8Ghz/2	USW4280C8R	59	Computer
659211	EVO D530 P4 2.8Ghz/2	USW4280C8Q	59	Computer
659212	EVO D530 P4 2.8Ghz/2	USW4280C8N	59	Computer

659213	EVO D530 P4 2.8Ghz/2	USW4280C8M	59	Computer
659215	EVO D530 P4 2.8Ghz/2	USW4290F6H	59	Computer
659216	EVO D530 P4 2.8Ghz/2	USW4280G09	59	Computer
659217	EVO D530 P4 2.8Ghz/2	USW4280G0B	59	Computer
659218	EVO D530 P4 2.8Ghz/2	USW4280G0C	59	Computer
659219	EVO D530 P4 2.8Ghz/2	USW4290F7H	59	Computer
659220	EVO D530 P4 2.8Ghz/2	USW4290F7F	59	Computer
659221	EVO D530 P4 2.8Ghz/2	USW4290F7G	59	Computer
659222	EVO D530 P4 2.8Ghz/2	USW4290F7D	59	Computer
659223	EVO D530 P4 2.8Ghz/2	USW4280CBM	59	Computer
659224	EVO D530 P4 2.8Ghz/2	USW4290FD0	59	Computer
659225	EVO D530 P4 2.8Ghz/2	USW4290FD4	59	Computer
659226	EVO D530 P4 2.8Ghz/2	USW4290FD3	59	Computer
659227	EVO D530 P4 2.8Ghz/2	USW4290FD1	59	Computer
659228	EVO D530 P4 2.8Ghz/2	USW4290FCZ	59	Computer
659229	EVO D530 P4 2.8Ghz/2	USW4280CBQ	59	Computer
659230	EVO D530 P4 2.8Ghz/2	USW4280CBN	59	Computer
659231	EVO D530 P4 2.8Ghz/2	USW4280CBD	59	Computer
659232	EVO D530 P4 2.8Ghz/2	USW4280CBH	59	Computer
659233	EVO D530 P4 2.8Ghz/2	USW4280CBK	59	Computer
659234	EVO D530 P4 2.8Ghz/2	USW4280CBG	59	Computer
659235	EVO D530 P4 2.8Ghz/2	USW4280CBJ	59	Computer
659236	EVO D530 P4 2.8Ghz/2	USW4290F85	59	Computer
659237	EVO D530 P4 2.8Ghz/2	USW4290F86	59	Computer
659238	EVO D530 P4 2.8Ghz/2	USW4290F83	59	Computer
659239	EVO D530 P4 2.8Ghz/2	USW4290F87	59	Computer
659240	EVO D530 P4 2.8Ghz/2	USW4290F84	59	Computer
659241	EVO D530 P4 2.8Ghz/2	USW4290F81	59	Computer
659242	EVO D530 P4 2.8Ghz/2	USW4290F82	59	Computer
659246	EVO D530 P4 2.8Ghz/2	USW4280G0G	59	Computer
659247	EVO D530 P4 2.8Ghz/2	USW4290FCY	59	Computer
659248	EVO D530 P4 2.8Ghz/2	USW4290FD2	59	Computer
659249	EVO D530 P4 2.8Ghz/2	USW4290FD5	59	Computer
659250	EVO D530 P4 2.8Ghz/2	USW4290FCX	59	Computer
659251	EVO D530 P4 2.8Ghz/2	USW4290F8D	59	Computer
659252	EVO D530 P4 2.8Ghz/2	USW4290F8C	59	Computer
659254	EVO D530 P4 2.8Ghz/2	USW4290F73	59	Computer

659255	EVO D530 P4 2.8Ghz/2	USW4280CB8	59	Computer
659256	EVO D530 P4 2.8Ghz/2	USW4280CBC	59	Computer
659257	EVO D530 P4 2.8Ghz/2	USW4280CBB	59	Computer
659258	EVO D530 P4 2.8Ghz/2	USW4280CB9	59	Computer
659259	EVO D530 P4 2.8Ghz/2	USW43002TM	59	Computer
659260	EVO D530 P4 2.8Ghz/2	USW4300CIT	59	Computer
659261	EVO D530 P4 2.8Ghz/2	USW4399CIV	59	Computer
659262	EVO D530 P4 2.8Ghz/2	USW4300CIS	59	Computer
659263	EVO D530 P4 2.8Ghz/2	USW43006W7	59	Computer
659264	EVO D530 P4 2.8Ghz/2	USW4290CZJ	59	Computer
659265	EVO D530 P4 2.8Ghz/2	USW4290CZK	59	Computer
659266	EVO D530 P4 2.8Ghz/2	USW2409FBP	59	Computer
659267	EVO D530 P4 2.8Ghz/2	USW4209FCN	59	Computer
659268	EVO D530 P4 2.8Ghz/2	USW43002SW	59	Computer
659269	EVO D530 P4 2.8Ghz/2	USW43002SZ	59	Computer
659270	EVO D530 P4 2.8Ghz/2	USW43002ST	59	Computer
659271	EVO D530 P4 2.8Ghz/2	USW43002T3	59	Computer
659272	EVO D530 P4 2.8Ghz/2	USW43002T2	59	Computer
659273	EVO D530 P4 2.8Ghz/2	USW43002TN	59	Computer
659274	EVO D530 P4 2.8Ghz/2	USW4290FD6	59	Computer
659275	EVO D530 P4 2.8Ghz/2	USW4290FD7	59	Computer
659276	EVO D530 P4 2.8Ghz/2	USW4290FD8	59	Computer
659277	EVO D530 P4 2.8Ghz/2	USW4300C2Y	59	Computer
659278	EVO D530 P4 2.8Ghz/2	USW4300C2X	59	Computer
659279	EVO D530 P4 2.8Ghz/2	USW43006W8	59	Computer
659280	EVO D530 P4 2.8Ghz/2	USW4300CIX	59	Computer
659281	EVO D530 P4 2.8Ghz/2	USW4300CIW	59	Computer
659282	EVO D530 P4 2.8Ghz/2	USW4290CZG	59	Computer
659283	EVO D530 P4 2.8Ghz/2	USW4290CZH	59	Computer
659284	EVO D530 P4 2.8Ghz/2	USW43002SX	59	Computer
659285	EVO D530 P4 2.8Ghz/2	USW43002T0	59	Computer
659286	EVO D530 P4 2.8Ghz/2	USW43002T1	59	Computer
659287	EVO D530 P4 2.8Ghz/2	USW43002T4	59	Computer
659288	EVO D530 P4 2.8Ghz/2	USW43002SY	59	Computer
659289	EVO D530 P4 2.8Ghz/2	USW43002SV	59	Computer
659290	EVO D530 P4 2.8Ghz/2	USW43002SS	59	Computer
659291	EVO D530 P4 2.8Ghz/2	USW4290FBN	59	Computer

659292	EVO D530 P4 2.8Ghz/2	USW4290F6Q	59	Computer
659293	EVO D530 P4 2.8Ghz/2	USW4290F6P	59	Computer
659294	EVO D530 P4 2.8Ghz/2	USW4290F8F	59	Computer
659295	EVO D530 P4 2.8Ghz/2	USW4290F8G	59	Computer
659296	EVO D530 P4 2.8Ghz/2	USW4290FBD	59	Computer
659297	EVO D530 P4 2.8Ghz/2	USW4290FBF	59	Computer
659298	EVO D530 P4 2.8Ghz/2	USW4290F97	59	Computer
659299	EVO D530 P4 2.8Ghz/2	USW4290FBM	59	Computer
659301	EVO D530 P4 2.8Ghz/2	USW4260KKN	59	Computer
659302	EVO D530 P4 2.8Ghz/2	USW4260KKT	59	Computer
659303	EVO D530 P4 2.8Ghz/2	USW4260KKV	59	Computer
659304	EVO D530 P4 2.8Ghz/2	USW4260DMY	59	Computer
659305	EVO D530 P4 2.8Ghz/2	USW4260DMX	59	Computer
659306	EVO D530 P4 2.8Ghz/2	USW4260DMW	59	Computer
659307	EVO D530 P4 2.8Ghz/2	USW4260DMV	59	Computer
659308	EVO D530 P4 2.8Ghz/2	USW4300123	59	Computer
659309	EVO D530 P4 2.8Ghz/2	USW4300124	59	Computer
659310	EVO D530 P4 2.8Ghz/2	USW4300125	59	Computer
659311	EVO D530 P4 2.8Ghz/2	USW43002SQ	59	Computer
659312	EVO D530 P4 2.8Ghz/2	USW43002SP	59	Computer
659313	EVO D530 P4 2.8Ghz/2	USW43008WK	59	Computer
659314	EVO D530 P4 2.8Ghz/2	USW43008WG	59	Computer
659315	EVO D530 P4 2.8Ghz/2	USW43008WL	59	Computer
659316	EVO D530 P4 2.8Ghz/2	USW43008WJ	59	Computer
659317	EVO D530 P4 2.8Ghz/2	USW43008WH	59	Computer
659318	EVO D530 P4 2.8Ghz/2	USW43008TZ	59	Computer
659319	EVO D530 P4 2.8Ghz/2	USW43008V1	59	Computer
659320	EVO D530 P4 2.8Ghz/2	USW43008V0	59	Computer
659322	EVO D530 P4 2.8Ghz/2	USW430011P	59	Computer
659323	EVO D530 P4 2.8Ghz/2	USW4300122	59	Computer
659324	EVO D530 P4 2.8Ghz/2	USW430011L	59	Computer
659325	EVO D530 P4 2.8Ghz/2	USW430011Q	59	Computer
659326	EVO D530 P4 2.8Ghz/2	USW430011W	59	Computer
659327	EVO D530 P4 2.8Ghz/2	USW430011Z	59	Computer
659328	EVO D530 P4 2.8Ghz/2	USW430011M	59	Computer
659329	EVO D530 P4 2.8Ghz/2	USW430011R	59	Computer
659330	EVO D530 P4 2.8Ghz/2	USW4300120	59	Computer



659331	EVO D530 P4 2.8Ghz/2	USW430011X	59	Computer
659332	EVO D530 P4 2.8Ghz/2	USW430011V	59	Computer
659333	EVO D530 P4 2.8Ghz/2	USW430011N	59	Computer
659334	EVO D530 P4 2.8Ghz/2	USW430011S	59	Computer
659335	EVO D530 P4 2.8Ghz/2	USW430011T	59	Computer
659336	EVO D530 P4 2.8Ghz/2	USW430011Y	59	Computer
659348	EVO D530 P4 2.8Ghz/2	USW42700W4	59	Computer
659349	EVO D530 P4 2.8Ghz/2	USW42700W5	59	Computer
659350	EVO D530 P4 2.8Ghz/2	USW42700XD	59	Computer
659351	EVO D530 P4 2.8Ghz/2	USW42700X9	59	Computer
659352	EVO D530 P4 2.8Ghz/2	USW42700VY	59	Computer
659353	EVO D530 P4 2.8Ghz/2	USW42700W3	59	Computer
659354	EVO D530 P4 2.8Ghz/2	USW42700VZ	59	Computer
659355	EVO D530 P4 2.8Ghz/2	USW42700TS	59	Computer
659356	EVO D530 P4 2.8Ghz/2	USW4270359	59	Computer
659357	EVO D530 P4 2.8Ghz/2	USW4270358	59	Computer
659358	EVO D530 P4 2.8Ghz/2	USW427035C	59	Computer
659359	EVO D530 P4 2.8Ghz/2	USW427035B	59	Computer
659360	EVO D530 P4 2.8Ghz/2	USW427034S	59	Computer
659361	EVO D530 P4 2.8Ghz/2	USW427035F	59	Computer
659362	EVO D530 P4 2.8Ghz/2	USW42701QK	59	Computer
659363	EVO D530 P4 2.8Ghz/2	USW42701QJ	59	Computer
659364	EVO D530 P4 2.8Ghz/2	USW42700TQ	59	Computer
659365	EVO D530 P4 2.8Ghz/2	USW427034V	59	Computer
659366	EVO D530 P4 2.8Ghz/2	USW427034W	59	Computer
659367	EVO D530 P4 2.8Ghz/2	USW427034T	59	Computer
659368	EVO D530 P4 2.8Ghz/2	USW427034X	59	Computer
659369	EVO D530 P4 2.8Ghz/2	USW42700XG	59	Computer
659370	EVO D530 P4 2.8Ghz/2	USW42701QF	59	Computer
659371	EVO D530 P4 2.8Ghz/2	USW427031G	59	Computer
659372	EVO D530 P4 2.8Ghz/2	USW427031J	59	Computer
659373	EVO D530 P4 2.8Ghz/2	USW427031H	59	Computer
659374	EVO D530 P4 2.8Ghz/2	USW427048N	59	Computer
659375	EVO D530 P4 2.8Ghz/2	USW42704BL	59	Computer
659376	EVO D530 P4 2.8Ghz/2	USW427048M	59	Computer
659381	EVO D530 P4 2.8Ghz/2	USW42701QL	59	Computer
659382	EVO D530 P4 2.8Ghz/2	USW4270350	59	Computer

659383	EVO D530 P4 2.8Ghz/2	USW427034R	59	Computer
659384	EVO D530 P4 2.8Ghz/2	USW42700XC	59	Computer
659385	EVO D530 P4 2.8Ghz/2	USW42700V6	59	Computer
659386	EVO D530 P4 2.8Ghz/2	USW42600V8	59	Computer
659387	EVO D530 P4 2.8Ghz/2	USW42700V7	59	Computer
659388	EVO D530 P4 2.8Ghz/2	USW4290D91	59	Computer
659389	EVO D530 P4 2.8Ghz/2	USW4290D94	59	Computer
659390	EVO D530 P4 2.8Ghz/2	USW4290D92	59	Computer
659391	EVO D530 P4 2.8Ghz/2	USW4290D93	59	Computer
659392	EVO D530 P4 2.8Ghz/2	USW4290F9G	59	Computer
659398	EVO D530 P4 2.8Ghz/2	USW4260JDJ	59	Computer
659399	EVO D530 P4 2.8Ghz/2	USW4260JDF	59	Computer
659400	EVO D530 P4 2.8Ghz/2	USW4260JDH	59	Computer
659401	EVO D530 P4 2.8Ghz/2	USW4260JDG	59	Computer
659402	EVO D530 P4 2.8Ghz/2	USW42700Y5	59	Computer
659403	EVO D530 P4 2.8Ghz/2	USW42700XV	59	Computer
659404	EVO D530 P4 2.8Ghz/2	USW42700XZ	59	Computer
659405	EVO D530 P4 2.8Ghz/2	USW42700Y1	59	Computer
659406	EVO D530 P4 2.8Ghz/2	USW42700Y3	59	Computer
659407	EVO D530 P4 2.8Ghz/2	USW42700XX	59	Computer
659408	EVO D530 P4 2.8Ghz/2	USW42700XT	59	Computer
659409	EVO D530 P4 2.8Ghz/2	USW42700XS	59	Computer
659410	EVO D530 P4 2.8Ghz/2	USW42700Y6	59	Computer
659411	EVO D530 P4 2.8Ghz/2	USW42700XW	59	Computer
659412	EVO D530 P4 2.8Ghz/2	USW42700Y4	59	Computer
659413	EVO D530 P4 2.8Ghz/2	USW42700Y0	59	Computer
659414	EVO D530 P4 2.8Ghz/2	USW42700Y2	59	Computer
659415	EVO D530 P4 2.8Ghz/2	USW42700XY	59	Computer
659416	EVO D530 P4 2.8Ghz/2	USW42700X3	59	Computer
659417	EVO D530 P4 2.8Ghz/2	USW42700X2	59	Computer
659418	EVO D530 P4 2.8Ghz/2	USW4260DP7	59	Computer
659419	EVO D530 P4 2.8Ghz/2	USW4260DP6	59	Computer
659420	EVO D530 P4 2.8Ghz/2	USW4260DPB	59	Computer
659421	EVO D530 P4 2.8Ghz/2	USW4260DP9	59	Computer
659422	EVO D530 P4 2.8Ghz/2	USW4260DP4	59	Computer
659423	EVO D530 P4 2.8Ghz/2	USW4260DP8	59	Computer
659424	EVO D530 P4 2.8Ghz/2	USW4260DP3	59	Computer

659425	EVO D530 P4 2.8Ghz/2	USW4260DP5	59	Computer
659426	EVO D530 P4 2.8Ghz/2	USW4260KPG	59	Computer
659427	EVO D530 P4 2.8Ghz/2	USW42607JS	59	Computer
659428	EVO D530 P4 2.8Ghz/2	USW42700T6	59	Computer
659429	EVO D530 P4 2.8Ghz/2	USW42700T7	59	Computer
659430	EVO D530 P4 2.8Ghz/2	USW42601J1	59	Computer
659431	EVO D530 P4 2.8Ghz/2	USW42601J2	59	Computer
659432	EVO D530 P4 2.8Ghz/2	USW427036F	59	Computer
659433	EVO D530 P4 2.8Ghz/2	USW427036H	59	Computer
659434	EVO D530 P4 2.8Ghz/2	USW427036G	59	Computer
659435	EVO D530 P4 2.8Ghz/2	USW42705FS	59	Computer
659436	EVO D530 P4 2.8Ghz/2	USW427036M	59	Computer
659437	EVO D530 P4 2.8Ghz/2	USW427036L	59	Computer
659438	EVO D530 P4 2.8Ghz/2	USW427036K	59	Computer
659439	EVO D530 P4 2.8Ghz/2	USW427036J	59	Computer
659440	EVO D530 P4 2.8Ghz/2	USW4260DN0	59	Computer
659441	EVO D530 P4 2.8Ghz/2	USW42607K0	59	Computer
659442	EVO D530 P4 2.8Ghz/2	USW427036W	59	Computer
659443	EVO D530 P4 2.8Ghz/2	USW427036V	59	Computer
659444	EVO D530 P4 2.8Ghz/2	USW427036Z	59	Computer
659445	EVO D530 P4 2.8Ghz/2	USW427036X	59	Computer
659446	EVO D530 P4 2.8Ghz/2	USW427036T	59	Computer
659447	EVO D530 P4 2.8Ghz/2	USW42704CD	59	Computer
659448	EVO D530 P4 2.8Ghz/2	USW42704CF	59	Computer
659449	EVO D530 P4 2.8Ghz/2	USW427036Y	59	Computer
659450	EVO D530 P4 2.8Ghz/2	USW427036S	59	Computer
659451	EVO D530 P4 2.8Ghz/2	USW4260J6Q	59	Computer
659452	EVO D530 P4 2.8Ghz/2	USW4260J6W	59	Computer
659453	EVO D530 P4 2.8Ghz/2	USW4260J6K	59	Computer
659454	EVO D530 P4 2.8Ghz/2	USW4260J6L	59	Computer
659455	EVO D530 P4 2.8Ghz/2	USW4260J6V	59	Computer
659456	EVO D530 P4 2.8Ghz/2	USW4260J6S	59	Computer
659457	EVO D530 P4 2.8Ghz/2	USW4260J6Y	59	Computer
659458	EVO D530 P4 2.8Ghz/2	USW4260J6G	59	Computer
659459	EVO D530 P4 2.8Ghz/2	USW4260J6N	59	Computer
659460	EVO D530 P4 2.8Ghz/2	USW4260JF6	59	Computer
659461	EVO D530 P4 2.8Ghz/2	USW4260J6R	59	Computer

659462	EVO D530 P4 2.8Ghz/2	USW4260J6M	59	Computer
659463	EVO D530 P4 2.8Ghz/2	USW4260J6H	59	Computer
659464	EVO D530 P4 2.8Ghz/2	USW4260J6X	59	Computer
659465	EVO D530 P4 2.8Ghz/2	USW4260J6P	59	Computer
659466	EVO D530 P4 2.8Ghz/2	USW4260J6T	59	Computer
659467	EVO D530 P4 2.8Ghz/2	USW4260J6J	59	Computer
659468	EVO D530 P4 2.8Ghz/2	USW4270BYJ	59	Computer
659469	EVO D530 P4 2.8Ghz/2	USW4270BYB	59	Computer
659470	EVO D530 P4 2.8Ghz/2	USW4270BYC	59	Computer
659471	EVO D530 P4 2.8Ghz/2	USW4270BY9	59	Computer
659472	EVO D530 P4 2.8Ghz/2	USW4270BYD	59	Computer
659473	EVO D530 P4 2.8Ghz/2	USW4270BY7	59	Computer
659474	EVO D530 P4 2.8Ghz/2	USW4270BYL	59	Computer
659475	EVO D530 P4 2.8Ghz/2	USW4270BYG	59	Computer
659476	EVO D530 P4 2.8Ghz/2	USW4270BYM	59	Computer
659477	EVO D530 P4 2.8Ghz/2	USW4270BYK	59	Computer
659478	EVO D530 P4 2.8Ghz/2	USW4270BY8	59	Computer
659479	EVO D530 P4 2.8Ghz/2	USW4270BYN	59	Computer
659480	EVO D530 P4 2.8Ghz/2	USW4270BYH	59	Computer
659481	EVO D530 P4 2.8Ghz/2	USW4270BYF	59	Computer
659482	EVO D530 P4 2.8Ghz/2	USW42806R1	59	Computer
659483	EVO D530 P4 2.8Ghz/2	USW42806R2	59	Computer
659484	EVO D530 P4 2.8Ghz/2	USW42806QZ	59	Computer
659485	EVO D530 P4 2.8Ghz/2	USW42806QW	59	Computer
659486	EVO D530 P4 2.8Ghz/2	USW42806QT	59	Computer
659487	EVO D530 P4 2.8Ghz/2	USW42806R0	59	Computer
659488	EVO D530 P4 2.8Ghz/2	USW42806QS	59	Computer
659489	EVO D530 P4 2.8Ghz/2	USW42806QY	59	Computer
659490	EVO D530 P4 2.8Ghz/2	USW42806QX	59	Computer
659491	EVO D530 P4 2.8Ghz/2	USW42806QV	59	Computer
659492	EVO D530 P4 2.8Ghz/2	USW4270BZH	59	Computer
659493	EVO D530 P4 2.8Ghz/2	USW4270BZJ	59	Computer
659494	EVO D530 P4 2.8Ghz/2	USW42806R7	59	Computer
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659496	EVO D530 P4 2.8Ghz/2	USW42806VV	59	Computer
659497	EVO D530 P4 2.8Ghz/2	USW42806VW	59	Computer
659498	EVO D530 P4 2.8Ghz/2	USW42806RN	59	Computer

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659502	EVO D530 P4 2.8Ghz/2	USW42806W1	59	Computer
659503	EVO D530 P4 2.8Ghz/2	USW42806W3	59	Computer
659504	EVO D530 P4 2.8Ghz/2	USW42806W4	59	Computer
659505	EVO D530 P4 2.8Ghz/2	USW42806W0	59	Computer
659506	EVO D530 P4 2.8Ghz/2	USW42806W2	59	Computer
659507	EVO D530 P4 2.8Ghz/2	USW42806R3	59	Computer
659508	EVO D530 P4 2.8Ghz/2	USW42806R4	59	Computer
659509	EVO D530 P4 2.8Ghz/2	USW42806R5	59	Computer
659510	EVO D530 P4 2.8Ghz/2	USW42802L3	59	Computer
659511	EVO D530 P4 2.8Ghz/2	USW4270JSP	59	Computer
659512	EVO D530 P4 2.8Ghz/2	USW4270JSN	59	Computer
659513	EVO D530 P4 2.8Ghz/2	USW4270JSQ	59	Computer
659514	EVO D530 P4 2.8Ghz/2	USW42802L2	59	Computer
659515	EVO D530 P4 2.8Ghz/2	USW4270JRM	59	Computer
659516	EVO D530 P4 2.8Ghz/2	USW4270JSW	59	Computer
659517	EVO D530 P4 2.8Ghz/2	USW4270JSV	59	Computer
659518	EVO D530 P4 2.8Ghz/2	USW4270C03	59	Computer
659519	EVO D530 P4 2.8Ghz/2	USW4270L04	59	Computer
659520	EVO D530 P4 2.8Ghz/2	USW4270FWJ	59	Computer
659521	EVO D530 P4 2.8Ghz/2	USW4270FWG	59	Computer
659522	EVO D530 P4 2.8Ghz/2	USW4270FW7	59	Computer
659523	EVO D530 P4 2.8Ghz/2	USW4270VWK	59	Computer
659524	EVO D530 P4 2.8Ghz/2	USW4270FWC	59	Computer
659525	EVO D530 P4 2.8Ghz/2	USW4270FWB	59	Computer
659526	EVO D530 P4 2.8Ghz/2	USW4270FWM	59	Computer
659527	EVO D530 P4 2.8Ghz/2	USW4270FWD	59	Computer
659528	EVO D530 P4 2.8Ghz/2	USW4270FW8	59	Computer
659529	EVO D530 P4 2.8Ghz/2	USW4270FW9	59	Computer
659530	EVO D530 P4 2.8Ghz/2	USW4270FW6	59	Computer
659531	EVO D530 P4 2.8Ghz/2	USW4270FWH	59	Computer
659532	EVO D530 P4 2.8Ghz/2	USW4270PWL	59	Computer
659533	EVO D530 P4 2.8Ghz/2	USW4270FWF	59	Computer
659534	EVO D530 P4 2.8Ghz/2	USW4280989	59	Computer
659535	EVO D530 P4 2.8Ghz/2	USW428098F	59	Computer

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659537	EVO D530 P4 2.8Ghz/2	USW428098B	59	Computer
659538	EVO D530 P4 2.8Ghz/2	USW428098D	59	Computer
659539	EVO D530 P4 2.8Ghz/2	USW428098C	59	Computer
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659541	EVO D530 P4 2.8Ghz/2	USW4280988	59	Computer
659542	EVO D530 P4 2.8Ghz/2	USW4270BZT	59	Computer
659543	EVO D530 P4 2.8Ghz/2	USW4270BZV	59	Computer
659544	EVO D530 P4 2.8Ghz/2	USW4270BZP	59	Computer
659545	EVO D530 P4 2.8Ghz/2	USW4270BZR	59	Computer
659546	EVO D530 P4 2.8Ghz/2	USW4270C02	59	Computer
659547	EVO D530 P4 2.8Ghz/2	USW4270BZQ	59	Computer
659548	EVO D530 P4 2.8Ghz/2	USW4270BZ5	59	Computer
659549	EVO D530 P4 2.8Ghz/2	USW4270BZ6	59	Computer
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659552	EVO D530 P4 2.8Ghz/2	USW4270BZ1	59	Computer
659553	EVO D530 P4 2.8Ghz/2	USW4270BWC	59	Computer
659554	EVO D530 P4 2.8Ghz/2	USW4270BWB	59	Computer
659555	EVO D530 P4 2.8Ghz/2	USW4270BWD	59	Computer
659556	EVO D530 P4 2.8Ghz/2	USW4270BYW	59	Computer
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659560	EVO D530 P4 2.8Ghz/2	USW4270BZB	59	Computer
659561	EVO D530 P4 2.8Ghz/2	USW4270BZ7	59	Computer
659562	EVO D530 P4 2.8Ghz/2	USW4270BZ9	59	Computer
659563	EVO D530 P4 2.8Ghz/2	USW4270BV6	59	Computer
659564	EVO D530 P4 2.8Ghz/2	USW4270BVP	59	Computer
659565	EVO D530 P4 2.8Ghz/2	USW4270BVK	59	Computer
659566	EVO D530 P4 2.8Ghz/2	USW4270BVM	59	Computer
659567	EVO D530 P4 2.8Ghz/2	USW4270BVC	59	Computer
659568	EVO D530 P4 2.8Ghz/2	USW4270BVD	59	Computer
659569	EVO D530 P4 2.8Ghz/2	USW4270BV8	59	Computer
659570	EVO D530 P4 2.8Ghz/2	USW4270BZX	59	Computer
659571	EVO D530 P4 2.8Ghz/2	USW4270BZZ	59	Computer
659572	EVO D530 P4 2.8Ghz/2	USW4270C01	59	Computer

659573	EVO D530 P4 2.8Ghz/2	USW4270BZW	59	Computer
659574	EVO D530 P4 2.8Ghz/2	USW4270BZS	59	Computer
659575	EVO D530 P4 2.8Ghz/2	USW4270C00	59	Computer
659576	EVO D530 P4 2.8Ghz/2	USW4270BZY	59	Computer
659577	EVO D530 P4 2.8Ghz/2	USW42806VP	59	Computer
659578	EVO D530 P4 2.8Ghz/2	USW42806VF	59	Computer
659579	EVO D530 P4 2.8Ghz/2	USW42704CC	59	Computer
659580	EVO D530 P4 2.8Ghz/2	USW4270FW2	59	Computer
659581	EVO D530 P4 2.8Ghz/2	USW4270FW3	59	Computer
659582	EVO D530 P4 2.8Ghz/2	USW42704CG	59	Computer
659583	EVO D530 P4 2.8Ghz/2	USW4270BYX	59	Computer
659584	EVO D530 P4 2.8Ghz/2	USW4270BYZ	59	Computer
659585	EVO D530 P4 2.8Ghz/2	USW4270BYY	59	Computer
659586	EVO D530 P4 2.8Ghz/2	USW4270BYV	59	Computer
659587	EVO D530 P4 2.8Ghz/2	USW4270BZ4	59	Computer
659588	EVO D530 P4 2.8Ghz/2	USW42704C8	59	Computer
659589	EVO D530 P4 2.8Ghz/2	USW42704C9	59	Computer
659590	EVO D530 P4 2.8Ghz/2	USW42704CB	59	Computer
659591	EVO D530 P4 2.8Ghz/2	USW42704CH	59	Computer
659592	EVO D530 P4 2.8Ghz/2	USW42704CJ	59	Computer
659594	EVO D530 P4 2.8Ghz/2	USW42704C7	59	Computer
659595	EVO D530 P4 2.8Ghz/2	USW42704C6	59	Computer
659596	EVO D530 P4 2.8Ghz/2	USW42704C5	59	Computer
659597	EVO D530 P4 2.8Ghz/2	USW427036B	59	Computer
659598	EVO D530 P4 2.8Ghz/2	USW4270369	59	Computer
659599	EVO D530 P4 2.8Ghz/2	USW4270BYP	59	Computer
659600	EVO D530 P4 2.8Ghz/2	USW4270BYT	59	Computer
659601	EVO D530 P4 2.8Ghz/2	USW4270BYS	59	Computer
659602	EVO D530 P4 2.8Ghz/2	USW4270BYQ	59	Computer
659603	EVO D530 P4 2.8Ghz/2	USW4270BYR	59	Computer
659604	EVO D530 P4 2.8Ghz/2	USW4270FW4	59	Computer
659605	EVO D530 P4 2.8Ghz/2	USW4270FW5	59	Computer
659606	EVO D530 P4 2.8Ghz/2	USW4270FW1	59	Computer
659607	EVO D530 P4 2.8Ghz/2	USW42806V8	59	Computer
659608	EVO D530 P4 2.8Ghz/2	USW42806VQ	59	Computer
659609	EVO D530 P4 2.8Ghz/2	USW42806VH	59	Computer
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659613	EVO D530 P4 2.8Ghz/2	USW42701ZF	59	Computer
659614	EVO D530 P4 2.8Ghz/2	USW42701ZG	59	Computer
659615	EVO D530 P4 2.8Ghz/2	USW42701ZD	59	Computer
659616	EVO D530 P4 2.8Ghz/2	USW42701ZC	59	Computer
659617	EVO D530 P4 2.8Ghz/2	USW42806VD	59	Computer
659618	EVO D530 P4 2.8Ghz/2	USW42806VB	59	Computer
659619	EVO D530 P4 2.8Ghz/2	USW42806VG	59	Computer
659620	EVO D530 P4 2.8Ghz/2	USW42806VC	59	Computer
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659622	EVO D530 P4 2.8Ghz/2	USW42806V9	59	Computer
659623	EVO D530 P4 2.8Ghz/2	USW42806VK	59	Computer
659624	EVO D530 P4 2.8Ghz/2	USW42806VJ	59	Computer
659625	EVO D530 P4 2.8Ghz/2	USW42806VL	59	Computer
659626	EVO D530 P4 2.8Ghz/2	USW42806VM	59	Computer
659627	EVO D530 P4 2.8Ghz/2	USW42806V7	59	Computer
659628	EVO D530 P4 2.8Ghz/2	USW43008W3	59	Computer
659629	EVO D530 P4 2.8Ghz/2	USW43008W4	59	Computer
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659631	EVO D530 P4 2.8Ghz/2	USW43008W0	59	Computer
659632	EVO D530 P4 2.8Ghz/2	USW43008W5	59	Computer
659633	EVO D530 P4 2.8Ghz/2	USW43008W2	59	Computer
659634	EVO D530 P4 2.8Ghz/2	USW43002SR	59	Computer
659637	EVO D530 P4 2.8Ghz/2	USW4290F6N	59	Computer
659638	EVO D530 P4 2.8Ghz/2	USW4290F6M	59	Computer
659639	EVO D530 P4 2.8Ghz/2	USW42806TH	59	Computer
659640	EVO D530 P4 2.8Ghz/2	USW42806TG	59	Computer
659641	EVO D530 P4 2.8Ghz/2	USW42700YB	59	Computer
659642	EVO D530 P4 2.8Ghz/2	USW42700YC	59	Computer
659643	EVO D530 P4 2.8Ghz/2	USW42700Y9	59	Computer
659644	EVO D530 P4 2.8Ghz/2	USW42700YF	59	Computer
659645	EVO D530 P4 2.8Ghz/2	USW42700YD	59	Computer
659646	EVO D530 P4 2.8Ghz/2	USW42700Y7	59	Computer
659647	EVO D530 P4 2.8Ghz/2	USW42700Y8	59	Computer
659648	EVO D530 P4 2.8Ghz/2	USW42700X7	59	Computer
659649	EVO D530 P4 2.8Ghz/2	USW42700X6	59	Computer
659650	EVO D530 P4 2.8Ghz/2	USW42700X5	59	Computer
659651	EVO D530 P4 2.8Ghz/2	USW42700X4	59	Computer



659652	EVO D530 P4 2.8Ghz/2	USW42700V1	59	Computer
659653	EVO D530 P4 2.8Ghz/2	USW42700TX	59	Computer
659654	EVO D530 P4 2.8Ghz/2	USW42700TW	59	Computer
659655	EVO D530 P4 2.8Ghz/2	USW42700V0	59	Computer
659656	EVO D530 P4 2.8Ghz/2	USW42700TZ	59	Computer
659657	EVO D530 P4 2.8Ghz/2	USW42700V2	59	Computer
659658	EVO D530 P4 2.8Ghz/2	USW42700V3	59	Computer
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659660	EVO D530 P4 2.8Ghz/2	USW4260LP0	59	Computer
659661	EVO D530 P4 2.8Ghz/2	USW4260KLT	59	Computer
659662	EVO D530 P4 2.8Ghz/2	USW4260KLV	59	Computer
659663	EVO D530 P4 2.8Ghz/2	USW4260KLQ	59	Computer
659664	EVO D530 P4 2.8Ghz/2	USW4260KLS	59	Computer
659665	EVO D530 P4 2.8Ghz/2	USW4260KLR	59	Computer
659666	EVO D530 P4 2.8Ghz/2	USW4260KLP	59	Computer
659667	EVO D530 P4 2.8Ghz/2	USW4260KLW	59	Computer
659669	EVO D530 P4 2.8Ghz/2	USW43008VV	59	Computer
659670	EVO D530 P4 2.8Ghz/2	USW43008VZ	59	Computer
659671	EVO D530 P4 2.8Ghz/2	USW43008VY	59	Computer
659672	EVO D530 P4 2.8Ghz/2	USW43002TL	59	Computer
659673	EVO D530 P4 2.8Ghz/2	USW43008VW	59	Computer
659674	EVO D530 P4 2.8Ghz/2	USW43008VX	59	Computer
659675	EVO D530 P4 2.8Ghz/2	USW4290D90	59	Computer
659676	EVO D530 P4 2.8Ghz/2	USW4290D8Z	59	Computer
659677	EVO D530 P4 2.8Ghz/2	USW4290FC6	59	Computer
659678	EVO D530 P4 2.8GHZ/2	USW4290FC3	59	Computer
659679	EVO D530 P4 2.8GHZ/2	USW4290FC7	59	Computer
659680	EVO D530 P4 2.8GHZ/2	USW4290FC4	59	Computer
659681	EVO D530 P4 2.8GHZ/2	USW4290FC2	59	Computer
659682	EVO D530 P4 2.8GHZ/2	USW4290FC5	59	Computer
659686	EVO D530 P4 2.8Ghz/2	USW427035N	59	Computer
659687	EVO D530 P4 2.8Ghz/2	USW427035M	59	Computer
659688	EVO D530 P4 2.8Ghz/2	USW427035L	59	Computer
659689	EVO D530 P4 2.8Ghz/2	USW4260LP4	59	Computer
659690	EVO D530 P4 2.8Ghz/2	USW4260LNZ	59	Computer
659691	EVO D530 P4 2.8Ghz/2	USW4260LPS	59	Computer
659692	EVO D530 P4 2.8Ghz/2	USW4260IPD	59	Computer

659693	EVO D530 P4 2.8Ghz/2	USW4260LPF	59	Computer
659694	EVO D530 P4 2.8Ghz/2	USW4260LP9	59	Computer
659696	EVO D530 P4 2.8Ghz/2	USW4260JDK	59	Computer
659697	EVO D530 P4 2.8Ghz/2	USW4260LP3	59	Computer
659698	EVO D530 P4 2.8Ghz/2	USW4260LPH	59	Computer
659699	EVO D530 P4 2.8Ghz/2	USW4260LPJ	59	Computer
659700	EVO D530 P4 2.8Ghz/2	USW4260LP2	59	Computer
659701	EVO D530 P4 2.8Ghz/2	USW4260LPC	59	Computer
659702	EVO D530 P4 2.8Ghz/2	USW4260LPG	59	Computer
659703	EVO D530 P4 2.8Ghz/2	USW4260LPK	59	Computer
659704	EVO D530 P4 2.8Ghz/2	USW4260LP1	59	Computer
659705	EVO D530 P4 2.8Ghz/2	USW4260LP7	59	Computer
659706	EVO D530 P4 2.8Ghz/2	USW4260LPL	59	Computer
659707	EVO D530 P4 2.8Ghz/2	USW4260LP6	59	Computer
659708	EVO D530 P4 2.8Ghz/2	USW4270JRY	59	Computer
659709	EVO D530 P4 2.8Ghz/2	USW4270JS2	59	Computer
659710	EVO D530 P4 2.8Ghz/2	USW4270JS8	59	Computer
659711	EVO D530 P4 2.8Ghz/2	USW4270JRX	59	Computer
659712	EVO D530 P4 2.8Ghz/2	USW4270JS0	59	Computer
659713	EVO D530 P4 2.8Ghz/2	USW4270JS4	59	Computer
659714	EVO D530 P4 2.8Ghz/2	USW4270JRW	59	Computer
659715	EVO D530 P4 2.8Ghz/2	USW4270JS6	59	Computer
659716	EVO D530 P4 2.8Ghz/2	USW4270JS3	59	Computer
659717	EVO D530 P4 2.8Ghz/2	USW4270JRZ	59	Computer
659718	EVO D530 P4 2.8Ghz/2	USW4270JS1	59	Computer
659719	EVO D530 P4 2.8Ghz/2	USW4270JS5	59	Computer
659720	EVO D530 P4 2.8Ghz/2	USW4270JS7	59	Computer
659721	EVO D530 P4 2.8Ghz/2	USW4280G0F	59	Computer
659722	EVO D530 P4 2.8Ghz/2	USW4290F6X	59	Computer
659723	EVO D530 P4 2.8Ghz/2	USW4280J7M	59	Computer
659724	EVO D530 P4 2.8Ghz/2	USW4280J7N	59	Computer
659725	EVO D530 P4 2.8Ghz/2	USW4290F6Y	59	Computer
659726	EVO D530 P4 2.8Ghz/2	USW4270BZF	59	Computer
659727	EVO D530 P4 2.8Ghz/2	USW4270BZC	59	Computer
659728	EVO D530 P4 2.8Ghz/2	USW4270BZD	59	Computer
659729	EVO D530 P4 2.8Ghz/2	USW4280J7P	59	Computer
659730	EVO D530 P4 2.8Ghz/2	USW4280J7Q	59	Computer

659731	EVO D530 P4 2.8Ghz/2	USW427035G	59	Computer
659732	EVO D530 P4 2.8Ghz/2	USW427035H	59	Computer
659733	EVO D530 P4 2.8Ghz/2	USW427035J	59	Computer
659734	EVO D530 P4 2.8Ghz/2	USW427035K	59	Computer
659735	EVO D530 P4 2.8Ghz/2	USW42704BY	59	Computer
659736	EVO D530 P4 2.8Ghz/2	USW42704BT	59	Computer
659737	EVO D530 P4 2.8Ghz/2	USW42704BX	59	Computer
659738	EVO D530 P4 2.8Ghz/2	USW42704BV	59	Computer
659739	EVO D530 P4 2.8Ghz/2	USW42704C4	59	Computer
659740	EVO D530 P4 2.8Ghz/2	USW42704C0	59	Computer
659741	EVO D530 P4 2.8Ghz/2	USW42704BR	59	Computer
659742	EVO D530 P4 2.8Ghz/2	USW42704BP	59	Computer
659743	EVO D530 P4 2.8Ghz/2	USW42704BZ	59	Computer
659744	EVO D530 P4 2.8Ghz/2	USW42704BQ	59	Computer
659745	EVO D530 P4 2.8Ghz/2	USW42704BS	59	Computer
659746	EVO D530 P4 2.8Ghz/2	USW42704BW	59	Computer
659747	EVO D530 P4 2.8Ghz/2	USW42704C2	59	Computer
659748	EVO D530 P4 2.8Ghz/2	USW4280J7V	59	Computer
659749	EVO D530 P4 2.8Ghz/2	USW4280J7W	59	Computer
659750	EVO D530 P4 2.8Ghz/2	USW4280J7X	59	Computer
659751	EVO D530 P4 2.8Ghz/2	USW4280J7Y	59	Computer
659752	EVO D530 P4 2.8Ghz/2	USW4290F9R	59	Computer
659753	EVO D530 P4 2.8Ghz/2	USW4290F9S	59	Computer
659754	EVO D530 P4 2.8Ghz/2	USW4290F9W	59	Computer
659755	EVO D530 P4 2.8Ghz/2	USW4290F9V	59	Computer
659756	EVO D530 P4 2.8Ghz/2	USW4290F9T	59	Computer
659757	EVO D530 P4 2.8Ghz/2	USW4290F9P	59	Computer
659758	EVO D530 P4 2.8Ghz/2	USW4290F9Q	59	Computer
659759	EVO D530 P4 2.8Ghz/2	USW4290F9N	59	Computer
659760	EVO D530 P4 2.8Ghz/2	USW4290F9J	59	Computer
659761	EVO D530 P4 2.8Ghz/2	USW4290F9M	59	Computer
659762	EVO D530 P4 2.8Ghz/2	USW4290F9L	59	Computer
659763	EVO D530 P4 2.8Ghz/2	USW4290F9K	59	Computer
659764	EVO D530 P4 2.8Ghz/2	USW4290FCS	59	Computer
659765	EVO D530 P4 2.8Ghz/2	USW4290FCQ	59	Computer
659766	EVO D530 P4 2.8Ghz/2	USW4290FCR	59	Computer
659767	EVO D530 P4 2.8Ghz/2	USW4290FCT	59	Computer

659768	EVO D530 P4 2.8Ghz/2	USW4290FCP	59	Computer
659769	EVO D530 P4 2.8Ghz/2	USW4290FDR	59	Computer
659770	EVO D530 P4 2.8Ghz/2	USW4290FDB	59	Computer
659771	EVO D530 P4 2.8Ghz/2	USW4290FCW	59	Computer
659772	EVO D530 P4 2.8Ghz/2	USW4290FDG	59	Computer
659773	EVO D530 P4 2.8Ghz/2	USW4290FDF	59	Computer
659774	EVO D530 P4 2.8Ghz/2	USW4290FDK	59	Computer
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659776	EVO D530 P4 2.8Ghz/2	USW4290FDJ	59	Computer
659777	EVO D530 P4 2.8Ghz/2	USW4290FDL	59	Computer
659778	EVO D530 P4 2.8Ghz/2	USW4290FDD	59	Computer
659779	EVO D530 P4 2.8Ghz/2	USW4290FCV	59	Computer
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659786	EVO D530 P4 2.8Ghz/2	USW4280C9M	59	Computer
659787	EVO D530 P4 2.8Ghz/2	USW4280FV3	59	Computer
659788	EVO D530 P4 2.8Ghz/2	USW4270BV0	59	Computer
659789	EVO D530 P4 2.8Ghz/2	USW4270BVH	59	Computer
659790	EVO D530 P4 2.8Ghz/2	USW4270BVL	59	Computer
659791	EVO D530 P4 2.8Ghz/2	USW4270BVF	59	Computer
659792	EVO D530 P4 2.8Ghz/2	USW4270BVG	59	Computer
659794	EVO D530 P4 2.8Ghz/2	USW4270BVN	59	Computer
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659796	EVO D530 P4 2.8Ghz/2	USW4270BVB	59	Computer
659797	EVO D530 P4 2.8Ghz/2	USW4270BV3	59	Computer
659798	EVO D530 P4 2.8Ghz/2	USW4270BVR	59	Computer
659799	EVO D530 P4 2.8Ghz/2	USW4270BV5	59	Computer
659800	EVO D530 P4 2.8Ghz/2	USW4270BV7	59	Computer
659801	EVO D530 P4 2.8Ghz/2	USW4270BVQ	59	Computer
659802	EVO D530 P4 2.8Ghz/2	USW4270BVJ	59	Computer
659803	EVO D530 P4 2.8Ghz/2	USW4270BVT	59	Computer
659804	EVO D530 P4 2.8Ghz/2	USW4270BV4	59	Computer
659805	EVO D530 P4 2.8Ghz/2	USW4270BV1	59	Computer
659806	EVO D530 P4 2.8Ghz/2	USW42802KZ	59	Computer
659807	EVO D530 P4 2.8Ghz/2	USW42802KY	59	Computer
659808	EVO D530 P4 2.8Ghz/2	USW4230HW0	59	Computer
659809	EVO D530 P4 2.8Ghz/2	USW42601CV	59	Computer

659810	EVO D530 P4 2.8Ghz/2	USW42601F8	59	Computer
659811	EVO D530 P4 2.8Ghz/2	USW4260IFB	59	Computer
659812	EVO D530 P4 2.8Ghz/2	USW42601HS	59	Computer
659813	EVO D530 P4 2.8Ghz/2	USW4230JT7	59	Computer
659814	EVO D530 P4 2.8Ghz/2	USW4230JT6	59	Computer
659815	EVO D530 P4 2.8Ghz/2	USW4230JT3	59	Computer
659816	EVO D530 P4 2.8Ghz/2	USW4230JTB	59	Computer
659817	EVO D530 P4 2.8Ghz/2	USW4230JT8	59	Computer
659818	EVO D530 P4 2.8Ghz/2	USW4230JTC	59	Computer
659820	EVO D530 P4 2.8Ghz/2	USW4230JT2	59	Computer
659821	EVO D530 P4 2.8Ghz/2	USW4230JTF	59	Computer
659822	EVO D530 P4 2.8Ghz/2	USW4230JTD	59	Computer
659823	EVO D530 P4 2.8Ghz/2	USW4230JTJ	59	Computer
659824	EVO D530 P4 2.8Ghz/2	USW4230JT5	59	Computer
659825	EVO D530 P4 2.8Ghz/2	USW4230JT9	59	Computer
659826	EVO D530 P4 2.8Ghz/2	USW4230JTH	59	Computer
659827	EVO D530 P4 2.8Ghz/2	USW4230JTG	59	Computer
659828	EVO D530 P4 2.8Ghz/2	USW4230JSS	59	Computer
659829	EVO D530 P4 2.8Ghz/2	USW4230JSZ	59	Computer
659830	EVO D530 P4 2.8Ghz/2	USW4230JSV	59	Computer
659831	EVO D530 P4 2.8Ghz/2	USW4230JSQ	59	Computer
659832	EVO D530 P4 2.8Ghz/2	USW4230JT0	59	Computer
659833	EVO D530 P4 2.8Ghz/2	USW4230JSW	59	Computer
659834	EVO D530 P4 2.8Ghz/2	USW426024H	59	Computer
659835	EVO D530 P4 2.8Ghz/2	USW426024K	59	Computer
659836	EVO D530 P4 2.8Ghz/2	USW4230JSX	59	Computer
659837	EVO D530 P4 2.8Ghz/2	USW4230JSL	59	Computer
659838	EVO D530 P4 2.8Ghz/2	USW4230JSK	59	Computer
659839	EVO D530 P4 2.8Ghz/2	USW4230JSP	59	Computer
659840	EVO D530 P4 2.8Ghz/2	USW4230JSN	59	Computer
659841	EVO D530 P4 2.8Ghz/2	USW4230JT1	59	Computer
659842	EVO D530 P4 2.8Ghz/2	USW4230JTM	59	Computer
659843	EVO D530 P4 2.8Ghz/2	USW4230JTL	59	Computer
659844	EVO D530 P4 2.8Ghz/2	USW4230JTN	59	Computer
659845	EVO D530 P4 2.8Ghz/2	USW4230JSR	59	Computer
659846	EVO D530 P4 2.8Ghz/2	USW4230JSM	59	Computer
659847	EVO D530 P4 2.8Ghz/2	USW4230JSY	59	Computer

659848	EVO D530 P4 2.8Ghz/2	USW4270FVX	59	Computer
659849	EVO D530 P4 2.8Ghz/2	USW4270BX2	59	Computer
659850	EVO D530 P4 2.8Ghz/2	USW4270BX5	59	Computer
659851	EVO D530 P4 2.8Ghz/2	USW4270BX6	59	Computer
659852	EVO D530 P4 2.8Ghz/2	USW4270BX3	59	Computer
659853	EVO D530 P4 2.8Ghz/2	USW4270BX4	59	Computer
659854	EVO D530 P4 2.8Ghz/2	USW4270JSH	59	Computer
659855	EVO D530 P4 2.8Ghz/2	USW4270JSJ	59	Computer
659856	EVO D530 P4 2.8Ghz/2	USW4270BX7	59	Computer
659857	EVO D530 P4 2.8Ghz/2	USW4270BX8	59	Computer
659858	EVO D530 P4 2.8Ghz/2	USW4230H41	59	Computer
659859	EVO D530 P4 2.8Ghz/2	USW4230H6V	59	Computer
659860	EVO D530 P4 2.8Ghz/2	USW4230H72	59	Computer
659861	EVO D530 P4 2.8Ghz/2	USW4230H6X	59	Computer
659862	EVO D530 P4 2.8Ghz/2	USW4230H6B	59	Computer
659863	EVO D530 P4 2.8Ghz/2	USW4230H6J	59	Computer
659864	EVO D530 P4 2.8Ghz/2	USW4230H7L	59	Computer
659865	EVO D530 P4 2.8Ghz/2	USW4230H47	59	Computer
659866	EVO D530 P4 2.8Ghz/2	USW4230H6S	59	Computer
659867	EVO D530 P4 2.8Ghz/2	USW4230H6C	59	Computer
659868	EVO D530 P4 2.8Ghz/2	USW4230H6Y	59	Computer
659869	EVO D530 P4 2.8Ghz/2	USW4230H3S	59	Computer
659870	EVO D530 P4 2.8Ghz/2	USW4230H6P	59	Computer
659871	EVO D530 P4 2.8Ghz/2	USW4230H49	59	Computer
659872	EVO D530 P4 2.8Ghz/2	USW4230H67	59	Computer
659873	EVO D530 P4 2.8Ghz/2	USW4230H5M	59	Computer
659874	EVO D530 P4 2.8Ghz/2	USW4230H71	59	Computer
659875	EVO D530 P4 2.8Ghz/2	USW4230H4C	59	Computer
659876	EVO D530 P4 2.8Ghz/2	USW4230H6G	59	Computer
659877	EVO D530 P4 2.8Ghz/2	USW4230H6Z	59	Computer
659878	EVO D530 P4 2.8Ghz/2	USW4230H66	59	Computer
659879	EVO D530 P4 2.8Ghz/2	USW4230H5S	59	Computer
659880	EVO D530 P4 2.8Ghz/2	USW4230H3W	59	Computer
659881	EVO D530 P4 2.8Ghz/2	USW4230H3Z	59	Computer
659882	EVO D530 P4 2.8Ghz/2	USW4230H59	59	Computer
659883	EVO D530 P4 2.8Ghz/2	USW4230H4Y	59	Computer
659884	EVO D530 P4 2.8Ghz/2	USW4230H5B	59	Computer

659885	EVO D530 P4 2.8Ghz/2	USW4230H4T	59	Computer
659886	EVO D530 P4 2.8Ghz/2	USW4230H5Z	59	Computer
659887	EVO D530 P4 2.8Ghz/2	USW4230H78	59	Computer
659888	EVO D530 P4 2.8Ghz/2	USW4230H5K	59	Computer
659889	EVO D530 P4 2.8Ghz/2	USW4230H7D	59	Computer
659890	EVO D530 P4 2.8Ghz/2	USW4230H46	59	Computer
659891	EVO D530 P4 2.8Ghz/2	USW4230H55	59	Computer
659892	EVO D530 P4 2.8Ghz/2	USW4230H57	59	Computer
659893	EVO D530 P4 2.8Ghz/2	USW4230H53	59	Computer
659894	EVO D530 P4 2.8Ghz/2	USW4230H5H	59	Computer
659895	EVO D530 P4 2.8Ghz/2	USW4230H5D	59	Computer
659896	EVO D530 P4 2.8Ghz/2	USW4230H70	59	Computer
659897	EVO D530 P4 2.8Ghz/2	USW4230H5J	59	Computer
659898	EVO D530 P4 2.8Ghz/2	USW4230H4M	59	Computer
659899	EVO D530 P4 2.8Ghz/2	USW4230H56	59	Computer
659900	EVO D530 P4 2.8Ghz/2	USW4230H6T	59	Computer
659901	EVO D530 P4 2.8Ghz/2	USW4230H4L	59	Computer
659902	EVO D530 P4 2.8Ghz/2	USW4230H6Q	59	Computer
659903	EVO D530 P4 2.8Ghz/2	USW4230H4P	59	Computer
659904	EVO D530 P4 2.8Ghz/2	USW4230H4J	59	Computer
659905	EVO D530 P4 2.8Ghz/2	USW4230H60	59	Computer
659906	EVO D530 P4 2.8Ghz/2	USW4230H4B	59	Computer
659907	EVO D530 P4 2.8Ghz/2	USW4230H62	59	Computer
659908	EVO D530 P4 2.8Ghz/2	USW4230H3Y	59	Computer
659909	EVO D530 P4 2.8Ghz/2	USW4230H77	59	Computer
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659911	EVO D530 P4 2.8Ghz/2	USW4230H52	59	Computer
659912	EVO D530 P4 2.8Ghz/2	USW4230H7C	59	Computer
659913	EVO D530 P4 2.8Ghz/2	USW4230H61	59	Computer
659914	EVO D530 P4 2.8Ghz/2	USW4230H44	59	Computer
659915	EVO D530 P4 2.8Ghz/2	USW4230H75	59	Computer
659916	EVO D530 P4 2.8Ghz/2	USW4230H4Z	59	Computer
659917	EVO D530 P4 2.8Ghz/2	USW4230H4H	59	Computer
659918	EVO D530 P4 2.8Ghz/2	USW4230H42	59	Computer
659919	EVO D530 P4 2.8Ghz/2	USW4230H5Y	59	Computer
659920	EVO D530 P4 2.8Ghz/2	USW4230H5W	59	Computer
659921	EVO D530 P4 2.8Ghz/2	USW4230H4K	59	Computer

659922	EVO D530 P4 2.8Ghz/2	USW4230H5P	59	Computer
659923	EVO D530 P4 2.8Ghz/2	USW4230H51	59	Computer
659924	EVO D530 P4 2.8Ghz/2	USW4230H4R	59	Computer
659925	EVO D530 P4 2.8Ghz/2	USW4230H7F	59	Computer
659926	EVO D530 P4 2.8Ghz/2	USW4230H79	59	Computer
659927	EVO D530 P4 2.8Ghz/2	USW4230H3X	59	Computer
659928	EVO D530 P4 2.8Ghz/2	USW4230H4N	59	Computer
659929	EVO D530 P4 2.8Ghz/2	USW4230H4G	59	Computer
659930	EVO D530 P4 2.8Ghz/2	USW4230H3R	59	Computer
659931	EVO D530 P4 2.8Ghz/2	USW4230H74	59	Computer
659932	EVO D530 P4 2.8Ghz/2	USW4230H65	59	Computer
659933	EVO D530 P4 2.8Ghz/2	USW4230H50	59	Computer
659934	EVO D530 P4 2.8Ghz/2	USW4230H5C	59	Computer
659935	EVO D530 P4 2.8Ghz/2	USW4230H6N	59	Computer
659936	EVO D530 P4 2.8Ghz/2	USW4230H6W	59	Computer
659937	EVO D530 P4 2.8Ghz/2	USW4230H7B	59	Computer
659938	EVO D530 P4 2.8Ghz/2	USW4230H4X	59	Computer
659939	EVO D530 P4 2.8Ghz/2	USW4230H3V	59	Computer
659940	EVO D530 P4 2.8Ghz/2	USW4230H7J	59	Computer
659941	EVO D530 P4 2.8Ghz/2	USW4230H5Q	59	Computer
659942	EVO D530 P4 2.8Ghz/2	USW4230H6F	59	Computer
659943	EVO D530 P4 2.8Ghz/2	USW4230H7G	59	Computer
659944	EVO D530 P4 2.8Ghz/2	USW4230H5X	59	Computer
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659946	EVO D530 P4 2.8Ghz/2	USW4230H4W	59	Computer
659947	EVO D530 P4 2.8Ghz/2	USW4230HBL	59	Computer
659948	EVO D530 P4 2.8Ghz/2	USW4230H4S	59	Computer
659949	EVO D530 P4 2.8Ghz/2	USW4230H6H	59	Computer
659950	EVO D530 P4 2.8Ghz/2	USW4230H73	59	Computer
659951	EVO D530 P4 2.8Ghz/2	USW4230H69	59	Computer
659952	EVO D530 P4 2.8Ghz/2	USW4230H5R	59	Computer
659953	EVO D530 P4 2.8Ghz/2	USW4230H5L	59	Computer
659954	EVO D530 P4 2.8Ghz/2	USW4230H6R	59	Computer
659955	EVO D530 P4 2.8Ghz/2	USW4230H6D	59	Computer
659956	EVO D530 P4 2.8Ghz/2	USW4230H68	59	Computer
659957	EVO D530 P4 2.8Ghz/2	USW4230H6M	59	Computer
659958	EVO D530 P4 2.8Ghz/2	USW4230H7H	59	Computer



659959	EVO D530 P4 2.8Ghz/2	USW4230H5V	59	Computer
659960	EVO D530 P4 2.8Ghz/2	USW4230H5G	59	Computer
659961	EVO D530 P4 2.8Ghz/2	USW4230H5F	59	Computer
659962	EVO D530 P4 2.8Ghz/2	USW4230H7K	59	Computer
659963	EVO D530 P4 2.8Ghz/2	USW4230H43	59	Computer
659964	EVO D530 P4 2.8Ghz/2	USW4230H48	59	Computer
659965	EVO D530 P4 2.8Ghz/2	USW4230H3T	59	Computer
659966	EVO D530 P4 2.8Ghz/2	USW4230H6K	59	Computer
659967	EVO D530 P4 2.8Ghz/2	USW4230H63	59	Computer
659968	EVO D530 P4 2.8Ghz/2	USW4230H5T	59	Computer
659969	EVO D530 P4 2.8Ghz/2	USW4230H4F	59	Computer
659970	EVO D530 P4 2.8Ghz/2	USW4230H45	59	Computer
659971	EVO D530 P4 2.8Ghz/2	USW4230H5N	59	Computer
659972	EVO D530 P4 2.8Ghz/2	USW4230H40	59	Computer
659973	EVO D530 P4 2.8Ghz/2	USW4230H58	59	Computer
659974	EVO D530 P4 2.8Ghz/2	USW4230H64	59	Computer
659975	EVO D530 P4 2.8Ghz/2	USW4230H4V	59	Computer
659976	EVO D530 P4 2.8Ghz/2	USW4230H54	59	Computer
659977	EVO D530 P4 2.8Ghz/2	USW4230H4D	59	Computer
659978	EVO D530 P4 2.8Ghz/2	USW4230HVN	59	Computer
659979	EVO D530 P4 2.8Ghz/2	USW4230HV4	59	Computer
659980	EVO D530 P4 2.8Ghz/2	USW4230HTZ	59	Computer
659981	EVO D530 P4 2.8Ghz/2	USW4270JSK	59	Computer
659982	EVO D530 P4 2.8Ghz/2	USW4270JSL	59	Computer
659983	EVO D530 P4 2.8Ghz/2	USW4270JSM	59	Computer
659984	EVO D530 P4 2.8Ghz/2	USW4270FVW	59	Computer
659985	EVO D530 P4 2.8Ghz/2	USW4270JRS	59	Computer
659986	EVO D530 P4 2.8Ghz/2	USW4270JRR	59	Computer
659987	EVO D530 P4 2.8Ghz/2	USW4270JRQ	59	Computer
659988	EVO D530 P4 2.8Ghz/2	USW4270JRV	59	Computer
659989	EVO D530 P4 2.8Ghz/2	USW4270JRT	59	Computer
659990	EVO D530 P4 2.8Ghz/2	USW4270JSC	59	Computer
659991	EVO D530 P4 2.8Ghz/2	USW4270JSD	59	Computer
659992	EVO D530 P4 2.8Ghz/2	USW4270JSB	59	Computer
659993	EVO D530 P4 2.8Ghz/2	USW4270JS9	59	Computer
659994	EVO D530 P4 2.8Ghz/2	USW4260KLF	59	Computer
659995	EVO D530 P4 2.8Ghz/2	USW4260KLM	59	Computer

659996	EVO D530 P4 2.8Ghz/2	USW4260KLB	59	Computer
659997	EVO D530 P4 2.8Ghz/2	USW4260KLN	59	Computer
659998	EVO D530 P4 2.8Ghz/2	USW4260KLL	59	Computer
659999	EVO D530 P4 2.8Ghz/2	USW4260KLK	59	Computer
660000	EVO D530 P4 2.8Ghz/2	USW4260KLD	59	Computer
660001	EVO D530 P4 2.8Ghz/2	USW4260KLJ	59	Computer
660002	EVO D530 P4 2.8Ghz/2	USW4260KLG	59	Computer
660003	EVO D530 P4 2.8Ghz/2	USW4260KLH	59	Computer
660004	EVO D530 P4 2.8Ghz/2	USW4260KLC	59	Computer
660005	EVO D530 P4 2.8Ghz/2	USW4280C9G	59	Computer
660006	EVO D530 P4 2.8Ghz/2	USW4280C9L	59	Computer
660007	EVO D530 P4 2.8Ghz/2	USW4280C9K	59	Computer
660008	EVO D530 P4 2.8Ghz/2	USW4280C98	59	Computer
660009	EVO D530 P4 2.8Ghz/2	USW4280C97	59	Computer
660010	EVO D530 P4 2.8Ghz/2	USW4280C9H	59	Computer
660011	EVO D530 P4 2.8Ghz/2	USW4280C9J	59	Computer
660012	EVO D530 P4 2.8Ghz/2	USW4280C99	59	Computer
660013	EVO D530 P4 2.8Ghz/2	USW4280C9C	59	Computer
660014	EVO D530 P4 2.8Ghz/2	USW4280C9D	59	Computer
660015	EVO D530 P4 2.8Ghz/2	USW4280C96	59	Computer
660016	EVO D530 P4 2.8Ghz/2	USW4280C9F	59	Computer
660017	EVO D530 P4 2.8Ghz/2	USW4280C9B	59	Computer
660018	EVO D530 P4 2.8Ghz/2	USW52601JP	59	Computer
660019	EVO D530 P4 2.8Ghz/2	USW52601JG	59	Computer
660020	EVO D530 P4 2.8Ghz/2	USW42601JH	59	Computer
660021	EVO D530 P4 2.8Ghz/2	USW4260LMX	59	Computer
660022	EVO D530 P4 2.8Ghz/2	USW4260LMV	59	Computer
660023	EVO D530 P4 2.8Ghz/2	USW4260LMW	59	Computer
660024	EVO D530 P4 2.8Ghz/2	USW4230HTN	59	Computer
660026	EVO D530 P4 2.8Ghz/2	USW4230HTL	59	Computer
660027	EVO D530 P4 2.8Ghz/2	USW4230HV7	59	Computer
660028	EVO D530 P4 2.8Ghz/2	USW4240FMK	59	Computer
660029	EVO D530 P4 2.8Ghz/2	USW4240FMM	59	Computer
660030	EVO D530 P4 2.8Ghz/2	USW42402V0	59	Computer
660031	EVO D530 P4 2.8Ghz/2	USW4240J3Y	59	Computer
660032	EVO D530 P4 2.8Ghz/2	USW4240J41	59	Computer
660033	EVO D530 P4 2.8Ghz/2	USW4240J3Q	59	Computer

660034	EVO D530 P4 2.8Ghz/2	USW4240J46	59	Computer
660035	EVO D530 P4 2.8Ghz/2	USW426024F	59	Computer
660036	EVO D530 P4 2.8Ghz/2	USW426024L	59	Computer
660037	EVO D530 P4 2.8Ghz/2	USW426024D	59	Computer
660038	EVO D530 P4 2.8Ghz/2	USW42601FN	59	Computer
660039	EVO D530 P4 2.8Ghz/2	USW42402TV	59	Computer
660040	EVO D530 P4 2.8Ghz/2	USW42402TT	59	Computer
660041	EVO D530 P4 2.8Ghz/2	USW42402TW	59	Computer
660042	EVO D530 P4 2.8Ghz/2	USW42402TS	59	Computer
660043	EVO D530 P4 2.8Ghz/2	USW42402TR	59	Computer
660044	EVO D530 P4 2.8Ghz/2	USW42601GM	59	Computer
660045	EVO D530 P4 2.8Ghz/2	USW42601G7	59	Computer
660046	EVO D530 P4 2.8Ghz/2	USW42601GJ	59	Computer
660047	EVO D530 P4 2.8Ghz/2	USW42601GH	59	Computer
660048	EVO D530 P4 2.8Ghz/2	USW42601GL	59	Computer
660049	EVO D530 P4 2.8Ghz/2	USW42601GK	59	Computer
660050	EVO D530 P4 2.8Ghz/2	USW42601GC	59	Computer
660051	EVO D530 P4 2.8Ghz/2	USW42601GG	59	Computer
660052	EVO D530 P4 2.8Ghz/2	USW42601GF	59	Computer
660053	EVO D530 P4 2.8Ghz/2	USW42601GN	59	Computer
660054	EVO D530 P4 2.8Ghz/2	USW42601GB	59	Computer
660055	EVO D530 P4 2.8Ghz/2	USW42601GD	59	Computer
660056	EVO D530 P4 2.8Ghz/2	USW42601G8	59	Computer
660057	EVO D530 P4 2.8Ghz/2	USW42601G9	59	Computer
660058	EVO D530 P4 2.8Ghz/2	USW4260KKC	59	Computer
660059	EVO D530 P4 2.8Ghz/2	USW4270B XK	59	Computer
660060	EVO D530 P4 2.8Ghz/2	USW4270B XF	59	Computer
660061	EVO D530 P4 2.8Ghz/2	USW4270B XH	59	Computer
660062	EVO D530 P4 2.8Ghz/2	USW4270B XI	59	Computer
660063	EVO D530 P4 2.8Ghz/2	USW4270B XP	59	Computer
660064	EVO D530 P4 2.8Ghz/2	USW4270B XM	59	Computer
660066	EVO D530 P4 2.8Ghz/2	USW4270B XG	59	Computer
660067	EVO D530 P4 2.8Ghz/2	USW4270B XN	59	Computer
660069	EVO D530 P4 2.8Ghz/2	USW4260LNR	59	Computer
660070	EVO D530 P4 2.8Ghz/2	USW4260LNT	59	Computer
660071	EVO D530 P4 2.8Ghz/2	USW4260LNQ	59	Computer
660072	EVO D530 P4 2.8Ghz/2	USW4260LNV	59	Computer

660073	EVO D530 P4 2.8Ghz/2	USW4260LNP	59	Computer
660074	EVO D530 P4 2.8Ghz/2	USW4260LNS	59	Computer
660075	EVO D530 P4 2.8Ghz/2	USW42701PY	59	Computer
660076	EVO D530 P4 2.8Ghz/2	USW42701PZ	59	Computer
660077	EVO D530 P4 2.8Ghz/2	USW42701PX	59	Computer
660078	EVO D530 P4 2.8Ghz/2	USW42701PW	59	Computer
660079	EVO D530 P4 2.8Ghz/2	USW42701PS	59	Computer
660080	EVO D530 P4 2.8Ghz/2	USW42701PV	59	Computer
660081	EVO D530 P4 2.8Ghz/2	USW42701PR	59	Computer
660082	EVO D530 P4 2.8Ghz/2	USW42701PT	59	Computer
660083	EVO D530 P4 2.8Ghz/2	USW42701PQ	59	Computer
660084	EVO D530 P4 2.8Ghz/2	USW4270BXS	59	Computer
660085	EVO D530 P4 2.8Ghz/2	USW4270BXR	59	Computer
660086	EVO D530 P4 2.8Ghz/2	USW4270BXT	59	Computer
660087	EVO D530 P4 2.8Ghz/2	USW4270BXV	59	Computer
660088	EVO D530 P4 2.8Ghz/2	USW4280C8Y	59	Computer
660089	EVO D530 P4 2.8Ghz/2	USW4280C93	59	Computer
660090	EVO D530 P4 2.8Ghz/2	USW4280C94	59	Computer
660091	EVO D530 P4 2.8Ghz/2	USW4280C92	59	Computer
660092	EVO D530 P4 2.8Ghz/2	USW4280C8W	59	Computer
660093	EVO D530 P4 2.8Ghz/2	USW4280C90	59	Computer
660094	EVO D530 P4 2.8Ghz/2	USW4280C8X	59	Computer
660095	EVO D530 P4 2.8Ghz/2	USW4280C95	59	Computer
660096	EVO D530 P4 2.8Ghz/2	USW4280C91	59	Computer
660097	EVO D530 P4 2.8Ghz/2	USW4280C82	59	Computer
660098	EVO D530 P4 2.8Ghz/2	USW427035Q	59	Computer
660099	EVO D530 P4 2.8Ghz/2	USW427035T	59	Computer
660100	EVO D530 P4 2.8Ghz/2	USW427035P	59	Computer
660101	EVO D530 P4 2.8Ghz/2	USW427035X	59	Computer
660102	EVO D530 P4 2.8Ghz/2	USW427035Z	59	Computer
660103	EVO D530 P4 2.8Ghz/2	USW427035V	59	Computer
660104	EVO D530 P4 2.8Ghz/2	USW427035R	59	Computer
660105	EVO D530 P4 2.8Ghz/2	USW427035W	59	Computer
660106	EVO D530 P4 2.8Ghz/2	USW427035Y	59	Computer
660107	EVO D530 P4 2.8Ghz/2	USW427035S	59	Computer
660108	EVO D530 P4 2.8Ghz/2	USW4270362	59	Computer
660109	EVO D530 P4 2.8Ghz/2	USW4270360	59	Computer

660110	EVO D530 P4 2.8Ghz/2	USW4270366	59	Computer
660111	EVO D530 P4 2.8Ghz/2	USW4270367	59	Computer
660112	EVO D530 P4 2.8Ghz/2	USW4270363	59	Computer
660113	EVO D530 P4 2.8Ghz/2	USW4270368	59	Computer
660114	EVO D530 P4 2.8Ghz/2	USW4270365	59	Computer
660115	EVO D530 P4 2.8Ghz/2	USW4270361	59	Computer
660116	EVO D530 P4 2.8Ghz/2	USW4270364	59	Computer
660131	EVO D530 P4 2.8Ghz/2	USW4270C0L	59	Computer
660132	EVO D530 P4 2.8Ghz/2	USW4270C0H	59	Computer
660133	EVO D530 P4 2.8Ghz/2	USW4270C0K	59	Computer
660134	EVO D530 P4 2.8Ghz/2	USW4270C0J	59	Computer
660135	EVO D530 P4 2.8Ghz/2	USW4270C0M	59	Computer
660136	EVO D530 P4 2.8Ghz/2	USW4270C0G	59	Computer
660137	EVO D530 P4 2.8Ghz/2	USW4270354	59	Computer
660138	EVO D530 P4 2.8Ghz/2	USW427010Q	59	Computer
660139	EVO D530 P4 2.8Ghz/2	USW427010P	59	Computer
660140	EVO D530 P4 2.8Ghz/2	USW427010N	59	Computer
660141	EVO D530 P4 2.8Ghz/2	USW4270BW0	59	Computer
660142	EVO D530 P4 2.8Ghz/2	USW4270BVZ	59	Computer
660143	EVO D530 P4 2.8Ghz/2	USW4270BVX	59	Computer
660144	EVO D530 P4 2.8Ghz/2	USW4270BYY	59	Computer
660145	EVO D530 P4 2.8Ghz/2	USW4270C09	59	Computer
660146	EVO D530 P4 2.8Ghz/2	USW4270C05	59	Computer
660147	EVO D530 P4 2.8Ghz/2	USW4270C0B	59	Computer
660148	EVO D530 P4 2.8Ghz/2	USW4270C0C	59	Computer
660149	EVO D530 P4 2.8Ghz/2	USW4270C0D	59	Computer
660150	EVO D530 P4 2.8Ghz/2	USW4270C08	59	Computer
660151	EVO D530 P4 2.8Ghz/2	USW4270C06	59	Computer
660152	EVO D530 P4 2.8Ghz/2	USW4270C07	59	Computer
660153	EVO D530 P4 2.8Ghz/2	USW4270C0F	59	Computer
660154	EVO D530 P4 2.8Ghz/2	USW4260KL5	59	Computer
660155	EVO D530 P4 2.8Ghz/2	USW4260KL0	59	Computer
660156	EVO D530 P4 2.8Ghz/2	USW4260KL7	59	Computer
660157	EVO D530 P4 2.8Ghz/2	USW4260KL3	59	Computer
660158	EVO D530 P4 2.8Ghz/2	USW4260KKY	59	Computer
660159	EVO D530 P4 2.8Ghz/2	USW4260KL6	59	Computer
660160	EVO D530 P4 2.8Ghz/2	USW4260KL9	59	Computer

660161	EVO D530 P4 2.8Ghz/2	USW4260KKZ	59	Computer
660162	EVO D530 P4 2.8Ghz/2	USW4260KL1	59	Computer
660163	EVO D530 P4 2.8Ghz/2	USW4260KL2	59	Computer
660164	EVO D530 P4 2.8Ghz/2	USW4260KL4	59	Computer
660165	EVO D530 P4 2.8Ghz/2	USW4260KL8	59	Computer
660178	EVO D530 P4 2.8Ghz/2	USW4260KKB	59	Computer
660179	EVO D530 P4 2.8Ghz/2	USW4270BW2	59	Computer
660180	EVO D530 P4 2.8Ghz/2	USW4270BW3	59	Computer
660181	EVO D530 P4 2.8Ghz/2	USW42700WQ	59	Computer
660182	WKST: (RTS) COMPAQ D53	USW42700WS		
660183	EVO D530 P4 2.8Ghz/2	USW42700WJ	59	Computer
660184	EVO D530 P4 2.8Ghz/2	USW42700WN	59	Computer
660185	EVO D530 P4 2.8Ghz/2	USW42700WG	59	Computer
660186	EVO D530 P4 2.8Ghz/2	USW42700WK	59	Computer
660187	EVO D530 P4 2.8Ghz/2	USW42700WR	59	Computer
660188	EVO D530 P4 2.8Ghz/2	USW42700WH	59	Computer
660189	EVO D530 P4 2.8Ghz/2	USW42700WM	59	Computer
660190	EVO D530 P4 2.8Ghz/2	USW42700WP	59	Computer
660191	EVO D530 P4 2.8Ghz/2	USW42700WS	59	Computer
660192	EVO D530 P4 2.8Ghz/2	USW42700WL	59	Computer
660193	EVO D530 P4 2.8Ghz/2	USW4260DNQ	59	Computer
660194	EVO D530 P4 2.8Ghz/2	USW4260DNX	59	Computer
660195	EVO D530 P4 2.8Ghz/2	USW4260DP1	59	Computer
660196	EVO D530 P4 2.8Ghz/2	USW4260DP2	59	Computer
660197	EVO D530 P4 2.8Ghz/2	USW4260DNW	59	Computer
660198	EVO D530 P4 2.8Ghz/2	USW4260DNT	59	Computer
660199	EVO D530 P4 2.8Ghz/2	USW4260DNM	59	Computer
660200	EVO D530 P4 2.8Ghz/2	USW4260DNV	59	Computer
660201	EVO D530 P4 2.8Ghz/2	USW4260DNY	59	Computer
660202	EVO D530 P4 2.8Ghz/2	USW4260DNS	59	Computer
660203	EVO D530 P4 2.8Ghz/2	USW4260DNZ	59	Computer
660204	EVO D530 P4 2.8Ghz/2	USW4260DNR	59	Computer
660205	EVO D530 P4 2.8Ghz/2	USW4260DNP	59	Computer
660206	EVO D530 P4 2.8Ghz/2	USW4260DP0	59	Computer
660208	EVO D530 P4 2.8Ghz/2	USW42607JD	59	Computer
660209	EVO D530 P4 2.8Ghz/2	USW42607JJ	59	Computer
660210	EVO D530 P4 2.8Ghz/2	USW42607JK	59	Computer

660211	EVO D530 P4 2.8Ghz/2	USW42607JP	59	Computer
660212	EVO D530 P4 2.8Ghz/2	USW42607JN	59	Computer
660213	EVO D530 P4 2.8Ghz/2	USW42607JH	59	Computer
660214	EVO D530 P4 2.8Ghz/2	USW42607JF	59	Computer
660215	EVO D530 P4 2.8Ghz/2	USW42607JG	59	Computer
660216	EVO D530 P4 2.8Ghz/2	USW42607JL	59	Computer
660217	EVO D530 P4 2.8Ghz/2	USW42607JM	59	Computer
660218	EVO D530 P4 2.8Ghz/2	USW42700XL	59	Computer
660219	EVO D530 P4 2.8Ghz/2	USW42700XM	59	Computer
660220	EVO D530 P4 2.8Ghz/2	USW42700XJ	59	Computer
660221	EVO D530 P4 2.8Ghz/2	USW42700XK	59	Computer
660222	EVO D530 P4 2.8Ghz/2	USW42700XH	59	Computer
660223	EVO D530 P4 2.8Ghz/2	USW42700XN	59	Computer
660224	EVO D530 P4 2.8Ghz/2	USW4270BW1	59	Computer
660225	WKST: (RTS) COMPAQ D53	USW430011Q		
660226	EVO D530 P4 2.8Ghz/2	USW4290F6F	59	Computer
660227	EVO D530 P4 2.8Ghz/2	USW4290F6D	59	Computer
660228	EVO D530 P4 2.8Ghz/2	USW4290F6C	59	Computer
660229	EVO D530 P4 2.8Ghz/2	USW4260LNC	59	Computer
660230	EVO D530 P4 2.8Ghz/2	USW4260LND	59	Computer
660231	EVO D530 P4 2.8Ghz/2	USW4260LNB	59	Computer
660232	EVO D530 P4 2.8Ghz/2	USW4270C0P	59	Computer
660233	EVO D530 P4 2.8Ghz/2	USW4270C0X	59	Computer
660234	EVO D530 P4 2.8Ghz/2	USW4270C0Q	59	Computer
660235	EVO D530 P4 2.8Ghz/2	USW4270C0W	59	Computer
660236	EVO D530 P4 2.8Ghz/2	USW4270C0T	59	Computer
660237	EVO D530 P4 2.8Ghz/2	USW4270C0Y	59	Computer
660238	EVO D530 P4 2.8Ghz/2	USW4270C0S	59	Computer
660239	EVO D530 P4 2.8Ghz/2	USW4270C0N	59	Computer
660240	EVO D530 P4 2.8Ghz/2	USW4270C0V	59	Computer
660241	EVO D530 P4 2.8Ghz/2	USW4270C0R	59	Computer
660242	EVO D530 P4 2.8Ghz/2	USW42806RV	59	Computer
660243	EVO D530 P4 2.8Ghz/2	USW42806RP	59	Computer
660244	EVO D530 P4 2.8Ghz/2	USW42806S3	59	Computer
660245	EVO D530 P4 2.8Ghz/2	USW4280655	59	Computer
660246	EVO D530 P4 2.8Ghz/2	USW42806S4	59	Computer
660247	EVO D530 P4 2.8Ghz/2	USW42806RY	59	Computer

660248	EVO D530 P4 2.8Ghz/2	USW42806RS	59	Computer
660249	EVO D530 P4 2.8Ghz/2	USW42806RT	59	Computer
660250	EVO D530 P4 2.8Ghz/2	USW42806RQ	59	Computer
660251	EVO D530 P4 2.8Ghz/2	USW42806S2	59	Computer
660252	EVO D530 P4 2.8Ghz/2	USW42806RZ	59	Computer
660253	EVO D530 P4 2.8Ghz/2	USW42806S1	59	Computer
660254	EVO D530 P4 2.8Ghz/2	USW42806S0	59	Computer
660255	EVO D530 P4 2.8Ghz/2	USW42806RX	59	Computer
660256	EVO D530 P4 2.8Ghz/2	USW42806RR	59	Computer
660257	EVO D530 P4 2.8Ghz/2	USW42806RW	59	Computer
660258	EVO D530 P4 2.8Ghz/2	USW4230HTY	59	Computer
660259	EVO D530 P4 2.8Ghz/2	USW4230HTM	59	Computer
660260	EVO D530 P4 2.8Ghz/2	USW4230HV0	59	Computer
660261	EVO D530 P4 2.8Ghz/2	USW4230HTJ	59	Computer
660262	EVO D530 P4 2.8Ghz/2	USW4230HVX	59	Computer
660263	EVO D530 P4 2.8Ghz/2	USW4230HVV	59	Computer
660264	EVO D530 P4 2.8Ghz/2	USW4230HWI	59	Computer
660267	EVO D530 P4 2.8Ghz/2	USW4280C8V	59	Computer
660268	EVO D530 P4 2.8Ghz/2	USW42402TH	59	Computer
660269	EVO D530 P4 2.8Ghz/2	USW42402TJ	59	Computer
660270	EVO D530 P4 2.8Ghz/2	USW42402T2	59	Computer
660271	EVO D530 P4 2.8Ghz/2	USW42402SX	59	Computer
660272	EVO D530 P4 2.8Ghz/2	USW42402T4	59	Computer
660273	EVO D530 P4 2.8Ghz/2	USW42402T0	59	Computer
660274	EVO D530 P4 2.8Ghz/2	USW42402T1	59	Computer
660275	EVO D530 P4 2.8Ghz/2	USW42402SY	59	Computer
660276	EVO D530 P4 2.8Ghz/2	USW42402T3	59	Computer
660277	EVO D530 P4 2.8Ghz/2	USW42402SZ	59	Computer
660278	EVO D530 P4 2.8Ghz/2	USW42402SQ	59	Computer
660279	EVO D530 P4 2.8Ghz/2	USW42302SM	59	Computer
660280	EVO D530 P4 2.8Ghz/2	USW42402SS	59	Computer
660281	EVO D530 P4 2.8Ghz/2	USW42402ST	59	Computer
660282	EVO D530 P4 2.8Ghz/2	USW42402SL	59	Computer
660283	EVO D530 P4 2.8Ghz/2	USW42402SR	59	Computer
660284	EVO D530 P4 2.8Ghz/2	USW42402SW	59	Computer
660285	EVO D530 P4 2.8Ghz/2	USW42402SP	59	Computer
660286	EVO D530 P4 2.8Ghz/2	USW42402SN	59	Computer



660287	EVO D530 P4 2.8Ghz/2	USW42402SV	59	Computer
660288	EVO D530 P4 2.8Ghz/2	USW42402T6	59	Computer
660289	EVO D530 P4 2.8Ghz/2	USW42402T5	59	Computer
660290	EVO D530 P4 2.8Ghz/2	USW42402TB	59	Computer
660291	EVO D530 P4 2.8Ghz/2	USW42402T9	59	Computer
660292	EVO D530 P4 2.8Ghz/2	USW42402TF	59	Computer
660293	EVO D530 P4 2.8Ghz/2	USW42402T8	59	Computer
660294	EVO D530 P4 2.8Ghz/2	USW42402TD	59	Computer
660295	EVO D530 P4 2.8Ghz/2	USW42402TG	59	Computer
660296	EVO D530 P4 2.8Ghz/2	USW42402T7	59	Computer
660297	EVO D530 P4 2.8Ghz/2	USW42402TC	59	Computer
660298	EVO D530 P4 2.8Ghz/2	USW4230HVJ	59	Computer
660299	EVO D530 P4 2.8Ghz/2	USW4230HVG	59	Computer
660300	EVO D530 P4 2.8Ghz/2	USW4230HVP	59	Computer
660301	EVO D530 P4 2.8Ghz/2	USW4230HVQ	59	Computer
660302	EVO D530 P4 2.8Ghz/2	USW4230HTT	59	Computer
660303	EVO D530 P4 2.8Ghz/2	USW4230HVV	59	Computer
660304	EVO D530 P4 2.8Ghz/2	USW4230HTR	59	Computer
660305	EVO D530 P4 2.8Ghz/2	USW4230HVV	59	Computer
660306	EVO D530 P4 2.8Ghz/2	USW4230HV5	59	Computer
660307	EVO D530 P4 2.8Ghz/2	USW4230HW7	59	Computer
660308	EVO D530 P4 2.8Ghz/2	USW42601CX	59	Computer
660309	EVO D530 P4 2.8Ghz/2	USW42601F5	59	Computer
660310	EVO D530 P4 2.8Ghz/2	USW42601CK	59	Computer
660311	EVO D530 P4 2.8Ghz/2	USW42601C7	59	Computer
660312	EVO D530 P4 2.8Ghz/2	USW42601D0	59	Computer
660313	EVO D530 P4 2.8Ghz/2	USW42601F7	59	Computer
660314	EVO D530 P4 2.8Ghz/2	USW42601F2	59	Computer
660315	EVO D530 P4 2.8Ghz/2	USW42601DV	59	Computer
660316	EVO D530 P4 2.8Ghz/2	USW42601DC	59	Computer
660317	EVO D530 P4 2.8Ghz/2	USW42601DM	59	Computer
660318	EVO D530 P4 2.8Ghz/2	USW42601CR	59	Computer
660319	EVO D530 P4 2.8Ghz/2	USW4260BNQ	59	Computer
660320	EVO D530 P4 2.8Ghz/2	USW4260BNS	59	Computer
660321	EVO D530 P4 2.8Ghz/2	USW4260BNH	59	Computer
660322	EVO D530 P4 2.8Ghz/2	USW4260KKF	59	Computer
660323	EVO D530 P4 2.8Ghz/2	USW4260KKL	59	Computer

660324	EVO D530 P4 2.8Ghz/2	USW4260KKG	59	Computer
660325	EVO D530 P4 2.8Ghz/2	USW4260KKK	59	Computer
660326	EVO D530 P4 2.8Ghz/2	USW42607HM	59	Computer
660327	EVO D530 P4 2.8Ghz/2	USW42607HF	59	Computer
660328	EVO D530 P4 2.8Ghz/2	USW42607HL	59	Computer
660329	EVO D530 P4 2.8Ghz/2	USW42607HN	59	Computer
660330	EVO D530 P4 2.8Ghz/2	USW42607HK	59	Computer
660331	EVO D530 P4 2.8Ghz/2	USW42607HC	59	Computer
660332	EVO D530 P4 2.8Ghz/2	USW42607HP	59	Computer
660333	EVO D530 P4 2.8Ghz/2	USW42607HR	59	Computer
660334	EVO D530 P4 2.8Ghz/2	USW42700VG	59	Computer
660335	EVO D530 P4 2.8Ghz/2	USW42700VF	59	Computer
660336	EVO D530 P4 2.8Ghz/2	USW42700VS	59	Computer
660337	EVO D530 P4 2.8Ghz/2	USW42700VR	59	Computer
660338	EVO D530 P4 2.8Ghz/2	USW42700VX	59	Computer
660339	EVO D530 P4 2.8Ghz/2	USW42700VJ	59	Computer
660340	EVO D530 P4 2.8Ghz/2	USW42700WD	59	Computer
660342	EVO D530 P4 2.8Ghz/2	USW4260DN4	59	Computer
660343	EVO D530 P4 2.8Ghz/2	USW9260DNK	59	Computer
660344	EVO D530 P4 2.8Ghz/2	USW4260DNI	59	Computer
660345	EVO D530 P4 2.8Ghz/2	USW42700TP	59	Computer
660346	EVO D530 P4 2.8Ghz/2	USW42700VL	59	Computer
660347	EVO D530 P4 2.8Ghz/2	USW42700VH	59	Computer
660348	EVO D530 P4 2.8Ghz/2	USW42601DX	59	Computer
660349	EVO D530 P4 2.8Ghz/2	USW42601D8	59	Computer
660350	EVO D530 P4 2.8Ghz/2	USW42601D7	59	Computer
660351	EVO D530 P4 2.8Ghz/2	USW42601DZ	59	Computer
660352	EVO D530 P4 2.8Ghz/2	USW42601CY	59	Computer
660353	EVO D530 P4 2.8Ghz/2	USW42601D6	59	Computer
660354	EVO D530 P4 2.8Ghz/2	USW42601DT	59	Computer
660355	EVO D530 P4 2.8Ghz/2	USW4260BNJ	59	Computer
660356	EVO D530 P4 2.8Ghz/2	USW4260BNL	59	Computer
660357	EVO D530 P4 2.8Ghz/2	USW42700T8	59	Computer
660358	EVO D530 P4 2.8Ghz/2	USW42700TB	59	Computer
660359	EVO D530 P4 2.8Ghz/2	USW42700T9	59	Computer
660360	EVO D530 P4 2.8Ghz/2	USW4260BNX	59	Computer
660361	EVO D530 P4 2.8Ghz/2	USW4260BNY	59	Computer

660362	EVO D530 P4 2.8Ghz/2	USW4260BNZ	59	Computer
660363	EVO D530 P4 2.8Ghz/2	USW4260BNK	59	Computer
660364	EVO D530 P4 2.8Ghz/2	USW4260KKM	59	Computer
660365	EVO D530 P4 2.8Ghz/2	USW4260KKJ	59	Computer
660366	EVO D530 P4 2.8Ghz/2	USW42607HH	59	Computer
660367	EVO D530 P4 2.8Ghz/2	USW42607HJ	59	Computer
660368	EVO D530 P4 2.8Ghz/2	USW42607GM	59	Computer
660369	EVO D530 P4 2.8Ghz/2	USW4260LN2	59	Computer
660370	EVO D530 P4 2.8Ghz/2	USW4260LN0	59	Computer
660371	EVO D530 P4 2.8Ghz/2	USW4260LN1	59	Computer
660372	EVO D530 P4 2.8Ghz/2	USW4260DN1	59	Computer
660373	EVO D530 P4 2.8Ghz/2	USW4260DN6	59	Computer
660374	EVO D530 P4 2.8Ghz/2	USW4260DNC	59	Computer
660375	EVO D530 P4 2.8Ghz/2	USW4260DND	59	Computer
660376	EVO D530 P4 2.8Ghz/2	USW42700X8	59	Computer
660377	EVO D530 P4 2.8Ghz/2	USW42701QM	59	Computer
660378	EVO D530 P4 2.8Ghz/2	USW427035D	59	Computer
660379	EVO D530 P4 2.8Ghz/2	USW42700TT	59	Computer
660380	EVO D530 P4 2.8Ghz/2	USW42700W0	59	Computer
660381	EVO D530 P4 2.8Ghz/2	USW42700TR	59	Computer
660382	EVO D530 P4 2.8Ghz/2	USW427034Y	59	Computer
660383	EVO D530 P4 2.8Ghz/2	USW427034Z	59	Computer
660384	EVO D530 P4 2.8Ghz/2	USW4260DNB	59	Computer
660385	EVO D530 P4 2.8Ghz/2	USW42607GL	59	Computer
660386	EVO D530 P4 2.8Ghz/2	USW4260KLX	59	Computer
660387	EVO D530 P4 2.8Ghz/2	USW42607GP	59	Computer
660388	EVO D530 P4 2.8Ghz/2	USW42402V1	59	Computer
660389	EVO D530 P4 2.8Ghz/2	USW4240FN0	59	Computer
660390	EVO D530 P4 2.8Ghz/2	USW4240FMZ	59	Computer
660391	EVO D530 P4 2.8Ghz/2	USW4240FMW	59	Computer
660392	EVO D530 P4 2.8Ghz/2	USW4240FMY	59	Computer
660393	EVO D530 P4 2.8Ghz/2	USW4240FMX	59	Computer
660394	EVO D530 P4 2.8Ghz/2	USW4240FMR	59	Computer
660395	EVO D530 P4 2.8Ghz/2	USW4240FMV	59	Computer
660396	EVO D530 P4 2.8Ghz/2	USW4240FMT	59	Computer
660397	EVO D530 P4 2.8Ghz/2	USW4240FMQ	59	Computer
660398	EVO D530 P4 2.8Ghz/2	USW4240FMS	59	Computer

660399	EVO D530 P4 2.8Ghz/2	USW42402TY	59	Computer
660400	EVO D530 P4 2.8Ghz/2	USW42402TX	59	Computer
660401	EVO D530 P4 2.8Ghz/2	USW42402TZ	59	Computer
660402	EVO D530 P4 2.8Ghz/2	USW4230HW5	59	Computer
660403	EVO D530 P4 2.8Ghz/2	USW4230HVF	59	Computer
660404	EVO D530 P4 2.8Ghz/2	USW4230HW6	59	Computer
660406	EVO D530 P4 2.8Ghz/2	USW4230HW2	59	Computer
660407	EVO D530 P4 2.8Ghz/2	USW4230HTX	59	Computer
660408	EVO D530 P4 2.8Ghz/2	USW4230HTG	59	Computer
660409	EVO D530 P4 2.8Ghz/2	USW4240J4L	59	Computer
660410	EVO D530 P4 2.8Ghz/2	USW4240J4N	59	Computer
660411	EVO D530 P4 2.8Ghz/2	USW4240J4C	59	Computer
660412	EVO D530 P4 2.8Ghz/2	USW4240J4F	59	Computer
660413	EVO D530 P4 2.8Ghz/2	USW4240J47	59	Computer
660414	EVO D530 P4 2.8Ghz/2	USW4240J4J	59	Computer
660415	EVO D530 P4 2.8Ghz/2	USW4240J49	59	Computer
660416	EVO D530 P4 2.8Ghz/2	USW4240J4H	59	Computer
660417	EVO D530 P4 2.8Ghz/2	USW4240J4M	59	Computer
660418	EVO D530 P4 2.8Ghz/2	USW4240J4K	59	Computer
660419	EVO D530 P4 2.8Ghz/2	USW4240J48	59	Computer
660420	EVO D530 P4 2.8Ghz/2	USW4240J4G	59	Computer
660421	EVO D530 P4 2.8Ghz/2	USW4240J4D	59	Computer
660422	EVO D530 P4 2.8Ghz/2	USW4240J4B	59	Computer
660423	EVO D530 P4 2.8Ghz/2	USW4240FN1	59	Computer
660424	EVO D530 P4 2.8Ghz/2	USW4240FN4	59	Computer
660425	EVO D530 P4 2.8Ghz/2	USW4240FN5	59	Computer
660426	EVO D530 P4 2.8Ghz/2	USW4240FN3	59	Computer
660427	EVO D530 P4 2.8Ghz/2	USW4240FN2	59	Computer
660428	EVO D530 P4 2.8Ghz/2	USW42601FL	59	Computer
660429	EVO D530 P4 2.8Ghz/2	USW42601FS	59	Computer
660430	EVO D530 P4 2.8Ghz/2	USW42601FQ	59	Computer
660431	EVO D530 P4 2.8Ghz/2	USW42601FF	59	Computer
660432	EVO D530 P4 2.8Ghz/2	USW42601FT	59	Computer
660433	EVO D530 P4 2.8Ghz/2	USW42601FM	59	Computer
660434	EVO D530 P4 2.8Ghz/2	USW42601FG	59	Computer
660435	EVO D530 P4 2.8Ghz/2	USW42601FR	59	Computer
660436	EVO D530 P4 2.8Ghz/2	USW42601FP	59	Computer

660437	EVO D530 P4 2.8Ghz/2	USW42601FH	59	Computer
660438	EVO D530 P4 2.8Ghz/2	USW426024G	59	Computer
660439	EVO D530 P4 2.8Ghz/2	USW42601FC	59	Computer
660440	EVO D530 P4 2.8Ghz/2	USW42601FJ	59	Computer
660441	EVO D530 P4 2.8Ghz/2	USW42601G5	59	Computer
660442	EVO D530 P4 2.8Ghz/2	USW42601FX	59	Computer
660443	EVO D530 P4 2.8Ghz/2	USW42601FV	59	Computer
660444	EVO D530 P4 2.8Ghz/2	USW42601G3	59	Computer
660445	EVO D530 P4 2.8Ghz/2	USW42601G1	59	Computer
660446	EVO D530 P4 2.8Ghz/2	USW42601G4	59	Computer
660447	EVO D530 P4 2.8Ghz/2	USW42601G2	59	Computer
660448	EVO D530 P4 2.8Ghz/2	USW42601G6	59	Computer
660449	EVO D530 P4 2.8Ghz/2	USW42601FZ	59	Computer
660450	EVO D530 P4 2.8Ghz/2	USW42601FW	59	Computer
660451	EVO D530 P4 2.8Ghz/2	USW42601FY	59	Computer
660452	EVO D530 P4 2.8Ghz/2	USW42601G0	59	Computer
660453	EVO D530 P4 2.8Ghz/2	USW42601FK	59	Computer
660454	EVO D530 P4 2.8Ghz/2	USW42601FD	59	Computer
660455	EVO D530 P4 2.8Ghz/2	USW4240J3Z	59	Computer
660456	EVO D530 P4 2.8Ghz/2	USW4240J40	59	Computer
660457	EVO D530 P4 2.8Ghz/2	USW4240J45	59	Computer
660458	EVO D530 P4 2.8Ghz/2	USW4240J3X	59	Computer
660459	EVO D530 P4 2.8Ghz/2	USW4240J43	59	Computer
660460	EVO D530 P4 2.8Ghz/2	USW4240J44	59	Computer
660461	EVO D530 P4 2.8Ghz/2	USW4240J3S	59	Computer
660462	EVO D530 P4 2.8Ghz/2	USW4240J3T	59	Computer
660463	EVO D530 P4 2.8Ghz/2	USW4240J3R	59	Computer
660464	EVO D530 P4 2.8Ghz/2	USW4240J3P	59	Computer
660465	EVO D530 P4 2.8Ghz/2	USW4240J3W	59	Computer
660466	EVO D530 P4 2.8Ghz/2	USW4240J3V	59	Computer
660467	EVO D530 P4 2.8Ghz/2	USW4240J42	59	Computer
660468	EVO D530 P4 2.8Ghz/2	USW4250DTZ	59	Computer
660469	EVO D530 P4 2.8Ghz/2	USW4250DTF	59	Computer
660470	EVO D530 P4 2.8Ghz/2	USW4250DTV	59	Computer
660471	EVO D530 P4 2.8Ghz/2	USW4250DTH	59	Computer
660472	EVO D530 P4 2.8Ghz/2	USW4250DTK	59	Computer
660473	EVO D530 P4 2.8Ghz/2	USW4250DTX	59	Computer

660474	EVO D530 P4 2.8Ghz/2	USW4250DTJ	59	Computer
660475	EVO D530 P4 2.8Ghz/2	USW4250DTP	59	Computer
660477	EVO D530 P4 2.8Ghz/2	USW4250JSC	59	Computer
660478	EVO D530 P4 2.8Ghz/2	USW4250DTS	59	Computer
660479	EVO D530 P4 2.8Ghz/2	USW4250DTQ	59	Computer
660480	EVO D530 P4 2.8Ghz/2	USW4250DT8	59	Computer
660481	EVO D530 P4 2.8Ghz/2	USW4250DT9	59	Computer
660482	EVO D530 P4 2.8Ghz/2	USW4250DTC	59	Computer
660483	EVO D530 P4 2.8Ghz/2	USW4250DTG	59	Computer
660484	EVO D530 P4 2.8Ghz/2	USW4250DTM	59	Computer
660485	EVO D530 P4 2.8Ghz/2	USW4250DTD	59	Computer
660486	EVO D530 P4 2.8Ghz/2	USW4250DTB	59	Computer
660487	EVO D530 P4 2.8Ghz/2	USW4250DTR	59	Computer
660488	EVO D530 P4 2.8Ghz/2	USW4250DTY	59	Computer
660489	EVO D530 P4 2.8Ghz/2	USW4250DTN	59	Computer
660490	EVO D530 P4 2.8Ghz/2	USW4250DTL	59	Computer
660491	EVO D530 P4 2.8Ghz/2	USW4250FT4	59	Computer
660492	EVO D530 P4 2.8Ghz/2	USW4250FT1	59	Computer
660493	EVO D530 P4 2.8Ghz/2	USW4250FSS	59	Computer
660494	EVO D530 P4 2.8Ghz/2	USW4250FSZ	59	Computer
660495	EVO D530 P4 2.8Ghz/2	USW4250FSX	59	Computer
660496	EVO D530 P4 2.8Ghz/2	USW4250FSV	59	Computer
660497	EVO D530 P4 2.8Ghz/2	USW4250FST	59	Computer
660498	EVO D530 P4 2.8Ghz/2	USW4250FSW	59	Computer
660499	EVO D530 P4 2.8Ghz/2	USW4250DTT	59	Computer
660500	EVO D530 P4 2.8Ghz/2	USW4250DTW	59	Computer
660501	EVO D530 P4 2.8Ghz/2	USW4250FT3	59	Computer
660502	EVO D530 P4 2.8Ghz/2	USW4250FT6	59	Computer
660503	EVO D530 P4 2.8Ghz/2	USW4250FSY	59	Computer
660504	EVO D530 P4 2.8Ghz/2	USW4250FT2	59	Computer
660505	EVO D530 P4 2.8Ghz/2	USW4250FSR	59	Computer
660506	EVO D530 P4 2.8Ghz/2	USW4250FT0	59	Computer
660507	EVO D530 P4 2.8Ghz/2	USW4240FML	59	Computer
660509	EVO D530 P4 2.8Ghz/2	USW4260ICC	59	Computer
660510	EVO D530 P4 2.8Ghz/2	USW42601D4	59	Computer
660511	EVO D530 P4 2.8Ghz/2	USW42601D1	59	Computer
660512	EVO D530 P4 2.8Ghz/2	USW42601CD	59	Computer

660513	EVO D530 P4 2.8Ghz/2	USW42601F1	59	Computer
660514	EVO D530 P4 2.8Ghz/2	USW42601DR	59	Computer
660515	EVO D530 P4 2.8Ghz/2	USW42601CB	59	Computer
660516	EVO D530 P4 2.8Ghz/2	USW42601DS	59	Computer
660517	EVO D530 P4 2.8Ghz/2	USW42601DF	59	Computer
660518	EVO D530 P4 2.8Ghz/2	USW4260KKH	59	Computer
660519	EVO D530 P4 2.8Ghz/2	USW4260BNW	59	Computer
660520	EVO D530 P4 2.8Ghz/2	USW4260BNT	59	Computer
660521	EVO D530 P4 2.8Ghz/2	USW4260KKS	59	Computer
660522	EVO D530 P4 2.8Ghz/2	USW4260KKR	59	Computer
660523	EVO D530 P4 2.8Ghz/2	USW42607GH	59	Computer
660524	EVO D530 P4 2.8Ghz/2	USW42607GJ	59	Computer
660525	EVO D530 P4 2.8Ghz/2	USW42607GK	59	Computer
660526	WKST: (RTS) COMPAQ D530	USW430011W		
660527	EVO D530 P4 2.8Ghz/2	USW42607HT	59	Computer
660528	EVO D530 P4 2.8Ghz/2	USW42700VK	59	Computer
660529	EVO D530 P4 2.8Ghz/2	USW4260KKQ	59	Computer
660530	EVO D530 P4 2.8Ghz/2	USW4260KKP	59	Computer
660531	EVO D530 P4 2.8Ghz/2	USW42700WC	59	Computer
660532	EVO D530 P4 2.8Ghz/2	USW42700TF	59	Computer
660533	EVO D530 P4 2.8Ghz/2	USW4260DN5	59	Computer
660534	EVO D530 P4 2.8Ghz/2	USW4260DN7	59	Computer
660535	EVO D530 P4 2.8Ghz/2	USW42601C6	59	Computer
660536	EVO D530 P4 2.8Ghz/2	USW42700VB	59	Computer
660537	EVO D530 P4 2.8Ghz/2	USW42700VC	59	Computer
660538	EVO D530 P4 2.8Ghz/2	USW42700V9	59	Computer
660539	EVO D530 P4 2.8Ghz/2	USW42700TK	59	Computer
660540	EVO D530 P4 2.8Ghz/2	USW42700TG	59	Computer
660541	EVO D530 P4 2.8Ghz/2	USW42700TJ	59	Computer
660542	EVO D530 P4 2.8Ghz/2	USW4260DN8	59	Computer
660543	EVO D530 P4 2.8Ghz/2	USW42700TD	59	Computer
660544	EVO D530 P4 2.8Ghz/2	USW42700TL	59	Computer
660545	EVO D530 P4 2.8Ghz/2	USW42700TC	59	Computer
660546	EVO D530 P4 2.8Ghz/2	USW42700TM	59	Computer
660547	EVO D530 P4 2.8Ghz/2	USW42700TH	59	Computer
660548	EVO D530 P4 2.8Ghz/2	USW42601HT	59	Computer
660549	EVO D530 P4 2.8Ghz/2	USW42601HV	59	Computer

660550	EVO D530 P4 2.8Ghz/2	USW42601HN	59	Computer
660551	EVO D530 P4 2.8Ghz/2	USW42601HM	59	Computer
660552	EVO D530 P4 2.8Ghz/2	USW42601HP	59	Computer
660553	EVO D530 P4 2.8Ghz/2	USW42604MY	59	Computer
660554	EVO D530 P4 2.8Ghz/2	USW4260ICB	59	Computer
660555	EVO D530 P4 2.8Ghz/2	USW42601C9	59	Computer
660556	EVO D530 P4 2.8Ghz/2	USW42601HK	59	Computer
660557	EVO D530 P4 2.8Ghz/2	USW42601HL	59	Computer
660558	EVO D530 P4 2.8Ghz/2	USW42601HQ	59	Computer
660559	EVO D530 P4 2.8Ghz/2	USW42601HR	59	Computer
660560	EVO D530 P4 2.8Ghz/2	USW42601HW	59	Computer
660561	EVO D530 P4 2.8Ghz/2	USW42601HX	59	Computer
660562	EVO D530 P4 2.8Ghz/2	USW4260BNM	59	Computer
660563	EVO D530 P4 2.8Ghz/2	USW4260BNP	59	Computer
660564	EVO D530 P4 2.8Ghz/2	USW4260BNR	59	Computer
660565	EVO D530 P4 2.8Ghz/2	USW4260BNN	59	Computer
660566	EVO D530 P4 2.8Ghz/2	USW4260BHV	59	Computer
660567	EVO D530 P4 2.8Ghz/2	USW4260KKD	59	Computer
660568	EVO D530 P4 2.8Ghz/2	USW42607HG	59	Computer
660569	EVO D530 P4 2.8Ghz/2	USW42607HD	59	Computer
660570	EVO D530 P4 2.8Ghz/2	USW42607HS	59	Computer
660571	EVO D530 P4 2.8Ghz/2	USW42607HQ	59	Computer
660572	EVO D530 P4 2.8Ghz/2	USW42607HV	59	Computer
660573	EVO D530 P4 2.8Ghz/2	USW42700VM	59	Computer
660574	EVO D530 P4 2.8Ghz/2	USW42607GQ	59	Computer
660575	EVO D530 P4 2.8Ghz/2	USW42607GR	59	Computer
660576	EVO D530 P4 2.8Ghz/2	USW42607GS	59	Computer
660577	EVO D530 P4 2.8Ghz/2	USW42700VT	59	Computer
660578	EVO D530 P4 2.8Ghz/2	USW42700VQ	59	Computer
660579	EVO D530 P4 2.8Ghz/2	USW42700VV	59	Computer
660580	EVO D530 P4 2.8Ghz/2	USW42700VP	59	Computer
660581	EVO D530 P4 2.8Ghz/2	USW42700VN	59	Computer
660582	EVO D530 P4 2.8Ghz/2	USW42700VD	59	Computer
660583	EVO D530 P4 2.8Ghz/2	USW42600VW	59	Computer
660584	EVO D530 P4 2.8Ghz/2	USW42607GN	59	Computer
660585	EVO D530 P4 2.8Ghz/2	USW42700XB	59	Computer
660586	EVO D530 P4 2.8Ghz/2	USW4260KLY	59	Computer



660588	EVO D530 P4 2.8Ghz/2	USW4260IDK	59	Computer
660589	EVO D530 P4 2.8Ghz/2	USW42601CZ	59	Computer
660590	EVO D530 P4 2.8Ghz/2	USW42601CL	59	Computer
660591	EVO D530 P4 2.8Ghz/2	USW42601DO	59	Computer
660592	EVO D530 P4 2.8Ghz/2	USW42601DY	59	Computer
660593	EVO D530 P4 2.8Ghz/2	USW42601D2	59	Computer
660594	EVO D530 P4 2.8Ghz/2	USW42601CG	59	Computer
660595	EVO D530 P4 2.8Ghz/2	USW42601DG	59	Computer
660596	EVO D530 P4 2.8Ghz/2	USW92601DQ	59	Computer
660597	EVO D530 P4 2.8Ghz/2	USW42601CF	59	Computer
660598	EVO D530 P4 2.8Ghz/2	USW42601F3	59	Computer
660599	EVO D530 P4 2.8Ghz/2	USW42601DB	59	Computer
660600	EVO D530 P4 2.8Ghz/2	USW42601CJ	59	Computer
660601	EVO D530 P4 2.8Ghz/2	USW42601DN	59	Computer
660602	EVO D530 P4 2.8Ghz/2	USW42601D5	59	Computer
660603	EVO D530 P4 2.8Ghz/2	USW42601F6	59	Computer
660604	EVO D530 P4 2.8Ghz/2	USW42601F4	59	Computer
660605	EVO D530 P4 2.8Ghz/2	USW42601F9	59	Computer
660606	EVO D530 P4 2.8Ghz/2	USW42601DW	59	Computer
660607	EVO D530 P4 2.8Ghz/2	USW42601CP	59	Computer
660608	EVO D530 P4 2.8Ghz/2	USW42601D9	59	Computer
660609	EVO D530 P4 2.8Ghz/2	USW42601CN	59	Computer
660610	EVO D530 P4 2.8Ghz/2	USW42601CM	59	Computer
660611	EVO D530 P4 2.8Ghz/2	USW42601D3	59	Computer
660612	EVO D530 P4 2.8Ghz/2	USW42601CQ	59	Computer
660616	EVO D530 P4 2.8Ghz/2	USW42601DP	59	Computer
660617	EVO D530 P4 2.8Ghz/2	USW42601F0	59	Computer
660618	EVO D530 P4 2.8Ghz/2	USW42601DL	59	Computer
660619	EVO D530 P4 2.8Ghz/2	USW42601CS	59	Computer
660620	EVO D530 P4 2.8Ghz/2	USW42601CT	59	Computer
660621	EVO D530 P4 2.8Ghz/2	USW42700TN	59	Computer
660622	EVO D530 P4 2.8Ghz/2	USW42700WB	59	Computer
660623	EVO D530 P4 2.8Ghz/2	USW42700W8	59	Computer
660624	EVO D530 P4 2.8Ghz/2	USW42700W6	59	Computer
660625	EVO D530 P4 2.8Ghz/2	USW42700W7	59	Computer
660626	EVO D530 P4 2.8Ghz/2	USW42700W9	59	Computer
660628	EVO D530 P4 2.8Ghz/2	USW42700XF	59	Computer

660629	EVO D530 P4 2.8Ghz/2	USW4260KPJ	59	Computer
660630	EVO D530 P4 2.8Ghz/2	USW4260KPK	59	Computer
660631	EVO D530 P4 2.8Ghz/2	USW4270356	59	Computer
660632	EVO D530 P4 2.8Ghz/2	USW4270357	59	Computer
660633	EVO D530 P4 2.8Ghz/2	USW4270355	59	Computer
660634	EVO D530 P4 2.8Ghz/2	USW42700TV	59	Computer
660635	EVO D530 P4 2.8Ghz/2	USW4260LNX	59	Computer
660636	EVO D530 P4 2.8Ghz/2	USW4260LNW	59	Computer
660637	EVO D530 P4 2.8Ghz/2	USW4260LNY	59	Computer
660638	EVO D530 P4 2.8Ghz/2	USW42607JW	59	Computer
660639	EVO D530 P4 2.8Ghz/2	USW42607JQ	59	Computer
660640	EVO D530 P4 2.8Ghz/2	USW42607JT	59	Computer
660641	EVO D530 P4 2.8Ghz/2	USW42607JV	59	Computer
660642	EVO D530 P4 2.8Ghz/2	USW42607K3	59	Computer
660643	EVO D530 P4 2.8Ghz/2	USW42607JX	59	Computer
660644	EVO D530 P4 2.8Ghz/2	USW42607K5	59	Computer
660645	EVO D530 P4 2.8Ghz/2	USW42607K4	59	Computer
660646	EVO D530 P4 2.8Ghz/2	USW42607K1	59	Computer
660647	EVO D530 P4 2.8Ghz/2	USW42607JY	59	Computer
660648	EVO D530 P4 2.8Ghz/2	USW42607JZ	59	Computer
660649	EVO D530 P4 2.8Ghz/2	USW4270370	59	Computer
660650	EVO D530 P4 2.8Ghz/2	USW42607K6	59	Computer
660651	EVO D530 P4 2.8Ghz/2	USW42607K2	59	Computer
660652	EVO D530 P4 2.8Ghz/2	USW42607JR	59	Computer
660653	EVO D530 P4 2.8Ghz/2	USW42607D7	59	Computer
660654	EVO D530 P4 2.8Ghz/2	USW42607K9	59	Computer
660655	EVO D530 P4 2.8Ghz/2	USW42607K8	59	Computer
660656	EVO D530 P4 2.8Ghz/2	USW42607KD	59	Computer
660657	EVO D530 P4 2.8Ghz/2	USW42607KH	59	Computer
660658	EVO D530 P4 2.8Ghz/2	USW42607KJ	59	Computer
660659	EVO D530 P4 2.8Ghz/2	USW42607J6	59	Computer
660660	EVO D530 P4 2.8Ghz/2	USW42607J8	59	Computer
660661	EVO D530 P4 2.8Ghz/2	USW42607J7	59	Computer
660662	EVO D530 P4 2.8Ghz/2	USW42607KC	59	Computer
660663	EVO D530 P4 2.8Ghz/2	USW42607KK	59	Computer
660664	EVO D530 P4 2.8Ghz/2	USW42607KG	59	Computer
660665	EVO D530 P4 2.8Ghz/2	USW42607KF	59	Computer

660666	EVO D530 P4 2.8Ghz/2	USW42607KL	59	Computer
660667	EVO D530 P4 2.8Ghz/2	USW42607KB	59	Computer
660668	EVO D530 P4 2.8Ghz/2	USW426024S	59	Computer
660669	EVO D530 P4 2.8Ghz/2	USW426024V	59	Computer
660670	EVO D530 P4 2.8Ghz/2	USW426024T	59	Computer
660671	EVO D530 P4 2.8Ghz/2	USW426024W	59	Computer
660672	EVO D530 P4 2.8Ghz/2	USW426024R	59	Computer
660673	EVO D530 P4 2.8Ghz/2	USW426024Z	59	Computer
660674	EVO D530 P4 2.8Ghz/2	USW426024X	59	Computer
660675	EVO D530 P4 2.8Ghz/2	USW426024Y	59	Computer
660676	EVO D530 P4 2.8Ghz/2	USW4250DMZ	59	Computer
660677	EVO D530 P4 2.8Ghz/2	USW4250DN2	59	Computer
660678	EVO D530 P4 2.8Ghz/2	USW42704C3	59	Computer
660679	EVO D530 P4 2.8Ghz/2	USW42704C1	59	Computer
660680	EVO D530 P4 2.8Ghz/2	USW42700XQ	59	Computer
660681	EVO D530 P4 2.8Ghz/2	USW42700XR	59	Computer
660682	EVO D530 P4 2.8Ghz/2	USW4270BTZ	59	Computer
660683	EVO D530 P4 2.8Ghz/2	USW4270BTY	59	Computer
660684	EVO D530 P4 2.8Ghz/2	USW4230L81	59	Computer
660685	EVO D530 P4 2.8Ghz/2	USW42806W5	59	Computer
660686	EVO D530 P4 2.8Ghz/2	USW42806W6	59	Computer
660687	EVO D530 P4 2.8Ghz/2	USW4280J82	59	Computer
660688	EVO D530 P4 2.8Ghz/2	USW4280J83	59	Computer
660689	EVO D530 P4 2.8Ghz/2	USW4280J7Z	59	Computer
660690	EVO D530 P4 2.8Ghz/2	USW4280J81	59	Computer
660691	EVO D530 P4 2.8Ghz/2	USW4280J80	59	Computer
660692	EVO D530 P4 2.8Ghz/2	USW4280C8S	59	Computer
660693	EVO D530 P4 2.8Ghz/2	USW4280C8T	59	Computer
660694	EVO D530 P4 2.8Ghz/2	USW42806TN	59	Computer
660695	EVO D530 P4 2.8Ghz/2	USW42806TM	59	Computer
660696	EVO D530 P4 2.8Ghz/2	USW42806TL	59	Computer
660697	EVO D530 P4 2.8Ghz/2	USW42802L1	59	Computer
660698	EVO D530 P4 2.8Ghz/2	USW42806VT	59	Computer
660699	EVO D530 P4 2.8Ghz/2	USW42806VR	59	Computer
660700	EVO D530 P4 2.8Ghz/2	USW42806VS	59	Computer
660701	EVO D530 P4 2.8Ghz/2	USW42701QG	59	Computer
660707	EVO D530 P4 2.8Ghz/2	USW42701QH	59	Computer

660708	EVO D530 P4 2.8Ghz/2	USW427036R	59	Computer
660709	EVO D530 P4 2.8Ghz/2	USW427036P	59	Computer
660710	EVO D530 P4 2.8Ghz/2	USW427036N	59	Computer
660711	EVO D530 P4 2.8Ghz/2	USW427036D	59	Computer
660712	EVO D530 P4 2.8Ghz/2	USW427034Q	59	Computer
660713	EVO D530 P4 2.8Ghz/2	USW427034P	59	Computer
660714	EVO D530 P4 2.8Ghz/2	USW42700XP	59	Computer
660715	EVO D530 P4 2.8Ghz/2	USW42700WT	59	Computer
660716	EVO D530 P4 2.8Ghz/2	USW42700W2	59	Computer
660717	EVO D530 P4 2.8Ghz/2	USW42700W1	59	Computer
660718	EVO D530 P4 2.8Ghz/2	USW4260J67	59	Computer
660719	EVO D530 P4 2.8Ghz/2	USW4260J6B	59	Computer
660720	EVO D530 P4 2.8Ghz/2	USW4260J66	59	Computer
660721	EVO D530 P4 2.8Ghz/2	USW4260J62	59	Computer
660722	EVO D530 P4 2.8Ghz/2	USW4260J63	59	Computer
660723	EVO D530 P4 2.8Ghz/2	USW4260J69	59	Computer
660724	EVO D530 P4 2.8Ghz/2	USW4260J68	59	Computer
660725	EVO D530 P4 2.8Ghz/2	USW4260J64	59	Computer
660726	EVO D530 P4 2.8Ghz/2	USW4260J6C	59	Computer
660727	EVO D530 P4 2.8Ghz/2	USW4260J65	59	Computer
660728	EVO D530 P4 2.8Ghz/2	USW4260J61	59	Computer
660729	EVO D530 P4 2.8Ghz/2	USW4260DNH	59	Computer
660730	EVO D530 P4 2.8Ghz/2	USW4260DNF	59	Computer
660731	EVO D530 P4 2.8Ghz/2	USW4260DNJ	59	Computer
660732	EVO D530 P4 2.8Ghz/2	USW4260J0	59	Computer
660733	EVO D530 P4 2.8Ghz/2	USW4260J2	59	Computer
660734	EVO D530 P4 2.8Ghz/2	USW4260J5	59	Computer
660735	EVO D530 P4 2.8Ghz/2	USW42607HY	59	Computer
660736	EVO D530 P4 2.8Ghz/2	USW42607J1	59	Computer
660737	EVO D530 P4 2.8Ghz/2	USW42607J4	59	Computer
660738	EVO D530 P4 2.8Ghz/2	USW42607HW	59	Computer
660739	EVO D530 P4 2.8Ghz/2	USW42607HX	59	Computer
660740	EVO D530 P4 2.8Ghz/2	USW42607HZ	59	Computer
660741	EVO D530 P4 2.8Ghz/2	USW42607J3	59	Computer
660742	EVO D530 P4 2.8Ghz/2	USW42607JC	59	Computer
660743	EVO D530 P4 2.8Ghz/2	USW42607JB	59	Computer
660744	EVO D530 P4 2.8Ghz/2	USW42607J9	59	Computer

660745	EVO D530 P4 2.8Ghz/2	USW42607GT	59	Computer
660746	EVO D530 P4 2.8Ghz/2	USW42607GV	59	Computer
660747	EVO D530 P4 2.8Ghz/2	USW42607GW	59	Computer
660748	EVO D530 P4 2.8Ghz/2	USW4260DNG	59	Computer
660749	EVO D530 P4 2.8Ghz/2	USW42700X1	59	Computer
660750	EVO D530 P4 2.8Ghz/2	USW42701QR	59	Computer
660751	EVO D530 P4 2.8Ghz/2	USW42701QS	59	Computer
660752	EVO D530 P4 2.8Ghz/2	USW42701QT	59	Computer
660753	EVO D530 P4 2.8Ghz/2	USW42701QD	59	Computer
660754	EVO D530 P4 2.8Ghz/2	USW427036C	59	Computer
660755	EVO D530 P4 2.8Ghz/2	USW427036Q	59	Computer
660756	EVO D530 P4 2.8Ghz/2	USW4270BVV	59	Computer
660757	EVO D530 P4 2.8Ghz/2	USW4270BVW	59	Computer
660758	EVO D530 P4 2.8Ghz/2	USW4270BTN	59	Computer
660759	EVO D530 P4 2.8Ghz/2	USW4270BTM	59	Computer
660760	EVO D530 P4 2.8Ghz/2	USW4270BZ0	59	Computer
660761	EVO D530 P4 2.8Ghz/2	USW4270BXY	59	Computer
660762	EVO D530 P4 2.8Ghz/2	USW4270BXX	59	Computer
660763	EVO D530 P4 2.8Ghz/2	USW4270BXW	59	Computer
660764	EVO D530 P4 2.8Ghz/2	USW4270BY0	59	Computer
660765	EVO D530 P4 2.8Ghz/2	USW4270BXZ	59	Computer
660766	EVO D530 P4 2.8Ghz/2	USW4260JF3	59	Computer
660767	EVO D530 P4 2.8Ghz/2	USW4270JRN	59	Computer
660768	EVO D530 P4 2.8Ghz/2	USW4270JRP	59	Computer
660769	EVO D530 P4 2.8Ghz/2	USW4270BZG	59	Computer
660770	EVO D530 P4 2.8Ghz/2	USW4270JSS	59	Computer
660771	EVO D530 P4 2.8Ghz/2	USW4270JSR	59	Computer
660772	EVO D530 P4 2.8Ghz/2	USW42806VY	59	Computer
660773	EVO D530 P4 2.8Ghz/2	USW42806VZ	59	Computer
660774	EVO D530 P4 2.8Ghz/2	USW4290FB0	59	Computer
660775	EVO D530 P4 2.8Ghz/2	USW4290F9Z	59	Computer
660776	EVO D530 P4 2.8Ghz/2	USW426024M	59	Computer
660777	EVO D530 P4 2.8Ghz/2	USW246024J	59	Computer
660778	EVO D530 P4 2.8Ghz/2	USW4230HV1	59	Computer
660779	EVO D530 P4 2.8Ghz/2	USW4250FT5	59	Computer
660780	EVO D530 P4 2.8Ghz/2	USW4280CBL	59	Computer
660781	EVO D530 P4 2.8Ghz/2	USW4280CBF	59	Computer

660782	EVO D530 P4 2.8Ghz/2	USW4250FT7	59	Computer
660783	EVO D530 P4 2.8Ghz/2	USW4230HV2	59	Computer
660784	EVO D530 P4 2.8Ghz/2	USW4230HVS	59	Computer
660785	EVO D530 P4 2.8Ghz/2	USW4230HVR	59	Computer
660786	EVO D530 P4 2.8Ghz/2	USW4230JTK	59	Computer
660787	EVO D530 P4 2.8Ghz/2	USW4230JST	59	Computer
660788	EVO D530 P4 2.8Ghz/2	USW42806TS	59	Computer
660789	EVO D530 P4 2.8Ghz/2	USW42806TR	59	Computer
660790	EVO D530 P4 2.8Ghz/2	USW42806W7	59	Computer
660791	EVO D530 P4 2.8Ghz/2	USW42806W8	59	Computer
660792	EVO D530 P4 2.8Ghz/2	USW42806V6	59	Computer
660793	EVO D530 P4 2.8Ghz/2	USW42806V5	59	Computer
660794	EVO D530 P4 2.8Ghz/2	USW42806WC	59	Computer
660795	EVO D530 P4 2.8Ghz/2	USW42806W9	59	Computer
660796	EVO D530 P4 2.8Ghz/2	USW42806WB	59	Computer
660797	EVO D530 P4 2.8Ghz/2	USW42806WD	59	Computer
660798	EVO D530 P4 2.8Ghz/2	USW42806WF	59	Computer
660799	EVO D530 P4 2.8Ghz/2	USW4280G0D	59	Computer
660800	EVO D530 P4 2.8Ghz/2	USW4290F6R	59	Computer
660801	EVO D530 P4 2.8Ghz/2	USW4290F6S	59	Computer
660802	EVO D530 P4 2.8Ghz/2	USW4290F6V	59	Computer
660803	EVO D530 P4 2.8Ghz/2	USW4290F6W	59	Computer
660804	EVO D530 P4 2.8Ghz/2	USW4290F6T	59	Computer
660808	EVO D530 P4 2.8Ghz/2	USW42601J3	59	Computer
660809	EVO D530 P4 2.8Ghz/2	USW52601JJ	59	Computer
660810	EVO D530 P4 2.8Ghz/2	USW52601J7	59	Computer
660811	EVO D530 P4 2.8Ghz/2	USW42601JB	59	Computer
660812	EVO D530 P4 2.8Ghz/2	USW52601J5	59	Computer
660813	EVO D530 P4 2.8Ghz/2	USW52601J9	59	Computer
660814	EVO D530 P4 2.8Ghz/2	USW42601JR	59	Computer
660815	EVO D530 P4 2.8Ghz/2	USW42601J6	59	Computer
660816	EVO D530 P4 2.8Ghz/2	USW52601JN	59	Computer
660817	EVO D530 P4 2.8Ghz/2	USW42601J4	59	Computer
660818	EVO D530 P4 2.8Ghz/2	USW42601JQ	59	Computer
660819	EVO D530 P4 2.8Ghz/2	USW42601JC	59	Computer
660820	EVO D530 P4 2.8Ghz/2	USW52601JM	59	Computer
660821	EVO D530 P4 2.8Ghz/2	USW52601JL	59	Computer

660822	EVO D530 P4 2.8Ghz/2	USW42601JK	59	Computer
660823	EVO D530 P4 2.8Ghz/2	USW42601J8	59	Computer
660824	EVO D530 P4 2.8Ghz/2	USW52601JF	59	Computer
660825	EVO D530 P4 2.8Ghz/2	USW42601JD	59	Computer
660826	EVO D530 P4 2.8Ghz/2	USW4250DNF	59	Computer
660827	EVO D530 P4 2.8Ghz/2	USW4250DNC	59	Computer
660828	EVO D530 P4 2.8Ghz/2	USW4250DNK	59	Computer
660829	EVO D530 P4 2.8Ghz/2	USW4250DMX	59	Computer
660830	EVO D530 P4 2.8Ghz/2	USW4250DN9	59	Computer
660831	EVO D530 P4 2.8Ghz/2	USW4250DNJ	59	Computer
660832	EVO D530 P4 2.8Ghz/2	USW4250DMY	59	Computer
660833	EVO D530 P4 2.8Ghz/2	USW4250DN7	59	Computer
660834	EVO D530 P4 2.8Ghz/2	USW4250DN1	59	Computer
660835	EVO D530 P4 2.8Ghz/2	USW4250DND	59	Computer
660836	EVO D530 P4 2.8Ghz/2	USW4250DNG	59	Computer
660837	EVO D530 P4 2.8Ghz/2	USW4250DN6	59	Computer
660838	EVO D530 P4 2.8Ghz/2	USW4250DN3	59	Computer
660839	EVO D530 P4 2.8Ghz/2	USW4250DNL	59	Computer
660840	EVO D530 P4 2.8Ghz/2	USW4250DNH	59	Computer
660841	EVO D530 P4 2.8Ghz/2	USW4250DNB	59	Computer
660842	EVO D530 P4 2.8Ghz/2	USW4250DN8	59	Computer
660843	EVO D530 P4 2.8Ghz/2	USW4250DN0	59	Computer
660844	EVO D530 P4 2.8Ghz/2	USW4250DN4	59	Computer
660845	EVO D530 P4 2.8Ghz/2	USW426024Q	59	Computer
660846	EVO D530 P4 2.8Ghz/2	USW426024P	59	Computer
660847	EVO D530 P4 2.8Ghz/2	USW4250DN5	59	Computer
660848	EVO D530 P4 2.8Ghz/2	USW42607H5	59	Computer
660850	EVO D530 P4 2.8Ghz/2	USW42607H3	59	Computer
660851	EVO D530 P4 2.8Ghz/2	USW42607H7	59	Computer
660852	EVO D530 P4 2.8Ghz/2	USW42607H8	59	Computer
660853	EVO D530 P4 2.8Ghz/2	USW42607H4	59	Computer
660854	EVO D530 P4 2.8Ghz/2	USW42607H1	59	Computer
660855	EVO D530 P4 2.8Ghz/2	USW42607GZ	59	Computer
660856	EVO D530 P4 2.8Ghz/2	USW42607H0	59	Computer
660857	EVO D530 P4 2.8Ghz/2	USW42607H6	59	Computer
660859	EVO D530 P4 2.8Ghz/2	USW4260BPG	59	Computer
660860	EVO D530 P4 2.8Ghz/2	USW4260BP7	59	Computer

660861	EVO D530 P4 2.8Ghz/2	USW4260BPP	59	Computer
660862	EVO D530 P4 2.8Ghz/2	USW4260BP6	59	Computer
660863	EVO D530 P4 2.8Ghz/2	USW4260BPK	59	Computer
660864	EVO D530 P4 2.8Ghz/2	USW4260BP4	59	Computer
660865	EVO D530 P4 2.8Ghz/2	USW4260BPH	59	Computer
660866	EVO D530 P4 2.8Ghz/2	USW4260BPL	59	Computer
660867	EVO D530 P4 2.8Ghz/2	USW4260BPC	59	Computer
660868	EVO D530 P4 2.8Ghz/2	USW4260BP8	59	Computer
660869	EVO D530 P4 2.8Ghz/2	USW4260BP5	59	Computer
660870	EVO D530 P4 2.8Ghz/2	USW4260BPJ	59	Computer
660871	EVO D530 P4 2.8Ghz/2	USW4260BPM	59	Computer
660872	EVO D530 P4 2.8Ghz/2	USW4260BPN	59	Computer
660873	EVO D530 P4 2.8Ghz/2	USW4260BPD	59	Computer
660874	EVO D530 P4 2.8Ghz/2	USW4260BP9	59	Computer
660875	EVO D530 P4 2.8Ghz/2	USW4260BPB	59	Computer
660876	EVO D530 P4 2.8Ghz/2	USW4260BPF	59	Computer
660877	EVO D530 P4 2.8Ghz/2	USW42705G9	59	Computer
660878	EVO D530 P4 2.8Ghz/2	USW42705GF	59	Computer
660879	EVO D530 P4 2.8Ghz/2	USW42705GC	59	Computer
660880	EVO D530 P4 2.8Ghz/2	USW42705G8	59	Computer
660881	EVO D530 P4 2.8Ghz/2	USW42705G6	59	Computer
660882	EVO D530 P4 2.8Ghz/2	USW42705GD	59	Computer
660883	EVO D530 P4 2.8Ghz/2	USW42705G7	59	Computer
660885	EVO D530 P4 2.8Ghz/2	USW4270352	59	Computer
660886	EVO D530 P4 2.8Ghz/2	USW4270353	59	Computer
660887	EVO D530 P4 2.8Ghz/2	USW4270351	59	Computer
660888	EVO D530 P4 2.8Ghz/2	USW42700WY	59	Computer
660889	EVO D530 P4 2.8Ghz/2	USW42700WZ	59	Computer
660890	EVO D530 P4 2.8Ghz/2	USW42700WW	59	Computer
660891	EVO D530 P4 2.8Ghz/2	USW42700WV	59	Computer
660892	EVO D530 P4 2.8Ghz/2	USW42700X0	59	Computer
660893	EVO D530 P4 2.8Ghz/2	USW42700WX	59	Computer
660894	EVO D530 P4 2.8Ghz/2	USW42806SL	59	Computer
660895	EVO D530 P4 2.8Ghz/2	USW42806S7	59	Computer
660896	EVO D530 P4 2.8Ghz/2	USW42806SJ	59	Computer
660897	EVO D530 P4 2.8Ghz/2	USW42806S9	59	Computer
660898	EVO D530 P4 2.8Ghz/2	USW42806SB	59	Computer



660899	EVO D530 P4 2.8Ghz/2	USW42806SK	59	Computer
660900	EVO D530 P4 2.8Ghz/2	USW42806SF	59	Computer
660901	EVO D530 P4 2.8Ghz/2	USW42806SG	59	Computer
660902	EVO D530 P4 2.8Ghz/2	USW42806SD	59	Computer
660903	EVO D530 P4 2.8Ghz/2	USW42806S8	59	Computer
660904	EVO D530 P4 2.8Ghz/2	USW42806SH	59	Computer
660905	EVO D530 P4 2.8Ghz/2	USW42806S6	59	Computer
660906	EVO D530 P4 2.8Ghz/2	USW42806SC	59	Computer
660907	EVO D530 P4 2.8Ghz/2	USW4270BW9	59	Computer
660908	EVO D530 P4 2.8Ghz/2	USW4270BW7	59	Computer
660909	EVO D530 P4 2.8Ghz/2	USW4270BW4	59	Computer
660910	EVO D530 P4 2.8Ghz/2	USW4270BW5	59	Computer
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660913	EVO D530 P4 2.8Ghz/2	USW4260LNG	59	Computer
660914	EVO D530 P4 2.8Ghz/2	USW4260LN7	59	Computer
660915	EVO D530 P4 2.8Ghz/2	USW4260LN8	59	Computer
660916	EVO D530 P4 2.8Ghz/2	USW4260LN3	59	Computer
660917	EVO D530 P4 2.8Ghz/2	USW4260LNN	59	Computer
660918	EVO D530 P4 2.8Ghz/2	USW4260LN4	59	Computer
660919	EVO D530 P4 2.8Ghz/2	USW4260LNL	59	Computer
660920	EVO D530 P4 2.8Ghz/2	USW4260LN6	59	Computer
660921	EVO D530 P4 2.8Ghz/2	USW4260LNF	59	Computer
660922	EVO D530 P4 2.8Ghz/2	USW4260LNH	59	Computer
660923	EVO D530 P4 2.8Ghz/2	USW4260LN5	59	Computer
660924	EVO D530 P4 2.8Ghz/2	USW4260LNM	59	Computer
660925	EVO D530 P4 2.8Ghz/2	USW4260LN9	59	Computer
660926	EVO D530 P4 2.8Ghz/2	USW4260LNJ	59	Computer
660927	EVO D530 P4 2.8Ghz/2	USW4260LNK	59	Computer
660928	EVO D530 P4 2.8Ghz/2	USW42601H1	59	Computer
660929	EVO D530 P4 2.8Ghz/2	USW42601GS	59	Computer
660930	EVO D530 P4 2.8Ghz/2	USW42601GV	59	Computer
660931	EVO D530 P4 2.8Ghz/2	USW42601GR	59	Computer
660932	EVO D530 P4 2.8Ghz/2	USW42601H5	59	Computer
660933	EVO D530 P4 2.8Ghz/2	USW42601GX	59	Computer
660934	EVO D530 P4 2.8Ghz/2	USW42601H3	59	Computer
660935	EVO D530 P4 2.8Ghz/2	USW42601GY	59	Computer

660936	EVO D530 P4 2.8Ghz/2	USW42601GW	59	Computer
660937	EVO D530 P4 2.8Ghz/2	USW42601H2	59	Computer
660938	EVO D530 P4 2.8Ghz/2	USW42601GQ	59	Computer
660939	EVO D530 P4 2.8Ghz/2	USW42601H4	59	Computer
660940	EVO D530 P4 2.8Ghz/2	USW42601GP	59	Computer
660941	EVO D530 P4 2.8Ghz/2	USW42601H6	59	Computer
660942	EVO D530 P4 2.8Ghz/2	USW42601H7	59	Computer
660943	EVO D530 P4 2.8Ghz/2	USW4250DT2	59	Computer
660944	EVO D530 P4 2.8Ghz/2	USW4250DT6	59	Computer
660945	EVO D530 P4 2.8Ghz/2	USW4250DT5	59	Computer
660947	EVO D530 P4 2.8Ghz/2	USW4250DT3	59	Computer
660948	EVO D530 P4 2.8Ghz/2	USW4250DT4	59	Computer
660949	EVO D530 P4 2.8Ghz/2	USW4260BP1	59	Computer
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660951	EVO D530 P4 2.8Ghz/2	USW4206BP2	59	Computer
660952	EVO D530 P4 2.8Ghz/2	USW4260749	59	Computer
660953	EVO D530 P4 2.8Ghz/2	USW4260BP3	59	Computer
660954	EVO D530 P4 2.8Ghz/2	USW42607HB	59	Computer
660955	EVO D530 P4 2.8Ghz/2	USW42607GX	59	Computer
660959	EVO D530 P4 2.8Ghz/2	USW4260DN3	59	Computer
660961	EVO D530 P4 2.8Ghz/2	USW4260DN2	59	Computer
660962	EVO D530 P4 2.8Ghz/2	USW4260DN9	59	Computer
660964	EVO D530 P4 2.8Ghz/2	USW4260KKX	59	Computer
660965	EVO D530 P4 2.8Ghz/2	USW4260J6D	59	Computer
660967	EVO D530 P4 2.8Ghz/2	USW4260DMZ	59	Computer
660968	EVO D530 P4 2.8Ghz/2	USW4230H7W	59	Computer
660969	EVO D530 P4 2.8Ghz/2	USW4230H7R	59	Computer
660970	EVO D530 P4 2.8Ghz/2	USW4230H7M	59	Computer
660971	EVO D530 P4 2.8Ghz/2	USW4230H7T	59	Computer
660972	EVO D530 P4 2.8Ghz/2	USW4230H7S	59	Computer
660973	EVO D530 P4 2.8Ghz/2	USW4230H7P	59	Computer
660974	EVO D530 P4 2.8Ghz/2	USW4230H7Q	59	Computer
660975	EVO D530 P4 2.8Ghz/2	USW4230H7X	59	Computer
660976	EVO D530 P4 2.8Ghz/2	USW4230JRS	59	Computer
660977	EVO D530 P4 2.8Ghz/2	USW4230JSB	59	Computer
660978	EVO D530 P4 2.8Ghz/2	USW4230JRP	59	Computer
660979	EVO D530 P4 2.8Ghz/2	USW4230JRT	59	Computer

660980	EVO D530 P4 2.8Ghz/2	USW4230JRX	59	Computer
660981	EVO D530 P4 2.8Ghz/2	USW4230JS8	59	Computer
660982	EVO D530 P4 2.8Ghz/2	USW4230JRG	59	Computer
660983	EVO D530 P4 2.8Ghz/2	USW4230JRZ	59	Computer
660984	EVO D530 P4 2.8Ghz/2	USW4230JRY	59	Computer
660985	EVO D530 P4 2.8Ghz/2	USW4230JRJ	59	Computer
660986	EVO D530 P4 2.8Ghz/2	USW4230JS4	59	Computer
660987	EVO D530 P4 2.8Ghz/2	USW4230JRK	59	Computer
660988	EVO D530 P4 2.8Ghz/2	USW4230JRV	59	Computer
660989	EVO D530 P4 2.8Ghz/2	USW4230JRM	59	Computer
660990	EVO D530 P4 2.8Ghz/2	USW4230JS3	59	Computer
660991	EVO D530 P4 2.8Ghz/2	USW4230JS0	59	Computer
660992	EVO D530 P4 2.8Ghz/2	USW4230JS6	59	Computer
660993	EVO D530 P4 2.8Ghz/2	USW4230JRQ	59	Computer
660994	EVO D530 P4 2.8Ghz/2	USW4230JRH	59	Computer
660995	EVO D530 P4 2.8Ghz/2	USW4230JRR	59	Computer
660996	EVO D530 P4 2.8Ghz/2	USW4250DSR	59	Computer
660997	EVO D530 P4 2.8Ghz/2	USW4250DSS	59	Computer
660998	EVO D530 P4 2.8Ghz/2	USW42601H0	59	Computer
660999	EVO D530 P4 2.8Ghz/2	USW42601GZ	59	Computer
661000	EVO D530 P4 2.8Ghz/2	USW42601GT	59	Computer
661001	EVO D530 P4 2.8Ghz/2	USW4250DSQ	59	Computer
661002	EVO D530 P4 2.8Ghz/2	USW4240DW2	59	Computer
661003	EVO D530 P4 2.8Ghz/2	USW4240DW3	59	Computer
661004	EVO D530 P4 2.8Ghz/2	USW4230H84	59	Computer
661005	EVO D530 P4 2.8Ghz/2	USW4240DW1	59	Computer
661006	EVO D530 P4 2.8Ghz/2	USW4230H85	59	Computer
661007	EVO D530 P4 2.8Ghz/2	USW4230H86	59	Computer
661008	EVO D530 P4 2.8Ghz/2	USW4230H3L	59	Computer
661009	EVO D530 P4 2.8Ghz/2	USW4230H3M	59	Computer
661010	EVO D530 P4 2.8Ghz/2	USW4230H3N	59	Computer
661011	EVO D530 P4 2.8Ghz/2	USW4230H3Q	59	Computer
661012	EVO D530 P4 2.8Ghz/2	USW4230H83	59	Computer
661013	EVO D530 P4 2.8Ghz/2	USW4230H7Y	59	Computer
661014	EVO D530 P4 2.8Ghz/2	USW4230JTR	59	Computer
661015	EVO D530 P4 2.8Ghz/2	USW4230JTP	59	Computer
661016	EVO D530 P4 2.8Ghz/2	USW4230JTQ	59	Computer

661017	EVO D530 P4 2.8Ghz/2	USW4230L8Z	59	Computer
661018	EVO D530 P4 2.8Ghz/2	USW4230L7S	59	Computer
661019	EVO D530 P4 2.8Ghz/2	USW4230L7R	59	Computer
661020	EVO D530 P4 2.8Ghz/2	USW4230L7P	59	Computer
661021	EVO D530 P4 2.8Ghz/2	USW4230L7Q	59	Computer
661022	EVO D530 P4 2.8Ghz/2	USW4230L7T	59	Computer
661023	EVO D530 P4 2.8Ghz/2	USW4230L7X	59	Computer
661024	EVO D530 P4 2.8Ghz/2	USW4230L7V	59	Computer
661025	EVO D530 P4 2.8Ghz/2	USW4230L7N	59	Computer
661026	EVO D530 P4 2.8Ghz/2	USW4240J37	59	Computer
661027	EVO D530 P4 2.8Ghz/2	USW4240J36	59	Computer
661028	EVO D530 P4 2.8Ghz/2	USW4240J3C	59	Computer
661029	EVO D530 P4 2.8Ghz/2	USW4240J3B	59	Computer
661030	EVO D530 P4 2.8Ghz/2	USW42402TQ	59	Computer
661031	EVO D530 P4 2.8Ghz/2	USW42402TP	59	Computer
661032	EVO D530 P4 2.8Ghz/2	USW4240DW5	59	Computer
661033	EVO D530 P4 2.8Ghz/2	USW4240DW4	59	Computer
661034	EVO D530 P4 2.8Ghz/2	USW4250DNR	59	Computer
661035	EVO D530 P4 2.8Ghz/2	USW4250DNN	59	Computer
661036	EVO D530 P4 2.8Ghz/2	USW4250DNP	59	Computer
661037	EVO D530 P4 2.8Ghz/2	USW42601J0	59	Computer
661038	EVO D530 P4 2.8Ghz/2	USW42601HY	59	Computer
661039	EVO D530 P4 2.8Ghz/2	USW42601HZ	59	Computer
661040	EVO D530 P4 2.8Ghz/2	USW42601HD	59	Computer
661041	EVO D530 P4 2.8Ghz/2	USW426014N	59	Computer
661046	EVO D530 P4 2.8Ghz/2	USW426028D	59	Computer
661047	EVO D530 P4 2.8Ghz/2	USW426028B	59	Computer
661048	EVO D530 P4 2.8Ghz/2	USW4230H3P	59	Computer
661049	EVO D530 P4 2.8Ghz/2	USW4230H82	59	Computer
661050	EVO D530 P4 2.8Ghz/2	USW4230H81	59	Computer
661051	EVO D530 P4 2.8Ghz/2	USW4230H80	59	Computer
661052	EVO D530 P4 2.8Ghz/2	USW4230H7Z	59	Computer
661053	EVO D530 P4 2.8Ghz/2	USW4230JTS	59	Computer
661054	EVO D530 P4 2.8Ghz/2	USW4230L8X	59	Computer
661055	EVO D530 P4 2.8Ghz/2	USW4230L8Y	59	Computer
661056	EVO D530 P4 2.8Ghz/2	USW4230L90	59	Computer
661057	EVO D530 P4 2.8Ghz/2	USW4230L7Y	59	Computer

661058	EVO D530 P4 2.8Ghz/2	USW4230L7K	59	Computer
661059	EVO D530 P4 2.8Ghz/2	USW4230L7M	59	Computer
661060	EVO D530 P4 2.8Ghz/2	USW4230L7Z	59	Computer
661061	EVO D530 P4 2.8Ghz/2	USW4230L7W	59	Computer
661062	EVO D530 P4 2.8Ghz/2	USW4230L7L	59	Computer
661063	EVO D530 P4 2.8Ghz/2	USW4240FMP	59	Computer
661064	EVO D530 P4 2.8Ghz/2	USW4240FMN	59	Computer
661065	EVO D530 P4 2.8Ghz/2	USW4240J39	59	Computer
661066	EVO D530 P4 2.8Ghz/2	USW4240J38	59	Computer
661067	EVO D530 P4 2.8Ghz/2	USW4230JTT	59	Computer
661068	EVO D530 P4 2.8Ghz/2	USW4230JTV	59	Computer
661069	EVO D530 P4 2.8Ghz/2	USW4240BT5	59	Computer
661070	EVO D530 P4 2.8Ghz/2	USW4240BT6	59	Computer
661071	EVO D530 P4 2.8Ghz/2	USW4250DT1	59	Computer
661072	EVO D530 P4 2.8Ghz/2	USW4250DSZ	59	Computer
661073	EVO D530 P4 2.8Ghz/2	USW4250DT0	59	Computer
661074	EVO D530 P4 2.8Ghz/2	USW4250DNQ	59	Computer
661075	EVO D530 P4 2.8Ghz/2	USW4250DNM	59	Computer
661076	EVO D530 P4 2.8Ghz/2	USW42601HJ	59	Computer
661077	EVO D530 P4 2.8Ghz/2	USW42601HF	59	Computer
661078	EVO D530 P4 2.8Ghz/2	USW42601HH	59	Computer
661079	EVO D530 P4 2.8Ghz/2	USW42601HG	59	Computer
661080	EVO D530 P4 2.8Ghz/2	USW426028F	59	Computer
661081	EVO D530 P4 2.8Ghz/2	USW426028C	59	Computer
661082	EVO D530 P4 2.8Ghz/2	USW426028G	59	Computer
661083	EVO D530 P4 2.8Ghz/2	USW426028J	59	Computer
661084	EVO D530 P4 2.8Ghz/2	USW426028H	59	Computer
661085	EVO D530 P4 2.8Ghz/2	USW4230HW3	59	Computer
661086	EVO D530 P4 2.8Ghz/2	USW4230HTF	59	Computer
661087	EVO D530 P4 2.8Ghz/2	USW4230HW4	59	Computer
661088	EVO D530 P4 2.8Ghz/2	USW4230H7N	59	Computer
661089	EVO D530 P4 2.8Ghz/2	USW4230H7V	59	Computer
661090	EVO D530 P4 2.8Ghz/2	USW4230H88	59	Computer
661091	EVO D530 P4 2.8Ghz/2	USW4230H87	59	Computer
661092	EVO D530 P4 2.8Ghz/2	USW4230JS5	59	Computer
661093	EVO D530 P4 2.8Ghz/2	USW4230JRW	59	Computer
661094	EVO D530 P4 2.8Ghz/2	USW4230JS2	59	Computer

661095	EVO D530 P4 2.8Ghz/2	USW4230JS7	59	Computer
661096	EVO D530 P4 2.8Ghz/2	USW4230JR5	59	Computer
661097	EVO D530 P4 2.8Ghz/2	USW4230JQY	59	Computer
661098	EVO D530 P4 2.8Ghz/2	USW4230JQX	59	Computer
661099	EVO D530 P4 2.8Ghz/2	USW4230JQ1	59	Computer
661100	EVO D530 P4 2.8Ghz/2	USW4230JQH	59	Computer
661101	EVO D530 P4 2.8Ghz/2	USW4230JQ8	59	Computer
661102	EVO D530 P4 2.8Ghz/2	USW4230JPR	59	Computer
661103	EVO D530 P4 2.8Ghz/2	USW4230JQT	59	Computer
661104	EVO D530 P4 2.8Ghz/2	USW4230JPW	59	Computer
661105	EVO D530 P4 2.8Ghz/2	USW4230JQ9	59	Computer
661106	EVO D530 P4 2.8Ghz/2	USW4230JRD	59	Computer
661107	EVO D530 P4 2.8Ghz/2	USW4230JRC	59	Computer
661108	EVO D530 P4 2.8GHZ/2	USW4240J4Z	59	Computer
661109	EVO D530 P4 2.8Ghz/2	USW4230JQ3	59	Computer
661110	EVO D530 P4 2.8Ghz/2	USW4230JQK	59	Computer
661111	EVO D530 P4 2.8Ghz/2	USW4230JRB	59	Computer
661112	EVO D530 P4 2.8Ghz/2	USW4230JQ4	59	Computer
661113	EVO D530 P4 2.8Ghz/2	USW4230JQL	59	Computer
661114	EVO D530 P4 2.8Ghz/2	USW4230JPQ	59	Computer
661115	EVO D530 P4 2.8Ghz/2	USW4230JQB	59	Computer
661116	EVO D530 P4 2.8Ghz/2	USW4230JQN	59	Computer
661117	EVO D530 P4 2.8Ghz/2	USW4230JQV	59	Computer
661118	EVO D530 P4 2.8Ghz/2	USW4230H89	59	Computer
661119	EVO D530 P4 2.8Ghz/2	USW4230H8B	59	Computer
661120	EVO D530 P4 2.8Ghz/2	USW4230H8D	59	Computer
661121	EVO D530 P4 2.8Ghz/2	USW4230JTX	59	Computer
661122	EVO D530 P4 2.8Ghz/2	USW4230JTY	59	Computer
661123	EVO D530 P4 2.8Ghz/2	USW4230JSF	59	Computer
661126	EVO D530 P4 2.8Ghz/2	USW4230JQM	59	Computer
661128	EVO D530 P4 2.8Ghz/2	USW4230JPZ	59	Computer
661129	EVO D530 P4 2.8Ghz/2	USW4230JVP	59	Computer
661130	EVO D530 P4 2.8Ghz/2	USW4230JQ7	59	Computer
661131	EVO D530 P4 2.8Ghz/2	USW4230JR7	59	Computer
661132	EVO D530 P4 2.8Ghz/2	USW4230JQ0	59	Computer
661134	EVO D530 P4 2.8Ghz/2	USW4230H8C	59	Computer
661135	EVO D530 P4 2.8Ghz/2	USW4230JTW	59	Computer

661136	EVO D530 P4 2.8Ghz/2	USW4240J4S	59	Computer
661137	EVO D530 P4 2.8Ghz/2	USW4240J53	59	Computer
661138	EVO D530 P4 2.8Ghz/2	USW4240J54	59	Computer
661139	EVO D530 P4 2.8Ghz/2	USW4240J4V	59	Computer
661140	EVO D530 P4 2.8Ghz/2	USW4240J4R	59	Computer
661141	EVO D530 P4 2.8Ghz/2	USW42601DH	59	Computer
661142	EVO D530 P4 2.8Ghz/2	USW42601CH	59	Computer
661143	EVO D530 P4 2.8Ghz/2	USW4260LMY	59	Computer
661144	EVO D530 P4 2.8Ghz/2	USW42601CW	59	Computer
661145	EVO D530 P4 2.8Ghz/2	USW4230L8H	59	Computer
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661147	EVO D530 P4 2.8Ghz/2	USW4230L8M	59	Computer
661148	EVO D530 P4 2.8Ghz/2	USW42402TK	59	Computer
661149	EVO D530 P4 2.8Ghz/2	USW4250DNY	59	Computer
661150	EVO D530 P4 2.8Ghz/2	USW4250DNZ	59	Computer
661151	EVO D530 P4 2.8Ghz/2	USW4250DNS	59	Computer
661152	EVO D530 P4 2.8Ghz/2	USW4240DW6	59	Computer
661153	EVO D530 P4 2.8Ghz/2	USW4250DSX	59	Computer
661154	EVO D530 P4 2.8Ghz/2	USW4250DSY	59	Computer
661155	EVO D530 P4 2.8Ghz/2	USW4240DVL	59	Computer
661156	EVO D530 P4 2.8Ghz/2	USW4240DVM	59	Computer
661157	EVO D530 P4 2.8Ghz/2	USW4240DVK	59	Computer
661158	EVO D530 P4 2.8Ghz/2	USW4240DVN	59	Computer
661168	EVO D530 P4 2.8Ghz/2	USW4230JPY	59	Computer
661169	EVO D530 P4 2.8Ghz/2	USW4230JR3	59	Computer
661170	EVO D530 P4 2.8Ghz/2	USW4230JRF	59	Computer
661171	EVO D530 P4 2.8Ghz/2	USW4230JR9	59	Computer
661172	EVO D530 P4 2.8Ghz/2	USW4230JPP	59	Computer
661173	EVO D530 P4 2.8Ghz/2	USW4230JQF	59	Computer
661174	EVO D530 P4 2.8Ghz/2	USW4230JR4	59	Computer
661175	EVO D530 P4 2.8Ghz/2	USW4230JQS	59	Computer
661176	EVO D530 P4 2.8Ghz/2	USW4230JQG	59	Computer
661177	EVO D530 P4 2.8GHZ/2	USW4240J4Y	59	Computer
661178	EVO D530 P4 2.8Ghz/2	USW4240J52	59	Computer
661179	EVO D530 P4 2.8Ghz/2	USW4240J4P	59	Computer
661180	EVO D530 P4 2.8Ghz/2	USW4250DP0	59	Computer
661181	EVO D530 P4 2.8Ghz/2	USW4250DP6	59	Computer

661182	EVO D530 P4 2.8Ghz/2	USW4250DP7	59	Computer
661183	EVO D530 P4 2.8Ghz/2	USW4250DP2	59	Computer
661184	EVO D530 P4 2.8Ghz/2	USW4250DP8	59	Computer
661185	EVO D530 P4 2.8Ghz/2	USW4230L8B	59	Computer
661186	EVO D530 P4 2.8Ghz/2	USW4230L80	59	Computer
661187	EVO D530 P4 2.8Ghz/2	USW4230L8V	59	Computer
661188	EVO D530 P4 2.8Ghz/2	USW4230L82	59	Computer
661189	EVO D530 P4 2.8Ghz/2	USW42402TL	59	Computer
661190	EVO D530 P4 2.8Ghz/2	USW4250DNW	59	Computer
661191	EVO D530 P4 2.8Ghz/2	USW4250DNT	59	Computer
661192	EVO D530 P4 2.8Ghz/2	USW4250DNV	59	Computer
661193	EVO D530 P4 2.8Ghz/2	USW4250DNX	59	Computer
661194	EVO D530 P4 2.8Ghz/2	USW4240DW7	59	Computer
661195	WKST: (RTS) COMPAQ D53	USW4230L81		
661196	EVO D530 P4 2.8Ghz/2	USW4230JV1	59	Computer
661197	EVO D530 P4 2.8Ghz/2	USW42402TM	59	Computer
661198	EVO D530 P4 2.8Ghz/2	USW4230JV0	59	Computer
661199	EVO D530 P4 2.8Ghz/2	USW42402TN	59	Computer
661200	EVO D530 P4 2.8Ghz/2	USW4230L7G	59	Computer
661201	EVO D530 P4 2.8Ghz/2	USW4250DSV	59	Computer
661202	EVO D530 P4 2.8Ghz/2	USW4250DST	59	Computer
661208	EVO D530 P4 2.8Ghz/2	USW4230JPT	59	Computer
661209	EVO D530 P4 2.8Ghz/2	USW4230JQQ	59	Computer
661210	EVO D530 P4 2.8Ghz/2	USW4230JQJ	59	Computer
661211	EVO D530 P4 2.8Ghz/2	USW4230JQC	59	Computer
661212	EVO D530 P4 2.8Ghz/2	USW4230JQ6	59	Computer
661213	EVO D530 P4 2.8Ghz/2	USW4230JR2	59	Computer
661214	EVO D530 P4 2.8Ghz/2	USW4230JQR	59	Computer
661215	EVO D530 P4 2.8Ghz/2	USW4230JQP	59	Computer
661216	EVO D530 P4 2.8Ghz/2	USW4230JSJ	59	Computer
661217	EVO D530 P4 2.8Ghz/2	USW4230JSG	59	Computer
661218	EVO D530 P4 2.8Ghz/2	USW4230JSH	59	Computer
661219	EVO D530 P4 2.8Ghz/2	USW4230J3N	59	Computer
661220	EVO D530 P4 2.8Ghz/2	USW4240J3D	59	Computer
661221	EVO D530 P4 2.8Ghz/2	USW4240J4X	59	Computer
661222	EVO D530 P4 2.8Ghz/2	USW4240J3F	59	Computer
661223	EVO D530 P4 2.8Ghz/2	USW4250DP4	59	Computer



661224	EVO D530 P4 2.8Ghz/2	USW4250DP3	59	Computer
661225	EVO D530 P4 2.8Ghz/2	USW4250DP9	59	Computer
661226	EVO D530 P4 2.8Ghz/2	USW4250DP1	59	Computer
661227	EVO D530 P4 2.8Ghz/2	USW4230L8G	59	Computer
661228	EVO D530 P4 2.8Ghz/2	USW4250DP5	59	Computer
661229	EVO D530 P4 2.8Ghz/2	USW4230L86	59	Computer
661230	EVO D530 P4 2.8Ghz/2	USW4230L8J	59	Computer
661231	EVO D530 P4 2.8Ghz/2	USW4230L7H	59	Computer
661232	EVO D530 P4 2.8Ghz/2	USW4230L8P	59	Computer
661233	EVO D530 P4 2.8Ghz/2	USW4230L8W	59	Computer
661234	EVO D530 P4 2.8Ghz/2	USW4230L8N	59	Computer
661235	EVO D530 P4 2.8Ghz/2	USW4230L8Q	59	Computer
661236	EVO D530 P4 2.8GHZ/2	USW4230L8S	59	computer
661237	EVO D530 P4 2.8Ghz/2	USW4230L8T	59	Computer
661238	EVO D530 P4 2.8GHZ/2	USW4230L7J	59	computer
661239	EVO D530 P4 2.8Ghz/2	USW4230JTZ	59	Computer
661240	EVO D530 P4 2.8Ghz/2	USW4240BT3	59	Computer
661241	EVO D530 P4 2.8Ghz/2	USW4240BT2	59	Computer
661242	EVO D530 P4 2.8Ghz/2	USW4240DW9	59	Computer
661243	EVO D530 P4 2.8Ghz/2	USW4240DW8	59	Computer
661244	EVO D530 P4 2.8Ghz/2	USW4240BT4	59	Computer
661245	EVO D530 P4 2.8Ghz/2	USW4240BT0	59	Computer
661246	EVO D530 P4 2.8Ghz/2	USW4240BT1	59	Computer
661247	EVO D530 P4 2.8Ghz/2	USW4250DSW	59	Computer
661248	EVO D530 P4 2.8Ghz/2	USW4230JR1	59	Computer
661249	EVO D530 P4 2.8Ghz/2	USW4230JR8	59	Computer
661250	EVO D530 P4 2.8Ghz/2	USW4230JQ2	59	Computer
661251	EVO D530 P4 2.8Ghz/2	USW4230JPX	59	Computer
661252	EVO D530 P4 2.8Ghz/2	USW4230JR6	59	Computer
661253	EVO D530 P4 2.8Ghz/2	USW4230JQ5	59	Computer
661254	EVO D530 P4 2.8Ghz/2	USW4230JQZ	59	Computer
661255	EVO D530 P4 2.8Ghz/2	USW4230JQW	59	Computer
661256	EVO D530 P4 2.8Ghz/2	USW4240J4Q	59	Computer
661257	EVO D530 P4 2.8Ghz/2	USW4240J3J	59	Computer
661258	EVO D530 P4 2.8Ghz/2	USW4240J51	59	Computer
661259	EVO D530 P4 2.8Ghz/2	USW4240J4T	59	Computer
661260	EVO D530 P4 2.8Ghz/2	USW4240J3L	59	Computer

661261	EVO D530 P4 2.8Ghz/2	USW4240J4W	59	Computer	
661262	EVO D530 P4 2.8GHZ/2	USW4240J3H	59	Printer	black & white
661263	EVO D530 P4 2.8Ghz/2	USW4230L8L	59	Computer	
661264	EVO D530 P4 2.8Ghz/2	USW4230L85	59	Computer	
661265	EVO D530 P4 2.8Ghz/2	USW4230L83	59	Computer	
661266	EVO D530 P4 2.8Ghz/2	USW4230L8K	59	Computer	
661267	EVO D530 P4 2.8GHZ/2	USW4230L8D	59	Printer	black & white
661268	EVO D530 P4 2.8Ghz/2	USW423068F	59	Computer	
661269	EVO D530 P4 2.8Ghz/2	USW4230L84	59	Computer	
661270	EVO D530 P4 2.8GHZ/2	USW4240J3G	59	Printer	black & white
661271	EVO D530 P4 2.8Ghz/2	USW4240J3M	59	Computer	
661272	EVO D530 P4 2.8Ghz/2	USW4240J3K	59	Computer	
661273	EVO D530 P4 2.8GHZ/2	USW4230L8C	59	Printer	black & white
661274	EVO D530 P4 2.8Ghz/2	USW4230L89	59	Computer	
661275	EVO D530 P4 2.8Ghz/2	USW4230L87	59	Computer	
661276	EVO D530 P4 2.8Ghz/2	USW4230L88	59	Computer	
661283	EVO D530 P4 2.8Ghz/2	USW42601HC	59	Computer	
661284	EVO D530 P4 2.8Ghz/2	USW42601H9	59	Computer	
661286	EVO D530 P4 2.8Ghz/2	USW42601H8	59	Computer	
661287	EVO D530 P4 2.8Ghz/2	USW42601HB	59	Computer	
661288	EVO D530 P4 2.8Ghz/2	USW4230HV9	59	Computer	
661289	EVO D530 P4 2.8Ghz/2	USW4230HTH	59	Computer	
661290	EVO D530 P4 2.8Ghz/2	USW4230HTQ	59	Computer	
661291	EVO D530 P4 2.8Ghz/2	USW4230HTP	59	Computer	
661292	EVO D530 P4 2.8Ghz/2	USW4230HTW	59	Computer	
661293	EVO D530 P4 2.8Ghz/2	USW4230HTV	59	Computer	
661294	EVO D530 P4 2.8Ghz/2	USW4230HW8	59	Computer	
661295	EVO D530 P4 2.8Ghz/2	USW4230HVV	59	Computer	
661296	EVO D530 P4 2.8Ghz/2	USW4230HVC	59	Computer	
661297	EVO D530 P4 2.8Ghz/2	USW4230HV6	59	Computer	
661298	EVO D530 P4 2.8Ghz/2	USW4230HVM	59	Computer	
661299	EVO D530 P4 2.8Ghz/2	USW4230HVD	59	Computer	
661300	EVO D530 P4 2.8Ghz/2	USW4230HV3	59	Computer	
661301	EVO D530 P4 2.8Ghz/2	USW4230HTK	59	Computer	
661302	EVO D530 P4 2.8Ghz/2	USW4230HVT	59	Computer	
661303	EVO D530 P4 2.8Ghz/2	USW4230HVL	59	Computer	
661304	EVO D530 P4 2.8Ghz/2	USW4230HVB	59	Computer	

661305	EVO D530 P4 2.8Ghz/2	USW4230HVK	59	Computer	
661306	EVO D530 P4 2.8Ghz/2	USW4230HV8	59	Computer	
661307	EVO D530 P4 2.8Ghz/2	USW4230HTS	59	Computer	
661308	EVO D530 P4 2.8GHZ/2	USW4300C1Y	59	Computer	
661309	EVO D530 P4 2.8Ghz/2	USW4300C2D	59	Computer	
661310	EVO D530 P4 2.8Ghz/2	USW4300C2J	59	Computer	
661311	EVO D530 P4 2.8Ghz/2	USW4300C2N	59	Computer	
661312	EVO D530 P4 2.8Ghz/2	USW4300C2S	59	Computer	
661313	EVO D530 P4 2.8Ghz/2	USW4300C20	59	Computer	
661314	EVO D530 P4 2.8Ghz/2	USW4300C24	59	Computer	
661315	EVO D530 P4 2.8Ghz/2	USW4300C28	59	Computer	
661316	EVO D530 P4 2.8Ghz/2	USW4300C1Z	59	Computer	
661317	EVO D530 P4 2.8GHZ/2	USW4300C2F	59	Printer	black & white
661318	EVO D530 P4 2.8Ghz/2	USW4300C2K	59	Computer	
661319	EVO D530 P4 2.8Ghz/2	USW4300C2P	59	Computer	
661320	EVO D530 P4 2.8GHZ/2	USW4300C2T	59	Printer	black & white
661321	EVO D530 P4 2.8Ghz/2	USW4300C21	59	Computer	
661322	EVO D530 P4 2.8Ghz/2	USW4300C25	59	Computer	
661323	EVO D530 P4 2.8Ghz/2	USW4300C29	59	Computer	
661324	EVO D530 P4 2.8Ghz/2	USW4300C2B	59	Computer	
661325	EVO D530 P4 2.8Ghz/2	USW4300C2G	59	Computer	
661326	EVO D530 P4 2.8Ghz/2	USW4300C2L	59	Computer	
661327	EVO D530 P4 2.8Ghz/2	USW4300C2Q	59	Computer	
661328	EVO D530 P4 2.8Ghz/2	USW4300C2V	59	Computer	
661329	EVO D530 P4 2.8Ghz/2	USW4300C22	59	Computer	
661330	EVO D530 P4 2.8Ghz/2	USW4300C26	59	Computer	
661331	EVO D530 P4 2.8Ghz/2	USW4300C2C	59	Computer	
661332	EVO D530 P4 2.8Ghz/2	USW4300C2H	59	Computer	
661333	EVO D530 P4 2.8Ghz/2	USW4300C2M	59	Computer	
661334	EVO D530 P4 2.8Ghz/2	USW4300C2R	59	Computer	
661335	EVO D530 P4 2.8Ghz/2	USW4300C2W	59	Computer	
661336	EVO D530 P4 2.8Ghz/2	USW4300C23	59	Computer	
661337	EVO D530 P4 2.8Ghz/2	USW4300C27	59	Computer	
661338	EVO D530 P4 2.8Ghz/2	USW4290FBW	59	Computer	
661339	EVO D530 P4 2.8Ghz/2	USW42700WF	59	Computer	
661340	EVO D530 P4 2.8Ghz/2	USW4300C30	59	Computer	
661341	EVO D530 P4 2.8Ghz/2	USW4290F6G	59	Computer	

661342	EVO D530 P4 2.8Ghz/2	USW43008SN	59	Computer	
661343	EVO D530 P4 2.8Ghz/2	USW42607GY	59	Computer	
661344	EVO D530 P4 2.8Ghz/2	USW4300C31	59	Computer	
661345	EVO D530 P4 2.8Ghz/2	USW42607H2	59	Computer	
661346	EVO D530 P4 2.8Ghz/2	USW43008VT	59	Computer	
661347	EVO D530 P4 2.8Ghz/2	USW43008SM	59	Computer	
661348	EVO D530 P4 2.8Ghz/2	USW4300C2Z	59	Computer	
661349	EVO D530 P4 2.8Ghz/2	USW42802L0	59	Computer	
661350	EVO D530 P4 2.8Ghz/2	USW42807JL	59	Computer	
661351	EVO D530 P4 2.8Ghz/2	USW4290F7Z	59	Computer	
661352	EVO D530 P4 2.8Ghz/2	USW4290F7Y	59	Computer	
661353	EVO D530 P4 2.8Ghz/2	USW4290F7X	59	Computer	
661354	EVO D530 P4 2.8Ghz/2	USW4290F7W	59	Computer	
661355	EVO D530 P4 2.8Ghz/2	USW4290F7V	59	Computer	
661356	EVO D530 P4 2.8Ghz/2	USW4290F7T	59	Computer	
661357	EVO D530 P4 2.8Ghz/2	USW4290F7S	59	Computer	
661358	EVO D530 P4 2.8Ghz/2	USW4290F7R	59	Computer	
661359	EVO D530 P4 2.8Ghz/2	USW4290F7Q	59	Computer	
661360	EVO D530 P4 2.8Ghz/2	USW4290F7P	59	Computer	
661361	EVO D530 P4 2.8Ghz/2	USW4290F7N	59	Computer	
661362	EVO D530 P4 2.8Ghz/2	USW4290F7M	59	Computer	
661363	EVO D530 P4 2.8Ghz/2	USW4290F7K	59	Computer	
661364	EVO D530 P4 2.8Ghz/2	USW4290F7J	59	Computer	
661365	EVO D530 P4 2.8Ghz/2	USW42802L4	59	Computer	
661367	EVO D530 P4 2.8Ghz/2	USW4260DNN	59	Computer	
661368	EVO D530 P4 2.8Ghz/2	USW4290F7L	59	Computer	
661400	Laserjet 2430TN	CNGKC49238	59	Printer	black & white
661420	WKST: (RTS) COMPAQ D53	USW423008VO			
661666	EVO D530 P4 2.8Ghz/2	USW42701Q2	59	Computer	
661667	EVO D530 P4 2.8Ghz/2	USW42701Q4	59	Computer	
661668	EVO D530 P4 2.8Ghz/2	USW42701Q6	59	Computer	
661669	EVO D530 P4 2.8Ghz/2	USW42701Q8	59	Computer	
661670	EVO D530 P4 2.8Ghz/2	USW42701Q5	59	Computer	
661671	EVO D530 P4 2.8Ghz/2	USW42701QC	59	Computer	
661672	EVO D530 P4 2.8Ghz/2	USW42701QB	59	Computer	
661673	EVO D530 P4 2.8Ghz/2	USW42701Q3	59	Computer	
661674	EVO D530 P4 2.8Ghz/2	USW42701Q0	59	Computer	

661675	EVO D530 P4 2.8Ghz/2	USW42701Q9	59	Computer	
661676	EVO D530 P4 2.8Ghz/2	USW42701Q1	59	Computer	
661677	EVO D530 P4 2.8Ghz/2	USW42701Q7	59	Computer	
661721	EVO D530 P4 2.8Ghz/2	USW43008V2	59	Computer	
661958	Laserjet 2430TN	CNGKC39380	59	Printer	black & white
661959	Laserjet 2430TN	CNGKC45150	59	Printer	black & white
661960	Laserjet 2430TN	CNGJD09283	59	Printer	black & white
661961	Laserjet 2430TN	CNGJD09286	59	Printer	black & white
661962	Laserjet 2430TN	CNGKC09290	59	Printer	black & white
661963	Laserjet 2430TN	CNGKC39805	59	Printer	black & white
661964	Laserjet 2430TN	CNGKC39256	59	Printer	black & white
661965	Laserjet 2430TN	CNGJB96489	59	Printer	black & white
661966	Laserjet 2430TN	CNGKC39255	59	Printer	black & white
661967	Laserjet 2430TN	CNGJC98110	59	Printer	black & white
661968	Laserjet 2430TN	CNGJB97692	59	Printer	black & white
661969	Laserjet 2430TN	CNGJC98184	59	Printer	black & white
661970	Laserjet 2430TN	CNGJC98188	59	Printer	black & white
661971	Laserjet 2430TN	CNGJC98180	59	Printer	black & white
661972	Laserjet 2430TN	CNGJC98069	59	Printer	black & white
661973	Laserjet 2430TN	CNGJC98182	59	Printer	black & white
661974	Laserjet 2430TN	CNGJC98185	59	Printer	black & white
661975	Laserjet 2430TN	CNGJC97968	59	Printer	black & white
661976	Laserjet 2430TN	CNGJB99418	59	Printer	black & white
661977	Laserjet 2430TN	CNGJC97964	59	Printer	black & white
661978	Laserjet 2430TN	CNGJC98186	59	Printer	black & white
661979	Laserjet 2430TN	CNGJB98753	59	Printer	black & white
661980	Laserjet 2430TN	CNGKB98754	59	Printer	black & white
661981	Laserjet 2430TN	CNGJC97548	59	Printer	black & white
661982	Laserjet 2430TN	CNGJB98755	59	Printer	black & white
661983	Laserjet 2430TN	CNGJB07305	59	Printer	black & white
661984	Laserjet 2430TN	CNGJB97663	59	Printer	black & white
661985	Laserjet 2430TN	CNGJB98749	59	Printer	black & white
661986	Laserjet 2430TN	CNGJB99339	59	Printer	black & white
661987	Laserjet 2430TN	CNGJB97263	59	Printer	black & white
661988	Laserjet 2430TN	CNGJB99336	59	Printer	black & white
661989	Laserjet 2430TN	CNGKC40778	59	Printer	black & white
661990	Laserjet 2430TN	CNGJB96916	59	Printer	black & white

661991	Laserjet 2430TN	CNGKB40275	59	Printer	black & white
661992	Laserjet 2430TN	CNGKC40900	59	Printer	black & white
661993	Laserjet 2430TN	CNGJB96709	59	Printer	black & white
661994	Laserjet 2430TN	CNGKB38865	59	Printer	black & white
661995	Laserjet 2430TN	CNGKB41448	59	Printer	black & white
661996	Laserjet 2430TN	CNGKB41444	59	Printer	black & white
661997	Laserjet 2430TN	CNGKB38808	59	Printer	black & white
661998	Laserjet 2430TN	CNGKB38821	59	Printer	black & white
661999	Laserjet 2430TN	CNGKC40908	59	Printer	black & white
662000	Laserjet 2430TN	CNGKC40903	59	Printer	black & white
662001	Laserjet 2430TN	CNGKC40904	59	Printer	black & white
662002	Laserjet 2430TN	CNGKC40906	59	Printer	black & white
662003	Laserjet 2430TN	CNGKC43240	59	Printer	black & white
662004	Laserjet 2430TN	CNGKC43430	59	Printer	black & white
662005	Laserjet 2430TN	CNGKC43259	59	Printer	black & white
662006	Laserjet 2430TN	CNGKC43060	59	Printer	black & white
662007	Laserjet 2430TN	CNGKC43422	59	Printer	black & white
662008	Laserjet 2430TN	CNGJD09101	59	Printer	black & white
662009	Laserjet 2430TN	CNGJD09212	59	Printer	black & white
662010	Laserjet 2430TN	CNGJD09105	59	Printer	black & white
662012	Laserjet 2430TN	CNGKC43247	59	Printer	black & white
662013	Laserjet 2430TN	CNGKC43242	59	Printer	black & white
662014	Laserjet 2430TN	CNGJD09201	59	Printer	black & white
662015	Laserjet 2430TN	CNGKB48289	59	Printer	black & white
662016	Laserjet 2430TN	CNGKC48802	59	Printer	black & white
662017	Laserjet 2430TN	CNGKB48288	59	Printer	black & white
662018	Laserjet 2430TN	CNGJF09338	59	Printer	black & white
662019	Laserjet 2430TN	CNGKC49939	59	Printer	black & white
662020	Laserjet 2430TN	CNGKB48283	59	Printer	black & white
662021	Laserjet 2430TN	CNGKB48278	59	Printer	black & white
662022	Laserjet 2430TN	CNGKC46365	59	Printer	black & white
662023	Laserjet 2430TN	CNGKC46018	59	Printer	black & white
662024	Laserjet 2430TN	CNGKB44521	59	Printer	black & white
662025	Laserjet 2430TN	CNGKB42840	59	Printer	black & white
662026	Laserjet 2430TN	CNGKB44516	59	Printer	black & white
662027	Laserjet 2430TN	CNGKC46010	59	Printer	black & white
662028	Laserjet 2430TN	CNGKB36817	59	Printer	black & white

662029	Laserjet 2430TN	CNGKC46015	59	Printer	black & white
662030	Laserjet 2430TN	CNGKB36836	59	Printer	black & white
662031	Laserjet 2430TN	CNGKB36838	59	Printer	black & white
662032	Laserjet 2430TN	CNGKB36849	59	Printer	black & white
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663442	Laserjet 2300D	CNBDG60044	59	Printer	black & white
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673298	Laserjet 2430TN	CNGKC33833	59	Printer	black & white
673299	Laserjet 2430TN	CNGKC82099	59	Printer	black & white
673300	Laserjet 2430TN	CNGKC82131	59	Printer	black & white
673301	Laserjet 2430TN	CNGKB48973	59	Printer	black & white
673302	Laserjet 2430TN	CNGKC82101	59	Printer	black & white
673303	Laserjet 2430TN	CNGKC82134	59	Printer	black & white
673304	Laserjet 2430TN	CNGKC82129	59	Printer	black & white
673305	Laserjet 2430TN	CNGKC82104	59	Printer	black & white
673306	Laserjet 2430TN	CNGKB55237	59	Printer	black & white
673307	Laserjet 2430TN	CNGKB55231	59	Printer	black & white
673436	eHP XW8200 Desktop	2UA6020Z6M	59	Computer	
673438	eOPTIPLEX GX620/3.0	296G891	59	Computer	
673940	Laserjet 4250TN W/Sheet St	JAGGL07252	59	Printer	black & white
673941	Laserjet 4250TN W/Sheet St	CNGXC33737	59	Printer	black & white
673942	Laserjet 4250TN W/Sheet St	CNGXD42061	59	Printer	black & white
673943	Laserjet 4250TN W/Sheet St	JPGGL07379	59	Printer	black & white
673944	Laserjet 4250TN W/Sheet St	CNGXF43539	59	Printer	black & white
673945	Laserjet 4250TN W/Sheet St	CNGXG26855	59	Printer	black & white
673946	Laserjet 4250TN W/Sheet St	JPGGL07961	59	Printer	black & white
673947	Laserjet 4250TN W/Sheet St	CNGXC16281	59	Printer	black & white
673948	Laserjet 4250TN W/Sheet St	JPGGL07767	59	Printer	black & white
673949	Laserjet 4250TN W/Sheet St	CNGXD45190	59	Printer	black & white
673950	Laserjet 4250TN W/Sheet St	CNGXF43559	59	Printer	black & white



673951	Laserjet 4250TN W/Sheet St CNGXG26851	59	Printer	black & white
673952	Laserjet 4250TN W/Sheet St JPGGL07753	59	Printer	black & white
673953	Laserjet 4250TN W/Sheet St JPGGL07761	59	Printer	black & white
673954	Laserjet 4250TN W/Sheet St CNGXF43553	59	Printer	black & white
673955	Laserjet 4250TN W/Sheet St JPGGL07507	59	Printer	black & white
673956	Laserjet 4250TN W/Sheet St USDXN00744	59	Printer	black & white
676666	Laserjet 2430TN CNGKB20235	59	Printer	black & white
690163	Laserjet 2430TN CNGKM12677	59	Printer	black & white
690164	Laserjet 2430TN CNGJF34216	59	Printer	black & white
690165	Laserjet 2430TN CNGJD34337	59	Printer	black & white
690166	Laserjet 2430TN CNGJG15661	59	Printer	black & white
690167	Laserjet 2430TN CNGKM12604	59	Printer	black & white
690168	Laserjet 2430TN CNGKL12686	59	Printer	black & white
690169	Laserjet 2430TN CNGKM12589	59	Printer	black & white
690170	Laserjet 2430TN CNGJF34155	59	Printer	black & white
690171	Laserjet 2430TN CNGJD34340	59	Printer	black & white
690172	Laserjet 2430TN CNGJF34158	59	Printer	black & white
690173	Laserjet 2430TN CNGJD34336	59	Printer	black & white
690174	Laserjet 2430TN CNGKM12667	59	Printer	black & white
690175	Laserjet 2430TN CNGKL12660	59	Printer	black & white
690176	Laserjet 2430TN CNGJD34153	59	Printer	black & white
690177	Laserjet 2430TN CNGJD34156	59	Printer	black & white
690178	Laserjet 2430TN CNGJD34167	59	Printer	black & white
690179	Laserjet 2430TN CNGKM12594	59	Printer	black & white
690180	Laserjet 2430TN CNGJF35040	59	Printer	black & white
690181	Laserjet 2430TN CNGKM12669	59	Printer	black & white
690182	Laserjet 2430TN CNGJL12603	59	Printer	black & white
690183	Laserjet 2430TN CNGJF35030	59	Printer	black & white
690184	Laserjet 2430TN CNGJD34963	59	Printer	black & white
690185	Laserjet 2430TN CNGJF35038	59	Printer	black & white
690186	Laserjet 2430TN CNGKL12676	59	Printer	black & white
690187	Laserjet 2430TN CNGJF35027	59	Printer	black & white
690358	Laserjet 2430TN CNGJD61780	59	Printer	black & white
690359	Laserjet 2430TN CNGJD34116	59	Printer	black & white
690360	Laserjet 2430TN CNGJD34112	59	Printer	black & white
690361	Laserjet 2430TN CNGJD62034	59	Printer	black & white
690362	Laserjet 2430TN CNGKL13219	59	Printer	black & white

690363	Laserjet 2430TN	JPGGP06394	59	Printer	black & white
690364	Laserjet 2430TN	CNGKL12630	59	Printer	black & white
690366	Laserjet 2430TN	CNGJD61779	59	Printer	black & white
690367	Laserjet 2430TN	CNGJD33870	59	Printer	black & white
690494	eOPTIPLEX 745/2.8	6CNDCC1	59	Computer	
690496	OPTIPLEX 745/2.8	7CNDCC1	59	computer	
690497	OPTIPLEX 745/2.8	BCNDCC1	59	computer	
690532	eOPTIPLEX 745/2.8	9XFCCC1	59	Computer	
690533	eOPTIPLEX 745/2.8	G1GCCC1	59	Computer	
690536	eOPTIPLEX 745/2.8	FZFCCC1	59	Computer	
690538	eOPTIPLEX 745/2.8	DXFCCC1	59	Computer	
690539	eOPTIPLEX 745/2.8	JYFCCC1	59	Computer	
690540	eOPTIPLEX 745/2.8	BZFCCC1	59	Computer	
690541	eOPTIPLEX 745/2.8	G0GCCC1	59	Computer	
690542	eOPTIPLEX 745/2.8	BYFCCC1	59	Computer	
690546	eOPTIPLEX 745/2.8	2ZFCCC1	59	Computer	
690547	eOPTIPLEX 745/2.8	11GCCC1	59	Computer	
690548	eOPTIPLEX 745/2.8	40GCCC1	59	Computer	
690550	eOPTIPLEX 745/2.8	61GCCC1	59	Computer	
690554	eOPTIPLEX 745/2.8	1YFCCC1	59	Computer	
690975	Laserjet 2430TN	CNGKC07579	59	Printer	black & white
690976	Laserjet 2430TN	CNGKB35815	59	Printer	black & white
690977	Laserjet 2430TN	CNGKB32819	59	Printer	black & white
690978	Laserjet 2430TN	CNGKC27012	59	Printer	black & white
690979	Laserjet 2430TN	CNGKC03061	59	Printer	black & white
690980	Laserjet 2430TN	CNGKC36256	59	Printer	black & white
690981	Laserjet 2430TN	CNDJB04936	59	Printer	black & white
690982	Laserjet 2430TN	CNGJF09261	59	Printer	black & white
690983	Laserjet 2430TN	CNGKB42903	59	Printer	black & white
690984	Laserjet 2430TN	CNGKC81385	59	Printer	black & white
690985	Laserjet 2430TN	CNGKB80723	59	Printer	black & white
690986	Laserjet 2430TN	CNGKB80593	59	Printer	black & white
690987	Laserjet 2430TN	CNGKB80725	59	Printer	black & white
690988	Laserjet 2430TN	CNGKB80708	59	Printer	black & white
691011	Laserjet 2430TN	CNGKB86097	59	Printer	black & white
691012	Laserjet 2430TN	CNGKC83140	59	Printer	black & white
691013	Laserjet 2430TN	CNGKB84777	59	Printer	black & white

691014	Laserjet 2430TN	CNGKB86098	59	Printer	black & white
691015	Laserjet 2430TN	CNGKB84769	59	Printer	black & white
691016	Laserjet 2430TN	CNGKB86105	59	Printer	black & white
691017	Laserjet 2430TN	CNGKB86114	59	Printer	black & white
691018	Laserjet 2430TN	CNGKB86096	59	Printer	black & white
691019	Laserjet 2430TN	CNGKC45643	59	Printer	black & white
691020	Laserjet 2430TN	CNGKC44553	59	Printer	black & white
691021	Laserjet 2430TN	CNGJF09344	59	Printer	black & white
691028	Laserjet 2430TN	CNGKB45269	59	Printer	black & white
691029	Laserjet 2430TN	CNGKB45267	59	Printer	black & white
691030	Laserjet 2430TN	CNGJD09319	59	Printer	black & white
691032	Laserjet 2430TN	CNGJF09342	59	Printer	black & white
691033	Laserjet 2430TN	CNGKC44971	59	Printer	black & white
691034	Laserjet 2430TN	CNGKC44926	59	Printer	black & white
691035	Laserjet 2430TN	CNGJF09275	59	Printer	black & white
691036	Laserjet 2430TN	CNGJF09346	59	Printer	black & white
691039	Laserjet 2430TN	CNGKB45280	59	Printer	black & white
691040	Laserjet 2430TN	CNGJF09341	59	Printer	black & white
691052	Laserjet 2430TN	CNGKB80636	59	Printer	black & white
691053	Laserjet 2430TN	CNGKC81340	59	Printer	black & white
691054	Laserjet 2430TN	CNGKB80632	59	Printer	black & white
691057	Laserjet 2430TN	CNGKB70866	59	Printer	black & white
691847	Laserjet 3005D	CND1F24086	59	Printer	black & white
691848	Laserjet 3005D	CND1F23922	59	Printer	black & white
691849	Laserjet 3005D	CND1D24076	59	Printer	black & white
691850	Laserjet 3005D	CND1D22233	59	Printer	black & white
691851	Laserjet 3005D	CND1D22226	59	Printer	black & white
691852	Laserjet 3005D	CND1D23739	59	Printer	black & white
691853	Laserjet 3005D	CND1D24085	59	Printer	black & white
691854	Laserjet 3005D	CND1D24087	59	Printer	black & white
691855	Laserjet 3005D	CND1D22164	59	Printer	black & white
691856	Laserjet 3005D	CND1D24072	59	Printer	black & white
691857	Laserjet 3005D	CND1F24078	59	Printer	black & white
691858	Laserjet 3005D	CND1D22236	59	Printer	black & white
691859	Laserjet 3005D	CND1D24078	59	Printer	black & white
691860	Laserjet 3005D	CND1D24021	59	Printer	black & white
691862	Laserjet 3005D	CND1F23924	59	Printer	black & white

691863	Laserjet 3005D	CND1D23923	59	Printer	black & white
691864	Laserjet 3005D	CND1D22163	59	Printer	black & white
691865	Laserjet 3005D	CND1D22162	59	Printer	black & white
691866	Laserjet 3005D	CND1F24068	59	Printer	black & white
691867	Laserjet 3005D	CND1D22166	59	Printer	black & white
691868	Laserjet 3005D	CND1D23932	59	Printer	black & white
691869	Laserjet 3005D	CND1F24119	59	Printer	black & white
691870	Laserjet 3005D	CND1F24079	59	Printer	black & white
691871	Laserjet 3005D	CND1D22161	59	Printer	black & white
691872	Laserjet 3005D	CND1D24074	59	Printer	black & white
691873	Laserjet 3005D	CND1D23908	59	Printer	black & white
691874	Laserjet 3005D	CND1D23933	59	Printer	black & white
691875	Laserjet 3005D	CND1D22160	59	Printer	black & white
691876	Laserjet 3005D	CND1F23521	59	Printer	black & white
691877	Laserjet 3005D	CND1D22234	59	Printer	black & white
691878	Laserjet Printer 3005D	CND1F22035	59	Printer	black & white
691879	Laserjet 3005D	CND1D22165	59	Printer	black & white
691880	Laserjet 3005D	CND1F24080	59	Printer	black & white
691881	Laserjet 3005D	CND1D24620	59	Printer	black & white
691882	Laserjet 3005D	CND1C02116	59	Printer	black & white
691883	Laserjet 3005D	CND1D24383	59	Printer	black & white
691884	Laserjet 3005D	CND1C02122	59	Printer	black & white
691885	Laserjet 3005D	CND1C02636	59	Printer	black & white
691886	Laserjet 3005D	CND1F24178	59	Printer	black & white
698413	Laptop Latitude D530	5QMYZF1	59	Laptop	
698414	Laptop Latitude D530	CQMYZF1	59	Laptop	
698415	Laptop Latitude D530	6QMYZF1	59	Laptop	
698416	Laptop Latitude D530	2QMYZF1	59	Laptop	
698417	Laptop Latitude D530	GQMYZF1	59	Laptop	
698418	Laptop Latitude D530	JPMYZF1	59	Laptop	
698419	Laptop Latitude D530	1RMYZF1	59	Laptop	
698420	Laptop Latitude D530	1QMYZF1	59	Laptop	
698421	Laptop Latitude D530	9QMYZF1	59	Laptop	
698422	Laptop Latitude D530	JQMYZF1	59	Laptop	
698437	Laserjet 3005D	CNJ1D62685	59	Printer	black & white
698438	Laserjet 3005D	CNJ1D61297	59	Printer	black & white
698439	Laserjet 3005D	CNJ1D61294	59	Printer	black & white

698440	Laserjet 3005D	CNJ1D62690	59	Printer	black & white
698441	Laserjet 3005D	CNJ1D62692	59	Printer	black & white
698442	Laserjet 3005D	CNJ1D62689	59	Printer	black & white
698443	Laserjet 3005D	CNJ1F64267	59	Printer	black & white
698444	Laserjet 3005D	CNJ1F67610	59	Printer	black & white
698445	Laserjet 3005D	CNJ1D61055	59	Printer	black & white
698446	Laserjet 3005D	CNJ1F61303	59	Printer	black & white
698447	Laserjet 3005D	CNJ1F61318	59	Printer	black & white
698448	Laserjet 3005D	CNJ1D61053	59	Printer	black & white
698449	Laserjet 3005D	CNJ1F61315	59	Printer	black & white
698450	Laserjet 3005D	CNJ1D62687	59	Printer	black & white
698451	Laserjet 3005D	CNJ1F61309	59	Printer	black & white
698452	Laserjet 3005D	CNJ1D61039	59	Printer	black & white
698453	Laserjet 3005D	CNJ1D61052	59	Printer	black & white
698454	Laserjet 3005D	CNJ1F61312	59	Printer	black & white
698455	Laserjet 3005D	CNJ1F61308	59	Printer	black & white
698456	Laserjet 3005D	CNJ1D61293	59	Printer	black & white
698656	Laserjet P4515N	CNDY324581	59	Printer	black & white
698734	Laptop Latitude D530	4KWH3H1	59	Laptop	
698735	Laptop Latitude D530	2KWH3H1	59	Laptop	
698736	Laptop Latitude D530	9JWH3H1	59	Laptop	
698737	Laptop Latitude D530	FKWH3H1	59	Laptop	
698738	Laptop Latitude D530	FJWH3H1	59	Laptop	
698739	Laptop Latitude D530	3JWH3H1	59	Laptop	
698740	Laptop Latitude D530	5JWH3H1	59	Laptop	
698741	Laptop Latitude D530	9KWH3H1	59	Laptop	
698742	Laptop Latitude D530	7JWH3H1	59	Laptop	
698743	Laptop Latitude D530	CKWH3H1	59	Laptop	
698744	Laptop Latitude D530	6KWH3H1	59	Laptop	
698745	Laptop Latitude D530	BJWH3H1	59	Laptop	
698746	Laptop Latitude D530	HJWH3H1	59	Laptop	
698747	Laptop Latitude D530	8JWH3H1	59	Laptop	
698748	Laptop Latitude D530	1JWH3H1	59	Laptop	
701313	Laptop Latitude D520	5MVHxD1	59	Laptop	
701314	Laptop Latitude D520	3MVHxD1	59	Laptop	
701315	Laptop Latitude D520	BLVHxD1	59	Laptop	
701316	Laptop Latitude D520	2LVHxD1	59	Laptop	

701317	Laptop Latitude D520	6LVHXD1	59	Laptop
701318	Laptop Latitude D520	4LVHXD1	59	Laptop
701319	Laptop Latitude D520	3LVHXD1	59	Laptop
701320	Laptop Latitude D520	GKVHXD1	59	Laptop
701321	Laptop Latitude D520	HLVHXD1	59	Laptop
701322	Laptop Latitude D520	8LVHXD1	59	Laptop
701323	Laptop Latitude D520	CLVHXD1	59	Laptop
701324	Laptop Latitude D520	7LVHXD1	59	Laptop
701325	Laptop Latitude D520	JKVHXD1	59	Laptop
701326	Laptop Latitude D520	5LVHXD1	59	Laptop
701327	Laptop Latitude D520	4MVHXD1	59	Laptop
701328	Laptop Latitude D520	HKVHXD1	59	Laptop
701329	Laptop Latitude D520	8FVHXD1	59	Laptop
701330	Laptop Latitude D520	9FVHXD1	59	Laptop
701331	Laptop Latitude D520	7FVHXD1	59	Laptop
701332	Laptop Latitude D520	CFVHXD1	59	Laptop
701333	Laptop Latitude D520	BFVHXD1	59	Laptop
701334	Laptop Latitude D520	6FVHXD10	59	Laptop
701335	Laptop Latitude D520	DLVHXD1	59	Laptop
701336	Laptop Latitude D520	9LVHXD1	59	Laptop
701337	Laptop Latitude D520	1LVHXD1	59	Laptop
701338	Laptop Latitude D520	7MVHXD1	59	Laptop
701339	Laptop Latitude D520	JLVHXD1	59	Laptop
701340	Laptop Latitude D520	FLVHXD1	59	Laptop
701341	Laptop Latitude D520	2MVHXD1	59	Laptop
701342	Laptop Latitude D520	6MVHXD1	59	Laptop
705699	DC7900 E7400/2.8Ghz	MXL942098N		14-TSD BASEMENT
705700	DC7900 E7400/2.8Ghz	MXL942099J		14-TSD BASEMENT
705701	DC7900 E7400/2.8Ghz	MXL9420990		14-TSD BASEMENT
705702	DC7900 E7400/2.8Ghz	MXL942098H		14-TSD BASEMENT
705703	DC7900 E7400/2.8Ghz	MXL942098F		14-TSD BASEMENT
705704	DC7900 E7400/2.8Ghz	MXL942098D		14-TSD BASEMENT
705705	DC7900 E7400/2.8Ghz	MXL942099H		14-TSD BASEMENT
705706	DC7900 E7400/2.8Ghz	MXL942098W		14-TSD BASEMENT
705707	DC7900 E7400/2.8Ghz	MXL9420995		14-TSD BASEMENT
705708	DC7900 E7400/2.8Ghz	MXL942098M		14-TSD BASEMENT
705709	DC7900 E7400/2.8Ghz	MXL942098Z		14-TSD BASEMENT

705710 DC7900 E7400/2.8Ghz	MXL942098L	14-TSD BASEMENT
705711 DC7900 E7400/2.8Ghz	MXL942098V	14-TSD BASEMENT
705712 DC7900 E7400/2.8Ghz	MXL942098X	14-TSD BASEMENT
705713 DC7900 E7400/2.8Ghz	MXL942098R	14-TSD BASEMENT
705714 DC7900 E7400/2.8Ghz	MXL942098T	14-TSD BASEMENT
705715 DC7900 E7400/2.8Ghz	MXL942098Y	14-TSD BASEMENT
705716 DC7900 E7400/2.8Ghz	MXL9420997	14-TSD BASEMENT
705717 DC7900 E7400/2.8Ghz	MXL942099F	14-TSD BASEMENT
705718 DC7900 E7400/2.8Ghz	MXL9420999	14-TSD BASEMENT
705719 DC7900 E7400/2.8Ghz	MXL9420992	14-TSD BASEMENT
705720 DC7900 E7400/2.8Ghz	MXL942099G	14-TSD BASEMENT
705721 DC7900 E7400/2.8Ghz	MXL942098G	14-TSD BASEMENT
705722 DC7900 E7400/2.8Ghz	MXL9420998	14-TSD BASEMENT
705723 DC7900 E7400/2.8Ghz	MXL942098Q	14-TSD BASEMENT
705724 DC7900 E7400/2.8Ghz	MXL942099K	14-TSD BASEMENT
705725 DC7900 E7400/2.8Ghz	MXL942098P	14-TSD BASEMENT
705726 DC7900 E7400/2.8Ghz	MXL942099B	14-TSD BASEMENT
705727 DC7900 E7400/2.8Ghz	MXL9420993	14-TSD BASEMENT
705728 DC7900 E7400/2.8Ghz	MXL942098S	14-TSD BASEMENT
705729 DC7900 E7400/2.8Ghz	MXL942099L	14-TSD BASEMENT
705730 DC7900 E7400/2.8Ghz	MXL9420996	14-TSD BASEMENT
705731 DC7900 E7400/2.8Ghz	MXL942098K	14-TSD BASEMENT
705732 DC7900 E7400/2.8Ghz	MXL942099N	14-TSD BASEMENT
705733 DC7900 E7400/2.8Ghz	MXL9420991	14-TSD BASEMENT
705734 DC7900 E7400/2.8Ghz	MXL942099M	14-TSD BASEMENT
705735 DC7900 E7400/2.8Ghz	MXL9420994	14-TSD BASEMENT
705736 DC7900 E7400/2.8Ghz	MXL942098J	14-TSD BASEMENT
705737 DC7900 E7400/2.8Ghz	MXL942099D	14-TSD BASEMENT
705738 DC7900 E7400/2.8Ghz	MXL942099C	14-TSD BASEMENT
705799 B/W PRNT: HP LASERJET F CNR1D12848		14-TSD BASEMENT
705800 B/W PRNT: HP LASERJET F CNR1B12063		14-TSD BASEMENT
705801 B/W PRNT: HP LASERJET F CNR1C12042		14-TSD BASEMENT
705802 B/W PRNT: HP LASERJET F CNR1B12008		14-TSD BASEMENT
705803 B/W PRNT: HP LASERJET F CNR1D12917		14-TSD BASEMENT
705804 B/W PRNT: HP LASERJET F CNR1B12054		14-TSD BASEMENT
705805 B/W PRNT: HP LASERJET F CNR1D12347		14-TSD BASEMENT
705806 B/W PRNT: HP LASERJET F CNR1B12009		14-TSD BASEMENT

705807 B/W PRNT: HP LASERJET FCNR1B12055	14-TSD BASEMENT
705808 B/W PRNT: HP LASERJET FCNR1D12915	14-TSD BASEMENT
705809 B/W PRNT: HP LASERJET FCNR1C11645	14-TSD BASEMENT
705810 B/W PRNT: HP LASERJET FCNR1B11995	14-TSD BASEMENT
705811 B/W PRNT: HP LASERJET FCNR1B12059	14-TSD BASEMENT
705812 B/W PRNT: HP LASERJET FCNR1B12064	14-TSD BASEMENT
705813 B/W PRNT: HP LASERJET FCNR1B12060	14-TSD BASEMENT
705814 B/W PRNT: HP LASERJET FCNR1B12062	14-TSD BASEMENT
705815 B/W PRNT: HP LASERJET FCNT1B03190	14-TSD BASEMENT
705816 B/W PRNT: HP LASERJET FCNT1B03016	14-TSD BASEMENT
705817 B/W PRNT: HP LASERJET FCNR1B12322	14-TSD BASEMENT
705818 B/W PRNT: HP LASERJET FCNT1C01003	14-TSD BASEMENT
705819 B/W PRNT: HP LASERJET FCNT1B03180	14-TSD BASEMENT
705820 B/W PRNT: HP LASERJET FCNT1C00210	14-TSD BASEMENT
705821 B/W PRNT: HP LASERJET FCNT1B02540	14-TSD BASEMENT
705822 B/W PRNT: HP LASERJET FCNT1B02529	14-TSD BASEMENT
705823 B/W PRNT: HP LASERJET FCNT1B00776	14-TSD BASEMENT



<b>Division</b>	<b>Device</b>	<b>Mes #</b>	<b>Custodian #</b>	<b>Contact</b>
TSD/Telecom	W/S	615675	233	Joe Harris
TSD/BSD/SS	Printer	637577	241	Suzane Moses
TSD/Telecom	W/S	643831	233	Joe Harris
TSD/BSD/SS	Laptop	643954	241	Mike Shields
TSD/BSD/SS	Laptop	643955	241	Mike Shields
TSD/BSD/SS	W/S	644114	241	Suzane Moses
TSD/BSD/SS	W/S	644128	241	Mike Shields
TSD/BSD/SS	W/S	644131	241	Mike Shields
TSD/BSD/SS	W/S	644141	241	Suzane Moses
TSD/BSD/SS	W/S	644158	241	Mike Shields
TSD/BSD/SS	W/S	644167	241	Mike Shields
TSD/BSD/SS	W/S	644170	241	Mike Shields
TSD/BSD/SS	W/S	644188	241	Mike Shields
TSD/BSD/SS	W/S	644201	241	Suzane Moses
TSD/BSD/SS	W/S	644206	241	Suzane Moses
TSD/BSD/SS	W/S	644258	241	Suzane Moses
TSD/BSD/SS	W/S	644262	241	Suzane Moses
TSD/BSD/SS	W/S	644263	241	Suzane Moses
TSD/Telecom	W/S	644293	233	Joe Harris
TSD/BSD/SS	W/S	644294	241	Suzane Moses
TSD/BSD/SS	Printer	644716	241	Suzane Moses
TSD/BSD/SS	W/S	649709	241	Suzane Moses
TSD/BSD/SS	W/S	649713	241	Mike Shields
TSD/Telecom	Printer	653371	233	Joe Harris
TSD/BSD/SS	Printer	661963	241	Mike Shields
TSD/BSD/SS	Printer	661964	241	Mike Shields
TSD/BSD/SS	Printer	661969	241	Mike Shields
TSD/BSD/SS	Printer	661980	241	Mike Shields
TSD/BSD/SS	Printer	661996	241	Mike Shields
TSD/BSD/SS	Printer	661997	241	Mike Shields
TSD/BSD/SS	Printer	662002	241	Mike Shields
TSD/BSD/SS	Printer	662006	241	Mike Shields
TSD/BSD/SS	Printer	662007	241	Mike Shields
TSD/BSD/SS	W/S	663126	241	Mike Shields
TSD/BSD/SS	W/S	663128	241	Mike Shields
TSD/BSD/SS	W/S	663129	241	Mike Shields

TSD/BSD/SS	W/S	663130	241	Mike Shields
TSD/BSD/SS	W/S	663133	241	Mike Shields
TSD/BSD/SS	Printer	663285	241	Suzane Moses
TSD/Telecom	Printer	663429	233	Joe Harris
TSD/Telecom	W/S	663747	233	Joe Harris
TSD/BSD/SS	W/S	672497	241	Suzane Moses
TSD/BSD/SS	W/S	672502	241	Suzane Moses
TSD/BSD/SS	W/S	672503	241	Suzane Moses
TSD/BSD/SS	Printer	677785	241	Mike Shields
TSD/BSD/SS	Printer	690372	241	Suzane Moses
TSD/BSD/SS	W/S	690748	241	Mike Shields
TSD/BSD/SS	W/S	690749	241	Mike Shields
TSD/BSD/SS	W/S	690755	241	Mike Shields
TSD/Telecom	W/S	690756	233	Joe Harris
TSD/BSD/SS	W/S	690763	241	Mike Shields
TSD/BSD/SS	W/S	690792	241	Mike Shields
TSD/BSD/SS	W/S	690809	241	Mike Shields
TSD/BSD/SS	W/S	690817	241	Mike Shields
TSD/BSD/SS	W/S	690822	241	Mike Shields
TSD/Telecom	W/S	690825	233	Joe Harris
TSD/BSD/SS	W/S	690826	241	Mike Shields
TSD/Telecom	W/S	690828	233	Joe Harris
TSD/BSD/SS	W/S	690834	241	Mike Shields
TSD/BSD/SS	W/S	698130	241	Suzane Moses
TSD/BSD/SS	W/S	698139	245	Mike Shields
TSD/BSD/SS	W/S	698140	245	Mike Shields
TSD/BSD/SS	W/S	698142	245	Mike Shields

MES	Description	Serial	Division	Class	Subclass
691667	WKS: Dell OPTIPLEX 745	D03DWC1	43	Computer	
691645	WKS: Dell OPTIPLEX 745	243DWC1	43	Computer	
691674	WKS: Dell OPTIPLEX 745	4W2DWC1	43	Computer	

TxDOT-DMV MOU

**ATTACHMENT C**

EQUIPMENT

Attachment C - EOS Equipment to DMV.xls

3510-G	Pickup	1996 Ford
3267-F	Van	1997 Dodge
19E	Sedan	2007 Toyota Prius
20-E	Sedan	2007 Toyota Prius
27-E	Sedan	2007 Toyota Prius
34-E	Sedan	2007 Toyota Prius
284-D	Sedan	1999 Dodge Intrepid
358-D	Sedan	2001 Chevrolet Malibu
360-D	Sedan	2001 Chevrolet Malibu
361-D	Sedan	2001 Chevrolet Malibu
363-D	Sedan	2001 Chevrolet Malibu
365-D	Sedan	2001 Chevrolet Malibu
372-D	Sedan	2001 Chevrolet Malibu
373-D	Sedan	2001 Chevrolet Malibu
375-D	Sedan	2001 Chevrolet Malibu
376-D	Sedan	2001 Chevrolet Malibu
378-D	Sedan	2001 Chevrolet Malibu
380-D	Sedan	2001 Chevrolet Malibu
382-D	Sedan	2001 Chevrolet Malibu
383-D	Sedan	2001 Chevrolet Malibu
384-D	Sedan	2001 Chevrolet Malibu
385-D	Sedan	2001 Chevrolet Malibu
387-D	Sedan	2001 Chevrolet Malibu
390-D	Sedan	2001 Chevrolet Malibu
391-D	Sedan	2001 Chevrolet Malibu
392-D	Sedan	2001 Chevrolet Malibu
409-D	Sedan	2002 Toyota Prius
411-D	Sedan	2004 Toyota Prius
444-D	Sedan	2004 Toyota Prius
3254-G	Van	2001 Dodge
3265-G	Van	2001 Dodge
3432-G	SUV	1996 Jeep Cherokee
3434-G	SUV	1996 Jeep Cherokee
3437-G	SUV	1996 Jeep Cherokee
3961-G	SUV	1997 Jeep Cherokee
4028-F	SUV	1994 Jeep Cherokee
4094-J	SUV	2006 Ford Escape
4981-J	SUV	2006 Ford Escape
5248-F	SUV	1995 Jeep Cherokee
5643-J	SUV	2008 Ford Escape
5648-J	SUV	2008 Ford Escape
5656-J	SUV	2007 Chevrolet Suburban
5692-F	SUV	1996 Jeep Cherokee

TxDOT-DMV MOU

**ATTACHMENT D**

CONTRACTS

Attachment D - Clientscontracts.xls

**City Name**

City of Austin

City of Baytown

City of Diboll

City of El Paso

City of Houston

City of Humble

City of Jersey Village

City of Lufkin

City of Socorro

Town of Horizon City

**County Name**

Dallas County  
Ector County  
El Paso County  
Fort Bend County  
Harris County  
Kaufman County  
Llano County



**Current Vendors**

ACE State and Local Solutions  
Allstate Ins. Co.  
City of Fort Worth - Municipal Courts  
City of Houston - Municipal Courts  
Customer Contract Inc.  
Dallas Computer Service  
Defensive Driving.Com  
Dominion Enterprises  
Experian Information Solutions Inc.  
Freeman Publishers Inc.  
Global 360 BGS, Inc.  
Harris County Toll Roads Authority  
HDI Solutions c/o Insure-Rite, Inc.  
Household Drivers Report  
Houston Galveston Area Council  
I S Holdings LLC  
IBM-Tape Library for AAMVNET  
Information, Inc.  
Insurance Technologies Corporation  
KMB Statistics, LLC  
National Recall & Data Services Inc.  
North Texas Tollway Authority  
QuickQuote Inc.  
R L Polk & Company  
Real Comp  
Texas Department of Public Safety\*  
The Service Bureau  
Texas Commisison on Environmental Quality  
U. S. Interactive Communications, LP

\* Does not have a contract w/TxDOT

**COMPANY NAME**

American Traffic Solutions  
Attorney General  
Auto Tag of America Inc.  
CitiFinancial Auto  
City of Arlington, Finance Department, Municipal Court  
Austin Municipal Court - City of Austin  
City of Brownsville  
City of El Paso  
City of Midland Municipal Court  
City of Tyler Municipal Court  
Dallas County  
Dallas Ft Worth International Airport  
Data Ticket Inc., dba MSB Parking  
Ector County  
El Paso County Domestic Relations  
Enforcement Technology Inc.  
Fort Worth Municipal Court  
G C Services Limited Partnership  
General Systems Solutions, Inc. (d/b/a TriVIN)  
Gila Corp  
Global 360 Inc.  
H E Butt Grocery  
Law Enforcement Systems Inc.  
Llano County  
Market Information Services of America, Inc.  
Neubus, Inc.  
Progressive Financial Services Inc.  
S. R. Beard & Associates LLC  
Tarleton State University Police Department  
The Texas Natural Resource Conservation Commission (TNRCC)  
Traffipax Inc.  
TxDOT Travel Division  
The University of Texas at Austin Parking and Transportation Services  
The University of Texas at San Antonio Parking and Transportation Services  
The University of Texas Southwestern Medical Center at Dallas  
The University of Texas at El Paso Police Department

**Company Name**

1st Community FCU  
Addison Avenue Federal Credit Union  
Affinity FCU  
America's Credit Union  
Bank of Oklahoma NA  
Benchmark Federal Credit Union  
Bethpage Federal Credit Union  
Campus USA Credit Union  
Capital One Auto Finance  
Chevron FCU  
Employees Credit Union  
Franklin Capital Corp & Franklin Templeton Bank and Trust  
Honda FCU TX  
HSBC Bank Nevada National Association  
JPMorgan Chase NA  
Key Equipment Finance, Inc.  
Medallion Bank  
Northwest Federal Credit Union  
Pentagon Federal Credit Union  
Premier America Credit Union  
Realtors Federal Credit Union  
Southwest 66 Credit Union  
Spectrum Federal Credit Union  
Stanford Federal Credit Union  
TwinStar Credit Union  
USAA Federal Savings Bank

<b>COMPANY NAME</b>	<b>COMPANY ID</b>
121 Towing	WB84500
1st Choice Auto Auction	W1DLI00
1st Choice Auto Sales	W3OC800
1st Choice Wrecker	WA11800
1st Community Credit Union	WA51500
1st Community Federal Credit Union	WB64300
24 Hour Wrecker Service	W8T2F00
24/7 Towing and Wrecker Service	WA91200
3925 Partners LTD dba Mike Brown Ford Chrysler Ford	W66O400
3-D Towing and Auto Transport Inc.	WB06600
3M Company	W2JE800
4 A's Enterprises Inc	WA25400
4L & A Auto Repair	WA88300
7-H Auto Ranch	WB68500
A & A Storage	W1N5600
A & A Wrecker & Recovery LLC	WA01100
A & B Towing	WA30500
A & D 24 Hour Towing & Recovery	WB13000
A & E Auto Group LLC	WB70100
A & E Wrecker Service Inc	W1WIR00
A & G Automotive	WB61200
A & H Wrecker Service	W902400
A & K Towing	W7ZG300
A & M Automotive	WA93300
A A Wrecker Service	W4MY300
A Alba Inc	W53MR00
A Allnite Storage	W5CJC00
A C Collins Ford Inc	W4LFD00
A. C. Towing & Transport Service	WB69200
A/P Recovery Services	WB45700
A+ Federal Credit Union	W9K9S00
A-1 Auto Broker Inc.	WB72800
A-1 Auto Title Services	WB86200
A-1 Wrecker and Storage	WB59700
A-1 Wrecker Service	WA83300
AA Wrecker Service	W9HRQ00
AAA Lonestar Tranmissions #2	WA96700
AAA Person to Person Listing DBA PPL Motor Homes	WB18300
AAA Texas County Mutual Insurance Company	WB55100
AAA Texas Interinsurance Exchange	WA89600
A-Asap Quick Towing	W947400
AB Wrecker Service Inc	W7TSZ00
ABC Auto Storage	W046A00
ABC Towing	WB82100
ABC Wrecker Service Inc	WA77700
ABI Wreckers of Tomball	W2P2000
Abilene Christian University	W6M9Z00
ABM Security	WA63800
Abrego Towing & Storage LLC	WB16700
ABS National Auto Services, Inc	WA86300
Absolute Towing	WB02000

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Absolute Towing & Recovery L.L.C.	WB01400
Access Ford LTD	WA21800
Accurate Auto Titles	WB50500
Accu-Source Inc	W25QZ00
Ace Adjusters Inc	WA33400
ACE of Galveston Wrecker Svc.	W1YKE00
ACE- USA Casualty Claims	W7JGB00
Ace Wrecker Service Inc. dba Ray's Wrecker	W14VP00
Across Texas Recovery LLC	W6A5X00
ACSS	WB18400
Action Automotive & Wrecker	WB43000
Action City Wrecker Service	W1T3F00
Action Wrecker Service	W7HLC00
Action Wrecker Service	WB70700
AD Wrecker Service Inc.	W10QW00
Addison Kelley's General Auto Adjusters	W5ULP00
ADESA Austin	W411M00
Adesa Dallas Auto Auction	W8P3S00
Adesa Houston	W8F4800
ADESA Impact Texas, LLC dba ADESA Impact	WB17900
ADESA San Antonio	W5ADQ00
Adjusters Inc.	W4CH200
Administaff Holdings	WB62700
Adnoh Inc. dba Howdy Honda	W0BEO00
Advanced Case Solutions	WB83500
Advanced Micro Devices Inc	W2M2P00
Advanced Recovery Solutions of San Antonio	WB41200
Advanced Towing	W417Y00
Advanced Towing & Recovery	W9SDJ00
Advancial Federal Credit Union	WA36600
Advantage Towing & Recovery	WB54200
AFC Dallas	WA21000
AFC, LLC	WB48900
Affordable Towing & Recovery	WA50000
Aguirre-Pilgrim Enterprises, LLC	WB61000
Airline Auto Storage	WB88800
Airport Gulf Towing and Recovery	W11HC00
Al Meyer Ford Inc	W0RQG00
Al Willeford Chevrolet, Inc.	WB59900
Alamo Auto Storage	WB49400
Alamo City Recovery	W9UCM00
Alamo Cycle-Plex	W6GWD00
Alamo Financial	WA82700
Alamo Toyota Inc.	W6RYJ00
Alamo Wrecker Service Inc.	WB02800
Alcoa World Alumina LLC	WA27500
Aldape Auto Sales & Service	W1ORZ00
Alianza Ins. Auto S.	WB30300
All American Buick Pontiac	WA50300
All American Chevrolet of Midland	WA11500
All American Chevrolet of Odessa	WA01600
All American Chevrolet of San Angelo	W1CGZ00

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All American CJD Autoplex	W1GBH00
All American CJD of Odessa	W9HHB00
All American Dodge Hyundai of Midland	WA00100
All Metal Recycling	WA45200
All Star Chevrolet	WB05600
All Star Enterprises	WA35200
All Star Ford Mercury Inc	W5C4E00
All Star Isuzu LTD	WA65700
All Star Towing	WB49600
All Star Towing	WB78000
All Star Towing & Storage Inc.	WB35300
All Texas Towing	W951U00
All Valley Towing	WB21300
All Valley Wide Towing	WB18500
Allan's Wrecker Service Inc	W2WFC00
Allegience Bank Texas	WB84700
Allen Independent School District	W7L0300
Allen Samuels Alliance Dodge Inc	WA16000
Allen Samuels Austin Dodge Inc.	WA13900
Allen Samuels Bay Chevrolet	W9XFF00
Allen Samuels Chevrolet	W2WQ200
Allen Samuels Chevrolet Inc	W6QQB00
Allen Samuels Chrysler Plymouth Jeep	W96Q400
Allen Samuels Dodge	WB52400
Allen Samuels Dodge Inc	W2FPB00
Allen Samuels Katy Dodge dba Allen Samuels Dodge	W7BXF00
Allens Body Shop	W7YLI00
Alliance Adjusters Inc	WB24400
Alliance Chevrolet/Mazda	WA96200
Alliance Towing & Recovery	W452T00
Allied Finance Adjusters/Texas Auto Recovery	W4Q5H00
Allright Central Parking Corporation	WA04200
Allstar Mazda Inc. dba Legend Mazda	W75VZ00
Allstate Adjusters Inc	W5W6W00
Allstate Collision Center Inc	W0AL400
Allways Storage	WB03100
Alpha & Omega Insurance	WA22500
Alsco of Stephenville	WB84300
Alsco-National Assignment Center	WB76900
Alternative Risk Consulting, LLC	WB77200
Alvin Motorcars Ltd. dba Ron Carter Toyota	WB45600
Amarillo College Campus Police Department	W2ETN00
Amarillo Motors -F LTD dba Gene Messer Ford of Ama	W945L00
Amarillo National Bank	WB61900
Amazon Auto Sales	WB43100
AMC Auto Title Services	WB66100
Amegy Bank	WB64800
America Eagle Auto Storage	WA45600
America First Insurance	WA17600
American Agencies General Agency	W5KJC00
American Auto Brokers	WB44000
American Auto Storage	W47F900

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American Lenders of Mesquite	WB79800
American Lenders Service Company of Amarillo	W44Z300
American Lenders Service Company of Corpus Christi	W13TR00
American Lenders Service Company of Harlingen	W3UAN00
American Lenders Service Company of Lubbock	W7AG700
American Lenders Service Company of Odessa	W077L00
American Lenders Service Company of Rockdale	W7XWU00
American Pre-Owned Auto Sales LLC	WB80200
American Safety Council Inc.	WB42700
American Southwest Insurance	W9IAG00
American Towing	WB16100
American Wrecker of Pearland	WA43200
America's Auto Auction Central Texas	WB85900
Americas Auto Auction Company	W6PFL00
Americas Auto Auction North Houston	W8S1600
America's Credit Union	W3LIG00
Americredit Financial Service	W5CLX00
Amerika Multiservice	WB28900
Amey's Wrecker Service	WA84300
AMH Motors	WA23800
Ami Park Plaza Hospital	W9SZ300
Amica Mutual Insurance Co	W5JC000
Amica Mutual Insurance Company Dallas	WB02100
Anchor Auto Storage	W88HH00
Ancira Eagle Pass Ford Mercury	W57FV00
Ancira Ford Mercury	W6W7900
Ancira GMC Trucks & Motorhomes, Inc.	W2TQM00
Ancira Motor Co	W2XEQ00
Ancira Nissan	W96EH00
Ancira Travel Villa	W870900
Ancira VW Subaru Kia	W57CB00
Ancira Winton Chev Inc	W300200
Anderson County Tax Assessor Collector	YA97600
Anderson Ford Mercury	W018A00
Anderson Recovery	WA89500
Angel's Wrecker Service	W2B0K00
Angleton Auto Center	WB11400
ANJ Auto Title	W14VT00
Anthony's Auto Sales	W57M700
Antonios Auto Sales	WB47700
Apollo Delivery & Wrecker Service Inc	W2KI700
Apollo Towing	W9HSW00
Appel Ford-Mercury Inc	W9Y4J00
Appel Motors Inc	W4QOF00
Apple Sport Imports	WB08300
Apple Towing Company	W9G9R00
Applied Materials	W2Q9Z00
AppOne Inc.	WB37400
Appraisal Services of Houston	WA96600
ARA Recovery	W8BHR00
Aransas County Tax Assessor Collector	Y9EUU00
Area 5 Vehicle Storage	W9ERQ00

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Arens, Inc DBA Arens Services	WB08000
Arlington County Treasurer	W3D6800
Arlington Federal Credit Union	W179I00
A-Rod LP dba Alex Rodriguez	WA84400
ARQ Enterprises Inc dba ATX VIP Towing Service	WB66500
Arrow Ford Inc	W4QN200
Arrow Truck Sales	WB59600
ARS	WA56000
ASAP Account Service	W4Z2800
Asset Recovery Bureau	WB39700
Asset Management and Recovery	WB84400
Associated Automotive Inc	W2DSH00
Associated Credit Union of Texas	WB63800
Assured Towing	W9LX900
Atascosa CPDJE LTD	W1H2X00
Atiya Title Service	WB76700
Atkinson Automotive	WB04600
Atlantic Industrial Services Inc.	WB58900
Atlas Body Shop	WA74700
Atlas Towing & Storage	WA62000
Atlasst Title Service LLP	WA58200
Atzenhoffer Chevrolet Co Inc	W2X7800
Aus-Tex Body & Frame Inc	W61J200
Austin Autoweb LLC	WB43200
Austin Chevrolet Inc dba Munday Chevrolet	W9QFF00
Austin Express Auto Sales	W1KVC00
Austin Infiniti	W7VDU00
Austin Subaru	WB74700
Austin Telco FCU	W7A0N00
Austin Wrecker	W7XFA00
Auto Access LTD	WA03600
Auto Company of Dallas LLC	WB45800
Auto Connection USA LLC	WB21700
Auto Data Direct Inc	WB42100
Auto Frame & Body Works Inc	WA66200
Auto Group of SA LTD	WA83000
Auto Lien & Title Company	WB04800
Auto Mart	WB21900
Auto One Acceptance Corporation	W4LB200
Auto P.I. Used Car Inspections	W7Q2J00
Auto Resolution Center - MetLife Auto & Home	WB26700
Auto Showplace	WB46000
Auto Title Service	W4TZV00
Auto Title Service - Harlingen	WB22200
Auto Titles Plus Notary	W8U7800
Auto Titulos Cop1	WB74400
Auto Titulos de Texas	WA52700
Auto USA LTD	W92GQ00
Auto Yard	W5D3800
AutoBahn Imports Inc	W9AP900
Autobank Financial Services LLC	WB52200
Autobody Specialties Central Texas LLC	WA90100



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AutoFacts LLC	WA26300
Autoflex Leasing	W2GDH00
Automax	WB26900
Automobile Recovery Bureau Inc	W27YW00
Automotive Speciality Shop Inc	W4PB700
Auto-Power Ford	WB33800
AutoSpec Inc	W2ROH00
Autotainment Partners Limited dba Planet Ford	W7EH100
Autoxtreme Inc	WA57000
Aviles Wrecker Service	WA93500
B & B Control Systems Inc	WA16900
B & B Wrecker & Recovery	W52AB00
B & B Wrecker Service Inc	W8K4400
B & D Garage	WB16200
B & H Wrecker Ser. Inc.	WB04100
B & S Wreckers	W6KPK00
B & V Towing	W1NX800
B & W Towing Inc	W5FD800
B & W Wrecker Service	W6N4F00
B & Y Title Service	W5ZNU00
B.P.M. Inc.	WB19300
BAE Systems Controls Inc.	W5B9900
Baggett Claim Service Inc	W11BI00
Bailey Tabor Ford Lincoln Mercury	WA85800
Bailey's Auto Center	WA73300
Baker Auto Sales	WB53900
Baker Jackson Astrodome LLC Site 2	W6XTL00
Baker Jackson Nissan Inc Site 1	W67RO00
Banc One Credit Corp	W5NYS00
BancorpSouth Bank - Fredonia	W6W1I00
Banda's Wrecker Service	WB88200
Bandera Chevrolet Inc	W3J6D00
Banis Towing Service	WB07900
Bank of America	W92M500
Bank of America - GBO Payout	W98A300
Bank of the West	W9GZF00
Bank One	W560700
Bankers Recovery Service	WB70000
Bankston Chrysler Jeep Dodge	WB51000
Bankston Ford of Frisco	WB50900
Barbara C. Kithas/Kithas & Associates	W56S600
Barbara N. Campbell dba Inwood Auto Title Co	W6H1Q00
Barnett Longview Autos LTD DBA Gorman McCracken	WB52300
Barrett Motors Inc	W6ZGG00
Barron Risk Management Services	W5KIB00
Barron's Wrecker Service	W426Q00
Barton Creek Resort and Club	WA62100
Basic Energy Services LP	WB52500
Basin Auto Sales	WB29500
Bass Enterprises Production Company	W5T2600
Bates Investigations Inc	W81D700
Bates Nissan Inc	WA82600

Baylor Health Care Systems	W19BQ00
Baytown Hyundai I LTD DBA Baytown Hyundai	WB52100
Baytown Nissan Inc	W5NBF00
Bayway East Ford dba Eastway Ford	W6PBC00
Bayway Lincoln Mercury Inc	W3XNY00
BCB Auto Sales	W4W4F00
BDB Interest L C dba Gulf Coast Nissan	W22GM00
Bear Asset & Auto Recovery, LLC	WB72600
Bear Creek Auto Storage #2	WB01600
Bear Creek Collision Specialist Inc	W9EP100
Bearden Investigative Agency	W4LH000
Beasley Wilson Inc.	WB66900
Beck & Masten Pontiac GMC Inc (Headquarters)	W7YMQ00
Beck & Masten Pontiac Gulf Freeway	W9A0300
Ben Nombrano dba Income Tax Today	WA54900
Benny Boyd Bastrop CDJ	WB50200
Ben's 24HR Towing	W1ZBE00
Bert Ogden Chevrolet Inc	WA19700
Bert Ogden Harlingen Motors Inc	WA07600
Bert Ogden McAllen Motors Inc	WA08800
Bert Ogden Mission Motors Inc	WA44700
Best Auto Storage	W69O100
Best Mazda - Best Hyundai	WA80200
Best Title Service	WB70800
Best Towing	WA54400
Best Transport Inc	WA52100
Best Wrecker & Towing Inc	W712V00
Bexar Appraisal District	WA20700
Bexar Towing Inc	W1OJZ00
Beyond Midnight Recovery LLC	WB68800
Big A Vehicle Transport	WA05700
Big Bass Towing Inc	W69FQ00
Big Country Autoland Inc	WA81500
Big D Auto Storage	WB34500
Big D Recovery & Investigations LLC	WB31600
Big Daddy's Wrecker Service	W1OOM00
Big Daddy's Wrecker Service	W5SNJ00
Big John's Paint & Body of Temple	W9LGB00
Big Johns Paint & Body Shop of Belton	W9EWF00
Big Mike's Wrecker Service	WA91900
Big State Wrecker	W4CRI00
Big Tex Autoplex	WB54400
Bigfoot Towing & Road Service	WA77500
Bill's Towing & Storage Inc	W85FE00
Billy Craig Wrecker Service	W8Z0Z00
Billys Boys Fine Cars	WB41400
Bimbo Bakeries Usa, Inc.	WB12600
Bird Kultgen Inc	W0CN400
Bi-Rite Auto Sales Inc.	WA84700
BJ Ford	WA92300
BJ Services Co USA	W5S1U00
BJ's Auto Haus	WB47600

BJ's Recovery	W42UT00
Blackwood Toyota	W5FA000
Blake Fulenwider CDJ	WB12000
Blinn College	W2DN300
Blinn College Bryan Campus	W1UDM00
Bluebonnet Chrysler Dodge LTD	W94N100
BMG Auto	WB57400
BMS Management Inc	W497Y00
BMW Financial Services NA LLC	WA64700
BMW of San Antonio Mini of San Antonio	W2ECL00
Bob Douthit Autos	W9KDM00
Bob Johnson's Wrecker Service Inc	W1CBP00
Bob London & Son Wrecker Service	W1QEO00
Bob Morin Motors Inc	W81SX00
Bob Morris - Morris Investigations	W9A0G00
Bob Richardson DBA Price Chevrolet	WB72500
Bob Ross Realty	W19MQ00
Bob Tomes Ford Inc	W2HN000
Bob Utter Ford Inc	W9K5N00
Bobby Ford Inc.	W89DE00
Bobs Truck & Auto	WB69500
Boca Internet Technologies dba Alert Site	Y9XZF00
Boeing Aerospace Support Center	W1ELL00
Boggus Motor Company	W9HMS00
Boggus Motor Sales Inc	W281400
Bonham CPDJE Inc	W50PQ00
Bonham Recovery	W56D900
Boone's Towing & Recovery	WB20800
Bossier Country	W2N3V00
Boswell International Inc	W0HEA00
Bowden Ford Lincoln Mercury Co.	W612K00
Bower Services	W5NYR00
Bower Services Inc	W1MW800
BP Federal Credit Union	WB12100
Brad's Towing Service Inc	W7O8700
Brad's Wrecker Service	W6ZV100
Brasada Ford LTD dba Northside Ford	W2AVW00
Brasher Motor Co. of Weimar, Inc.	WB46800
Bravo Cadillac Hummer	WB46100
Brazelton Auto	WA37300
Brazoria Auto Salvage & Used Cars	WA35300
Brazoria County Tax Accessor Collector	YA32500
Brazos County Tax Assessor Collector	YB84800
Brazos Valley Autoplex	WA08100
Brazos Valley Transport	WA87600
Brew Honda	WB13600
Brezina Claim Associates	W9PKQ00
Brian Bounds LLC	WA46600
Brian Toliver Ford-Lin-Mer	W6YME00
Bridge City Wrecker	WB12700
Briggs Wrecker Service	W16YB00
Brink Suzuki, Ltd	WB65200

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Broadway National Bank	WA86800
Broncho BMW	W1MBP00
Brookheaven College Police	WB23000
Brown & Sikes Inc	W3QCV00
Brown Automotive Center	WA61400
Brown Chevrolet Buick Pontiac GMC Inc	WB36800
Brown Chevrolet Company Inc	WA41800
Brown Chevrolet of Del Rio Inc	WA41600
Brown Dodge Chrysler Jeep	W6MGO00
Brownfield GM Products Ip dba Stanly Chevrolet-Bui	WB14900
Bruce Lowrie Chevrolet Inc	W4AEV00
Bruce's Wrecker Service	W99WF00
Bruner Motors Inc	W2YE800
Bubba Green Towing	WB16900
Bubies Wrecker Service	W54MI00
Budget Auto	WB46500
Budget Car Sales	W4W6H00
Budget Leasing Inc dba Roger Beasley Volvo	W4T8800
Budget Used Car Sales, LP	WB08100
Bujnoch Auto Sales Inc.	WB49100
Bulldog Recovery	WB77800
Bulldog Towing LLC	WB06000
Burkhalter Trailer Sales, Inc.	WB37700
Burns Motors	W46Z600
Buster Automotive	WB80600
Buster Lyon Auto Co.	WB45500
Busy Bee Towing and Transport	WB39100
Butler Towing	WB69600
Buz Post Motors Mansfield	WA65300
BWXT Pantex LLC	WA19800
C & A Towing , LLC.	WB81600
C & C Towing & Recovery Inc	W1YAA00
C & P Business LLC dba All Zones Auto Storage	WB03300
C & R Motors Inc	W1JEA00
C & V Tire	WB10900
C S R	WA07200
C T A R Inc	W3FW000
C. L. Repossession	WA80900
Cabello Wrecker Service	W9L2C00
Cambridge Professional Services Inc.	WB60100
Cameron County Tax Assessor-Collector	Y6KR500
Campbell's Action Recovery	W31SA00
Campbell's Towing	W6GSJ00
Campbell's Towing & Recovery Inc	W263E00
Cantwell Fielder ltd dba Quality Preowned Cars&Tru	WA44200
Cantwell Fielder ltd dba Quality Preowned Cars&Tru	WA58400
Capital Adjusters Inc	W3G5T00
Capital One Auto Finance	WB31700
Capital One Bank NA	W65LJ00
Capital T Properties Inc dba I-45 Sales	WB04700
Capitol Credit Union	WA11100
Capitol Credit Union	WB59300

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Capitol Hyundai	WA95100
Capitol Kia	WA45300
Car Gone	W97QN00
Car Town Hyundai USA	WB43700
Car Town Motors	WB17100
Car-A-Van Auto Inc	WA54700
Cardenas Autoplex Inc	WB07500
Cardenas Motors Inc	W98HC00
Cardinal Towing & Auto Repairs	W23D000
Careless Auto	WB83700
Caremark	W9C8500
Carfinders	WB12800
Carisma Towing	WB75500
Carl Whites Autoplez	WB23900
Carl's Custom Carriers	WB21000
Carmax Auto Superstore #7154	WA66600
Carmax Auto Superstore #7207	W1RK000
Carmax Auto Superstores Inc #7109	W4CNI00
Carmax Auto Superstores Inc #7111	W1NMZ00
Carmax Auto Superstores Inc #7112	W1NSL00
Carmax Auto Superstores Inc #7114	W9AC900
Carmax Auto Superstores Inc #7115	W9N9N00
Carmax Auto Superstores Inc #7116	W9CHL00
Carmax Auto Superstores Inc #7203	W1FP300
Carmax Auto Superstores San Antonio #7152	W1YCR00
Carmax Store #7227	WB49300
Carmax Store #7956	WB49500
Carr Storage VSF, LLC	WB85600
Carrasco Wrecking	W56A300
Cars Under \$4000 LLC	WA86400
Casa Ford Inc	WA22000
Casa Nissan Inc	WA39600
Case Break International Inc	W9E1G00
Cash 4 Title Loans of North Texas Inc	WB71800
Cash Auto Sales	W7WJE00
Cash Talks Financial, LLC	WB86300
Catalina Asset Recovery Services, LLC	WB26800
Cavender Chevrolet	W2EBN00
CDL Storage	WB61500
Cecil Atkission Ford Inc.	WB63400
Cecil Atkission Motors	W70PF00
Cecil Atkission Motors	W16OG00
Cecil Atkission Motors	W921000
Cecil Atkission Motors	WA39400
Cedar Park Wecker Service	W90HT00
CELT Recovery	WA99300
Cen-Tex Towing Inc	WA95400
Central Cities Auction Pool	W55CL00
Central DataGuard Technologies Inc	WA74100
Central Kia Subaru	W1Y1100
Central Texas Harley Davidson	WB15900
Central Texas Regional Mobility Authority	WB76000

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Central Towing	W9G1100
Centroplex Automobile Recovery, Inc.- Site 2	WA93400
Centroplex Automobile Recovery Inc	W5A1300
Century Motorcars	W2VT100
Century Trucks & Vans	W901N00
Cernosek Enterprises	W016E00
Cesar's Towing Service	WB64900
Chacon Auto LTD	W521400
Chacon Auto LTD	WA40900
Champion Chrysler Dodge Jeep	WB02900
Champion Ford - Katy	WB55600
Champion Nissan	WB55900
Champion Point Body Shop	W0G6E00
Chaparral Auto Parts Inc	W5EL900
Chaparral Ford Inc	W9ALW00
Charitable Auto Recycling Ltd. Co	WB47800
Charles Maund Toyota	W894200
Charles Parker dba Find Anyone Investigation	WA08400
Charles Towing Service Inc	WA69400
Charlie Hinds Paint & Body	W20YB00
Charlie's Used Cars Inc	WA49100
Chase Auto Finance Collections Department	WB57000
Chase Manhattan Automotive Finance Corp	W11L700
Chastang's Bayou City Ford	WA52500
Check-N-Title Finance	WB19200
Chevron Federal Credit Union	WB02700
Chico Auto Parts & Service	WB25900
Chimney Rock Auto Brokers	WB47900
Choicepoint Police Records Inc	WA61000
Christus Health Ark-LA-TX	WA71200
Christus St. Elizabeth Hospital	W2GZ500
Chubby's Auto Center	WB88900
Chub's Towing & Recovery Inc	W9CDA00
Chuck Fairbanks Chevrolet Inc	W45GL00
Chuck Nash Chev Olds Buick Jeep	W2O2W00
Chuck's Wrecker Service	WA76300
CittiCapital Commercial Corp	WA13000
City Auto	W2J1K00
City of Amarillo-Code Enforcement	W4FE500
City of Arlington-East N S	WA86600
City of Austin - Code Compliance Division	WA30900
City of Austin - Municipal Court	W4DWB00
City of Baytown Health Department	W6ZHX00
City of Beaumont/Neighborhood Services Division	W2Z0100
City of Bellaire Community Development	WB21200
City of Brownwood, Code Department	WA72900
City of Caldwell Municipal Court	WB30100
City of Cedar Hill - Code Enforcement	W4P6200
City of Cedar Park - Fire Marshal's Office	WA85700
City of Cleburne- Code Enforcement	W49LO00
City of Cleburne Municipal Court	W5CHW00
City of Cleveland	WA68000

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City of College Station - Municipal Court	W9W5Y00
City of Commerce Community Development	WA09500
City of Corpus Christi-Municipal Court	W9N6W00
City of Corpus Christi-Neighborhood Services	W1X2C00
City of Dallas - Adjudication	WB65100
City of Dallas - Safelight/Parking Management	WB63500
City of Denton Muncipal	WB34900
City of Eagle Pass	WB09500
City of El Paso - Environmental Services	W60CC00
City of Fort Worth Code Compliance Department	WB11600
City of Garland Code Compliance #180	WA27800
City of Georgetown Inspection Services	WA85400
City of Grand Prairie Code Enforcement Div.	WA60500
City of Harker Heights	WA41900
City of Harlingen	W7E9T00
City of Houston - Neighborhood Protection	W6BIC00
City of Huntsville Municipal Court	W4Y8000
City of Hutto	WA72600
City of Ingleside	W6TR200
City of Jasper	WB17500
City of Killeen	W9WHD00
City of Lake Jackson	WB66400
City of Lancaster	WA26200
City of Laredo Traffic-Parking Division	W2USJ00
City of Lewisville	W2U1F00
City of Littlefield	WA40100
City of Longview Environmental Health Division	W4WQ600
City of Lubbock Codes Admin	W9CYT00
City of Lubbock/Risk Management	WB10600
City of McAllen Public Works	WB82900
City of McAllen-Downtown Svcs Dept	W7ESW00
City of Meadowlakes	WB70200
City of Mesquite/Code Compliance	W91KO00
City of Midland / Code Administration	W87TI00
City of Mineral Wells	WB73200
City of Monahans	WB50700
City of Palestine	WB38600
City of Plainview - Community Services Division	WB20200
City of Port Arthur	W6Y6V00
City of Port Isabel	WB84200
City of Rockwall / Code Enforcement	WA47000
City of San Angelo Code Compliance Division	WB76400
City of San Antonio Airport System Parking	WB53300
City of Seguin/ Municipal Court	W5KCV00
City of South Houston	W9VC200
City of Taylor Lake Village Municipal Court	WB23700
City of Temple	WA70400
City of Tyler Streets Department	WA13200
City of Vernon	W9QXB00
City of Victoria	WB34200
City of Weatherford	WA80800
City of Webster - Code Enforcement	WA35000

City Public Service	W1BFW00
City Title Service	WB13700
City Vehicle Storage	W0CHZ00
City Wide Auto Parts Wrecker Service	WA93200
CJ Allen Inc. DBA Allen Honda	WB33000
CJ's Auto & Wrecker	WB69400
CJ's Towing	WB88700
CKC Auto Investments Inc	W9W0700
Clardy Enterprises Inc	W2T5100
Clark Auto Care	W5XZ200
Clark Knapp Motor Co	W8L0X00
Clark Motors Inc	W423F00
Clarks Auto Parts & Wrecker Svc.	W5HSJ00
Classic Autoworks Salvage & Storage	WA40000
Classic BMW	W3Y4F00
Classic Motors of Texarkana Inc.	WB50300
Claudia Taylor Lady Bird Johnson High School	WB74500
Clay Auto, Inc.	WB18700
Clean Car Motors Inc.	WB47500
Clear Lake Infiniti	WA39100
Clear Lake Nissan	WB67100
Clear Lake Volkswagen	WA43300
Cleburne Dodge Chrysler & Plymouth Inc	WA62500
Cleo Bay Honda	W2TDL00
Cleveland Mack Sales Inc. dba Performance Truck	WB24800
Cliffs Quality Recovery	WA17000
Clower Motors Inc	W5EDH00
CM Company Auctions	WB27600
CMI Financial Services , Inc.	WB86700
CMR Title Service	WA96300
Coast National General Agency	WB29100
Coastal Automotive Service Inc	W4KQJ00
Coastal Lincoln Mercury Inc.	W892H00
Codies Tire & Towing	WB32600
Collin County Tax Office	YA97200
Collins Motor Company	W71V800
Collision Repair Centers	W6MB900
Colorado County Towing	WB01100
Comal Towing	WB11300
Comerica Bank	WB60000
Comerica Bank - Texas	W6XU200
Commerce Bank, NA	WB88300
Community Toyota	WA82300
Compass Bank	W40GT00
Compass Bank - Consumer Loan Center	WA42400
Competition Towing	W5IUL00
Compiled Logic Corporation	WB69100
Compu Com systems Inc	W88W700
Computerized Vehicle Registration	W6PNN00
Concho Auto Recovery	W1OPZ00
Connell Chevrolet Inc.	WB34700
Conroe Autoplex	WB58000



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Conroe Cars Plus LLC	W5RQS00
Consumer Auto Finance Inc	WB71500
Consumer Auto Refinance Services Inc	W7O8Q00
Continental Federal Credit Union	WB78900
Continental Imports Inc	W1DSG00
Continueded.Com	W91Y100
Copart	W3LG700
Copart	W9HMY00
Copart Auto Auctions	WA52400
Copart Auto Auctions - McAllen Facility	WA87000
Copart -El Paso	W96RM00
Copart Inc	W20Y100
Copart Inc.	WB85400
Copart of Longview	W68J400
Copart of Lufkin	W68BK00
Copart Salvage Auto Auction	W6YB400
Copart Salvage Auto Auction	WA25100
Copart Salvage Auto Auctions Inc	WA10700
Coppermill Storage	WB76800
Cornish Wrecker Service	WB63300
Country Auto Mart, LLC.	WB78100
Country Club Motors	WB81200
Countrywide Asset & Auto Recovery Houston	WB72700
County Line Classics & Auto	WA10200
County of El Paso - Domestic Relations Office	WA15800
Courtesy Chevrolet	W4FCP00
Cove Ford, Inc.	WB48400
Covert Buick Inc. DBA Saturn of Austin	WB54300
Covert Buick, Inc.	WB56000
Covert Chevrolet Oldsmobile	W6RJL00
Covert Ford Inc.	WB58500
Cowboy Express Towing & Recovery	WA80100
Cowboy Harley-Davidson of Beaumont	WB20100
Cowboy H-D of Austin	WB29700
Cowboy Motorsports of San Antonio LLC	WB71700
Cowboy Powersport Ltd	WA88200
Cowboy Towing	W127U00
Craig Motor Company	W3BCM00
Crash Body Paint & Towing	W1SJR00
Crash Masters	WB14200
Credit Acceptance Corporation	WB26000
Credit Union Acceptance Co, LLC	WA85100
Credit Union of Texas	WA31800
Credit Union Services Inc	WA04400
Crenwelge Motors of Kerrville, Inc.	WA45400
Crescent Real Estate Equities Limited Partnership	W4JWI00
Crest Cadillac II LP	W58ID00
Crestview RV Center	WA05800
Crestview RV Super Store	WA52300
Creswell's Wrecker Service dba Danny's Road Srv	W725J00
Croft Claims Works LC	W41J400
Cross Tire & Auto	W42GV00

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Crow Towing Service	W5XNI00
Crown Autoplex	WA81400
Crown Body Shop	W2BTW00
Crown Data Systems Inc.	WB23500
Crown Motor Company	W3BCH00
CRS Data Services	W5NCB00
CTP Enterprises	WB28200
Cuevas Auto Sales	WB17800
Cypress Ford Lincoln Mercury L.P	WA77100
D & C Motors	WB53600
D & G Automotive & Diesel Repair	W9IUA00
D & M Auto Lease	W5XVQ00
D & S Towing	WA62200
D & W Towing & Recovery Inc	WA17900
D D Auto Titles and Transfers	WA51000
D F Gonzalez Towing	W1HCS00
D M Enterprises	W11EN00
D. W. Story & Associates	WB66800
D/FW Adjusters Inc	WA32600
Daimler Chrysler Services NA LLC	W6QOD00
Dallas Automotive Sales & Service	W4CBE00
Dallas County Adjusters	W7AKV00
Dallas County Tax Office	YA55500
Dallas CPT Fee Owner, L.P.	WA64400
Dallas Ft Worth Auto Auction	W4OOK00
Dallas Market Center	W27NT00
Dallas Telco Federal Credit Union	WB15700
Dallas Towboys	WA53100
Dallas/Fort Worth International Airport Board	W48AE00
Danny's Wrecker Service	W10ZH00
Darla Jones dba Dallas Auto Title Svcs.	WA81300
Datalink Services Inc.	WB80400
Datcu Credit Union	WB87700
Dave's Hi-Way Wrecker Service	W1QV600
David McDavid Acura	W49ZD00
David McDavid Acura of Austin	W2ZJS00
David McDavid Plano Lincoln Mercury	W02YV00
David Meza Motors Inc	W2NUU00
David R. Resendez/Raymond Schaalman	W19AA00
David Richardson DDDDC	W92KR00
David Self Ford Inc	W0UO200
David Self Ford Lincoln Mercury	WB18600
David Taylor Cadillac Co	W24BK00
Davis Chevrolet	W16XX00
Davis Moore Texas LP dba Heritage Buick Pontiac GM	W2D5N00
Davis Used Cars & Parts	W3NR700
DBU Investigations	WA48400
DCFS USA LLC	WB37200
DCFS USA LLC	WB43400
De La Rosa Wrecking	W129R00
Dealer's Automotive	WB23400
Del Rio Ford Lincoln Mercury LTD	WA61500

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Del Rio Towing and Wrecker	WB83200
Demontrond AutoCountry Inc	W7PM200
Dempsey Grimes dba River Dale Patrol	W623500
Denspri LLC	WA66900
Denton County Automotive Products LLC	WB53700
Desimone Law Office	W3RNG00
DeWalts Towing LLC	WB85500
DFW Audi	W6O8400
DFW Honda	WB40400
Diablo Motorsport LLC	WB49200
Diamond Motors of Fort Worth	WB53400
Diamond Security Systems, Inc.	WA83500
Dick Scott Ford Inc	WA29100
Direct General Insurance Company	WB83900
Direct Lending - Bank of America	WA58300
Discount Motors	WA21400
Discount Transmission	WB28500
District 4 Auto Storage	WA76100
Diversified Recovery of Texas Inc	WA42100
Dixie Auto Parts dba Swindoll Paint & Body Shop	WA95900
Domingo Vara Chevrolet Inc	W95UB00
Don Davis Buick Pontiac GMC Truck Inc	W971Y00
Don Davis Motor Co Inc	W3PNJ00
Don Elliott Autoworld	WA34800
Don Herring Mitsubishi (Site 2)	W5S8H00
Don Herring North Mitsubishi (Site 1)	W4HXU00
Don Hewlett Chevrolet Oldsmobile Buick	W4UVA00
Don Johnson Motors Inc	W95QO00
Don Malone & Associates Inc	W5SC500
Don Ringler Chevrolet Co Inc	WA65200
Donlen Trust	WB08900
Don's Towing 1 Area Towing	WB20400
Doug Stanley Ford	W5RBT00
Douglass Nissan Inc	W6RK200
Doug's Automotive & Wrecker	W10AI00
Doug's Towing and Transport	WB42300
Dow Autoplex	WA71300
Dowdy Ferry Auto Services	WB20700
Downey Chevrolet	WA89200
Downtown Body Shop Inc	WA90500
Downtown Motors Inc. dba H.E.D. Sales Company	W50R800
Doyle Chapman Motor Sales Inc	W447B00
Dr Pepper - Seven Up Inc	W3FD000
Drake Investigation	W5V1Z00
Dream Cars Credit	WB14000
Drippin' Towin' Service Inc	W4OL600
Dripping Springs High School	W9J8500
Driscoll Motors	WA71800
Drive Defensively In Texas LLC	WA97100
Drive Financial	W83VA00
Drive Like This Inc.	WB83300
Driving University, LLC	WB67600

Duncan's Towing	WA70500
Duncanville Chevrolet dba Freedom Chevrolet	WB42500
Dupont & Sabine River Works	W6JTS00
Durant Toyota	WA34300
Durrett Motor Company Inc	W2MLI00
Dynamic Duo Recovery Specialties	WB03700
Dynamic Motors Inc.	WB08400
E & J Auto Truck & RV Service	WB83800
E Boat Loans Inc	WA84800
E- Car One	WB64500
E I Dupont	W7UQ200
Eady Salvage Inc	W4J1300
Eagle Auction Pool	WA93600
Eagle Nest Equipment LTD	WB09300
Eagle Wrecker Service	W1AED00
Eanes Independent School District	W1JGS00
East Texas Claims Service	WB38400
East Texas Dodge Inc	W6WHC00
East Texas Ford, Inc.	WB64200
East Texas Towing	WB80100
Eastlake Towing Inc	W7SVQ00
Easy Auto Credit Inc.	WB62900
Eckert Hyundai Inc	W1XPA00
Eddie Robbins Inc., dba Toyota of Longview	WA98900
Eddie Yaklin Ford Lincoln Mercury Ltd (Site 1)	W19O500
Edd's Towing	W211W00
Ed's Garage & A-1 Towing	W5IQB00
Education First FCU	WB81700
EECU	WA29700
EI Rancho Towing & Recovery	W42BO00
EI Rodeo Trocas & Suv	WB04500
Electronic Transaction Consultants, Inc.	YA98500
Elite Driving Systems, Inc.	WB75300
Ella Blvd Motors	W91HE00
Elliff Motors	W9G7L00
Ellis Truck & Auto Inc	W4OSI00
EMC Towing	WB26100
Emmons Motorsports	W25UK00
Empire Auto Group	WB88500
Ennis Ford-Mercury Inc	W1B3P00
Ensearch Detective Services	W81GB00
Enterprise Car Sales	WA22100
Enterprise Fleet Services	WA21600
Enterprise Leasing Co of DFW	W7LXO00
Enterprise Leasing Co of Houston	W13KH00
Enterprise Rent - A - Car Company of Texas	WB69700
EOI Inc	W1W8800
EOS Acquisition II, LLC	W460W00
Ernie Guzman Pontiac-GMC Trucks Inc	W77CF00
Escamilla Chevrolet	WA67800
Escamilla Used Car and Truck Center Inc	WA20500
Espinoza Auto Titles	WB16600

Esurance	WA44600
Eternal Harvest Inc. dba Off the Hook Auto Storage	WA38900
Eurospeed International Corp	WB48100
Ewing Automotive Group	W24X800
Excel Chevrolet	WB31200
Excel Pre-Owned Super Center	WB53200
Excel Towing	WB34400
Expo Mazda	WB80900
Express Auto Storage #1	WA08300
Express Energy Services Operations LP	WB87400
Expressway Towing Service	WB70500
Expro Auto Storage	WB36200
Exter Finance Corp	WB73400
Exxon Mobil	W1QPI00
Exxon Mobil Global Real Estate & Facilities-Brook	W6AM600
FAC Services Inc.	WB36900
Factual Photo Inc.	WB63200
Fairway Ford Mercury	W5T8B00
Fallbrook Auto Storage	WB85100
Farm bureau Bank FSB	WB65400
Farmers Coop of El Campo	WA67500
Farmers Insurance	W2C6V00
Farmers Insurance	W9RQW00
Farmers Insurance	W9U9Z00
Farmers Insurance 1 Tx Mini-Cat Team	WB88100
Farmers Insurance- Amarillo	WA03200
Farmers Insurance Exchange	W24PV00
Farmers Insurance Group	W6DEE00
Farmers Insurance Group	W6S1P00
Farmers Insurance Group	W268W00
Farmers Insurance Group	W66G300
Farmers Insurance Group	W6QTE00
Farmers Insurance Group- Corpus Christi	WA03100
Farmers Insurance Group- El Paso	W12ML00
Farmers Insurance Group- FCC 89	W0BKU00
Farmers Insurance Group- Lubbock	W8RFE00
Farmers Insurance Group of Companies	W4T1Y00
Farmers Insurance Group of Longview	W5MA100
Farmers Insurance- Riverside Claims Service Center	W20G300
Farmers Insurance- Stafford	W9FE900
Farmers Total Loss COE	WA54600
Fast Titles	WA74800
Faulkner Chevrolet LLC	WB50400
Fawbush Body Shop Inc	WA60800
FDI Consulting Inc	W17X000
FGC Towing	WB15000
Fiesta Auto Storage	W4MHY00
Fifth Third Bank	WB03400
Figueroa's Towing & Recovery Services	WB34600
Fin Serv Group	WA76800
Financial Federal Credit Inc.	WA97800
First Financial Community Federal Credit Union	WB30200

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First Investors Servicing Corp	W1EM900
First Light Federal Credit Union	WA43900
First Mark Credit Union	WB08600
First National Bank of Burleson	W1RAH00
First National Bank Texas	WB01700
First Texas Honda	W427A00
Fisher Vincent Ford Inc.	WB14700
Five Point Capital, Inc.	WB28700
Five Point Federal Credit Union	WB14400
Five Star Ford of Texas Inc	W20XZ00
Five Star Wrecker Service Inc	WB04400
Flatiron Financial Services Inc. DBA Peaks	WA38800
Flextronics	WB84000
Flores Auto Storage & Salvage	WA85600
Fluor Enterprises Inc.	WA03900
Flynn & Associates	W4QH800
Ford Motor Credit Co Irving	W4LML00
Ford Motor Credit Co NBC (Nashville Business Ctr)	WB73500
Forrest Chevrolet Geo-Olds Cadillac Inc	W4A7500
Forrest Pontiac Buick GMC Inc	W14DG00
Fort Bend Storage	WB30400
Fort Worth Community Credit Union	WA03500
Fort Worth Wrecker Service	WB05200
Forward Claims Services Inc. / FCS Inc.	WB71300
Foshee Wrecker Service	W6MFU00
Four Collins Group Corp. dba Collins Bros.	WA02200
Four Stars Motors Inc	W104B00
Fox Enterprise	WB17400
Fox Eye Investigations	WA57700
Frank A Smith Sales Inc	W2HYC00
Frank Brown Auto & Truck Ranch	WB76500
Frank Prasifka & Sons	W7ANY00
Frank's Towing & Repair	W70LY00
Fred Hass Motors Inc	W7OAM00
Fred Hass Toyota Country	WA14000
Freddie Bonilla Investigations	W1WT200
Fredy Kia	WB72100
Freedom Pontiac Buick GMC Truck Inc	WA07900
Freeway Ford LTD	W46S900
Fresh Beginnings Inc	WB42000
Fresherized Foods	WB60800
FriendlyTowing	WB85000
Friendly Auto Sales	W4QSP00
Friendly Ford of Crosby	WA18700
Friend's Insurance Service	WB05800
Frito-Lay Inc	W6TBT00
Frontier Motor Co Inc	W1VOA00
Frost National Bank	W49F000
Fry Auto Title service	W9YJP00
Fuller Computing Services LLC	W8TR000
Fuller's Garage & Radiator Service/Fuller's Towing	W4OOX00
Fun Time RV Sales	W027S00

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Fun-N-Sun Sports Center Inc	WA48700
Fusion Auto Title Services Inc.	WB58200
G & H Auto Group	WB32700
G & H Wrecker Service	WA64600
G & M Auto Wholesale	WA34100
G & S Auto (AutoMax)	W19DA00
G and C Auto Sales	WB32100
Gab Robins North America Inc	W5HOZ00
Gabriel Jordan Chevrolet Cadillac	WB54900
Gabriel Jordan Pontiac Buick GMC	WB50800
Gamma Group, Inc. dba Insurance Depot	WA80000
Garcia Towing	W23TN00
Garcia's Wrecker Service	W9N4G00
Garland Auto Recycles and Auto Parts	WB74300
Garland Shelton	W276I00
Garlyn O. Shelton Inc.	WB17000
Gary Fruge Foreign Car Inc	W76RR00
Gary's Wrecker Service	W5YVJ00
Gary's Wrecker Service	WB73800
Gaston & Sheehan	WA60900
Gay Pontiac GMC & Subaru, Inc.	W66G000
GB's Notary and Title Service	WA77300
GDR Investment Corp. dba Golden Eagle Motors	W4QB600
GDR Services, Inc dba Fiesta Motors	WA07400
GE Capital Auto Lease/GE Auto Financial Services	W407900
GECU of El Paso	WA34000
Gem Cars Inc	W3RD300
Genco FCU	WA86900
Gene Hamon Ford Inc	W2CTN00
Gene Huggins Honda Inc	W70GC00
Gene Music Auto Sales and Wrecker Service	W61E400
General Electric Commercial Finance	WB15800
General Fleet Brokers	W3C8G00
General Systems Solutions dba Trivin	WB74200
Generations Community F.C.U.	WA63100
Gene's Wrecker Service	W5C2B00
Genesis Team, LLC	WB20600
George's Towing	WB65500
Geralds Towing & Recovery	WB62200
Germania Farm Mutual Insurance Association	W9XT200
GI Towing & Recovery	WB44400
Gibbs Paint & Body	WB70600
Gila Corporation dba: municipal services bureau	YB81100
Gilbeauxs Towing	WB03000
Gillman Chevrolet	WB64100
Gillman Chevrolet of Harlingen	WB64000
Gillman Honda	W4SMQ00
Gillman Honda of San Antonio	WA24700
Gillman North	WA24800
Gillman of Fort Bend	WA24600
Giving Heart of America, Inc.	WB48600
Glass Wrecker Service	W6SMY00

MVINet

Glenmont Auto Storage	WB13800
Glenn Cole	WA30400
Glick Automotive Ent	W9US000
Global 360 BGS Inc	YA54800
GMDO Investments, Inc. DBA Team Auto of Navasota	WB63600
Goe Kawasaki Inc	WA71400
Golbow's Garage Inc	WA20800
Golden Triangle Cycle Center Inc	WA13500
Gonzaba Autoplex LLP	W1HAS00
Good Ol'Boy Recycling, LLC	WB60400
Goode Towing & Recovery	WA19100
Goodrum Wrecker Service	W4ZAX00
Goodson Honda West	WA06300
Goodson North LLC	W68BH00
Goodwill Industries	YB67700
Gordan Automotive	W4QGH00
Govan's Wrecker Service	WA90900
Government Employees Insurance Co	W412200
Graham Towing & Recovery	W101200
Graham's Wrecker Service Inc	W5DQP00
Grande Truck Center	W5QZ900
Granger Chevrolet	WB73100
Grapevine Suzuki	WB56800
Gray Motors Inc	W3YHR00
Grayson County College Police	W9HRS00
Grayson Cty Auto Products llc dba Stanley Buick Po	WB58800
GRDM Management LLC	WB52600
Greenville Mitsubishi	WB34300
Greg Chapman Motor Sales	W9M5P00
Greg May Chevrolet	WB74900
Greg May Honda	WA36900
Griffith Ford Mercury San Marcos	W8KE100
Gritten Wrecker Service	W70RZ00
Group Services Inc	W9O3H00
Grubbs Nissan ChryslerPlymouth Mid-Cities	W130V00
Gruene Harley-Davidson	WB87600
GT Land dba Stadio Motors	WB57300
G-Tow Inc.	WB39300
GuideOne Insurance	W6GK300
Guillory's Wrecker Service	WB37100
Gulf Coast 4 Star Trailer Sales Inc.	WB35700
Gulf Coast Auto Recovery Inc	W2CZL00
Gulf Coast Auto Title Company	WA47200
Gulf Coast Auto Title Service	WA48500
Gulf Coast Educators Federal Credit Union	WA98100
Gulf Freeway Auto Sales Inc	W9GHC00
Gulf States Enterprises	W5ZAI00
Gulfgate Dodge Inc	WA10800
Gullo Cars of Conroe I LP	W3DB100
Gun Barrel Automotive & Wrecker Services Inc	W6GBP00
Gunn Nissan Inc	W99CE00
Gunn Pontiac - GMC	W2DZP00



MVINet

Gunsmoke Motors	WA93100
H & H Wrecker Service	W1O2I00
H & R 24 Hour Wrecker Service	WA97300
H and H Wrecker Service	WB27000
H D Wrecker Service	WA63900
H M Dodd Motor Co Inc	W5QWE00
Hacienda Ford	W9X9L00
Hackberry Creek Homeowners Association	W5QPK00
Hadley's Wrecker Service	W71ON00
Hall Recovery Specialist	W4P3C00
Hallmark Claims Service, Inc.	W417A00
Hammett Wrecker Service	WB27900
Hancock-Reyes Autos LP	WA38300
Hankins Enterprises Inc dba A-1 Wrecker Service	WA72200
Harbison Auto Sales	WA90200
Hargrove Wrecker & Storage	WA18100
Harper's Automotive & Wrecker	WA56400
Harper's Wrecker Service Inc	W0EG100
Harris County Appraisal District	W5PEH00
Harris County Domestic Relations Office	WA53700
Harris County Hospital District-Dpt of Public Safe	WB36000
Harris County Tax Office	Y448K00
Harvey's Exxon	W1EQ100
Harwood Brothers Wrecker Service	WB09900
Hays County Towing LLC	WB55200
Heart of Texas Auto Recovery	W2STH00
Heart of Texas Ford Mercury, Inc.	WB43600
HEB Federal Credit Union	WB13200
HEB Grocery Co	W2DL200
Hector's Tire & Wrecker Service	WB00600
Helfman Dodge Inc	W9QPE00
Helfman Ford Inc	W673J00
Heller Motors LLP DBA Mercedes Benz of Boerne	WA85000
Hendrick Health System	W99C300
Hendrix Auto Brokers Inc	W2SS200
Henson Chevrolet Buick Pontiac GMC	WA91600
Henson Ford Inc.	WB67500
Henson Motor Company, Inc.	WB66300
Herb Easley Motors Inc	W9GVW00
Hereford Diesel & Equip Serv Inc	WA80700
Heritage Mitsubishi	WA37600
Hernandez Title Service	WA61200
Herrera's Towing & Recovery	WB11100
Hertz Claims Management	W4EJO00
Hester Family Auto Care Inc	W9CR300
Hester's Wrecker Service Inc	W2YNF00
Hewlett Volkswagen	W8BZD00
Hidalgo County Tax Assessor Collector	Y540X00
Highway 290 Wrecker	W1Z4B00
Hill Country Body Repair	WB11500
Hill Country Customs Towing	WB28300
Hill Country Tire & Auto	WA99400

MVINet

Hillcrest Ford Lincoln-Mercury Inc	W441800
Hillcrest Health Systems	WA70900
Hill's Towing & Recovery	WA21200
Hoffpauir Inc	W1A6A00
Holeman Investments Inc	W3BRP00
Holiday Chevrolet	WB82200
Holiday Used Cars Inc dba Uncle Johnny's Good Cars	W0A1100
Holley Chevrolet Company	WA35400
Holt Wrecker Service of Athens	WB56500
Home Motors Inc	W5ZWC00
Homeowners of America Insurance Company	WB86500
Homer Rodriguez Auto Center Inc	WA81800
Hometown Towing	W9JF900
Honda Cars of McKinney	W9XYT00
Honda of Midland	W358C00
Honda of Paris	WB73300
Hooks Lincoln Mercury	WB13400
Hopkins Wrecker Service	W4J7H00
Hopper Motorplex Inc	WA49500
Hoss Investments LLC	WA10000
Houston Auto Auction Inc	W0BA200
Houston Auto Storage	WA42300
Houston Automotive Group Inc	W66ZL00
Houston Chronicle Publishing Company	W20D600
Houston Distributing Company	WA75200
Houston Harley-Davidson LTD	WA86500
Houston Mohawk Auto Haus LLC	WB37600
Houston Police Federal Credit Union	WB68200
Houston Pre-Owned Auto Sales Inc.	WB69300
Houston Storage Lot	WB85700
Houston-Galveston Area Council	WB41700
Hovey Motorcars	W2OBI00
Hoyte Dodge Ltd	WA04100
HP Auto Wrecker	W6EZP00
HSBC Retail Credit (USA) Inc.	WB63100
HUB Enterprises Inc	W1TUK00
Huffines Dodge Plano	W6XMP00
Huffines Hyundai McKinney	WB59000
Humble Adjusters LLC	WB78600
Humble Towing Service	WA78300
Humble Wrecker Service	WB64400
Hunter's Towing & Recovery	W4J8A00
Hyundai of El Paso	WA16500
I-35 Truck & Auto Sales	W2IRW00
I-45 North Wrecker Service Inc	WB85800
IAA	WB38500
IBM Corporation	W5P3S00
IBM TEFCU	WA75100
ICU Investigations	W47NV00
Ideal Towing	WB80800
Idearc Media Corp.	W2U5G00
Image Transportation Inc dba Tiger Trux Towing	WA41300

MVINet

Importaciones Carmen	WB78200
Independent Wrecker Service	W9IGF00
Insurance Auto Auctions -Austin	WA40300
Insurance Auto Auctions -Corpus Christi	W2MDD00
Insurance Auto Auctions -El Paso	WA66500
Insurance Auto Auctions -Houston South	W5NR700
Insurance Auto Auctions -Longview	WA95800
Insurance Auto Auctions -National Network	W2BHQ00
Insurance Auto Auctions -Oklahoma City	WA67400
Insurance Auto Auctions -San Antonio	W9R2M00
Insurance Auto Auctions, Inc.	W1EHQ00
Insurtek Inc	W1X7R00
Integrity Capital Management, LLC	WB43500
Intella Quest LLC	WB72400
Internal Revenue Service	W2MR200
Internal Revenue Service-Beckley Finance Center	WA40700
International Driver Training Inc	WA96900
Interstate Adjusters	W4C0R00
Interstate Adjusters SA Inc	W62C600
Interstate Chaparral Towing Inc	W4PUS00
Interstate Collision & Service Center	W8NCE00
Interstate Motors	WB46300
Interstate Registration Service Inc	WA29300
Inventrum LLC	WA95600
Investigations Plus	W81G800
Investigative Resources	WA60600
Inwood National Bank	WB16300
Ironhorse of San Antonio	WA80500
Irv Tex Automotive Group dba Westway Ford	W94UA00
Irving Holdings Inc	W9XE300
Isaac's Wrecker Service	W5QBM00
Ispanos Multiservices	WB40000
Ivette B. Oyervides	WB76600
J & G Auto	WA92900
J & J Towing	W4BE400
J & N Wrecker Service	W13LG00
J & R Welch & Associates LP	W2CP600
J & S Towing & Recovery	W6JML00
J D Auto Corp	W2PTE00
J D Byrider	WA46300
J D Newell Auctioneers	W2UMS00
J D S Paint & Body	W4N2700
J L Wrecker	WB26600
J M J Wrecking Yard & Used Cars	WA92000
J M Solutions	WB64700
J P Morgan Chase Bank NA	W77LB00
J Patino Holdings, LLC	WB75800
J R Martinez Auto South Inc	WA99500
J T Auto Sales Inc	W285Q00
J Thomas Towing	WA46100
J W Hamilton Wrecker Service	W4ALK00
J. C. Title Service	WB40900

MVINet

J. Trucks LTD DBA Just Trucks	WB47100
Jack O' Diamond Lincoln Mercury Dodge	W5L7Q00
Jack Powell Ford Mercury	W9FMM00
Jackie's Texas Auto Title (Site 2)	W9FU200
Jalisco Auto Title Service	WA79100
James Lee dba Paradise Auto	WA01700
James Madison High School	WA76200
James Mears Motors Inc	WA90400
James Milner	WA83800
James Riley Inc	WB03600
James Wood AutoPark Inc	W4XS500
James Wood Motors Inc	WA22800
Jameson Legal Process Service	WA55400
Jason Adamick's Wrecker Service	WB22800
Javelina Harley-Davidson	WB87500
JBj Auto Sales Inc. dba Tejas Motors	W4JMN00
JDC Towing and Storage	W9XF100
JDJS Auto Centers Inc DBA Tyler Mitsubishi	WB33700
Jeff Hunter Motors Inc	W4M1C00
Jeff Smith dba Smith Brothers Wrecker Service	W4TXL00
Jennings Anderson Ford Sales Ltd	WA04900
Jerry Durant Toyota	WB86400
Jerry L. Walker dba International Services	W2U9D00
Jerry Pitcock Inc	WA61800
Jerry's Buick Pontiac GMC Nissan Inc	WA34600
Jerry's Chevrolet Buick Cadillac Inc	W9AR500
Jetbird ltd dba Cowboy Kia of Conroe	WA72300
Jim Bass Ford Inc	W2VKP00
Jim Hoffpaur Inc	W4M2T00
Jim McNatt Chevrolet	WA26800
Jim McNatt Honda South (Denton)	WA26600
Jim McNatt Toyota Dodge	WA26900
Jimmy's Towing Service	W77JX00
Jimmy's Towing Service	WA19600
Jimmy's Wrecker Service	W44IB00
Jinkins Auto Repair & Towing	WB17300
JLH Automotive, LTD DBA/Jeff Hass Mazda	W2T9900
Joe Akers Wrecker	W4Q9400
Joe Garcias Quality Wrecker Service	WA41700
Joe Myers Toyota	W96D900
Joe Pye Motors	W482J00
Joel's Auto Sales & Stuff	WB35800
Joe's Auto Storage	WA12000
John C Dunaway Company	W2QJN00
John Chandler Ford Inc	W20NI00
John McClaren Chevrolet Inc	WA79500
John Parker Motors Inc	W9TFI00
John Roberts Austin LP	W776300
John T. Parker Claims Service	W4E4D00
Johnny's Towing & Recovery	W2JV900
Johnny's Wrecker Service	WA73200
Johnny's Wrecker Service	WB38700

Johnson Brothers Ford	W4IGO00
Johnson Sewell Ford Lincoln Mercury	WA11600
Johnson Towing & Transportation Services	W90V400
Jordan Towing Inc	W172N00
Jorge Multiservices	WB35500
Jose Angel Martinez/Martinez Wrecker Service	W1PDG00
JP Morgan Chase Bank - Custom Finance	W1YOQ00
Js Auto Sales	WB67200
Jubilee Mitsubishi	WB75000
Judy Garcia	WB80000
Junior's Multi-Service	WB66200
Jupiter Chevrolet LP	WB56300
K & M Auto Parts	WB29800
K & S Towing	WB45100
K C Kars	WB77400
K T L Enterprises Inc (KTL Auto Storage)	W4W3T00
K W Towing LLC	WA35800
Kalinec Towing Co Inc	W6NG100
Karl Klement Ford LP	WA28200
Karp Auto Title	WB77900
Karr-Hunter Pontiac GMC	W2HB300
Kar-Town Inc	W1E2J00
KBEW, Inc. dba Victoria Auto Outlet	W3FU100
KBLB - Ken LTD dba San Marcos Auto Outlet	W93XX00
Keating Motors LLC	WB65700
Kelly Grimsley Olds-Cadillac Honda	W1VZZ00
Kelly McKnight Wrecker Service Inc	W09AG00
Kelmar and Associates	W415L00
Kemp Auto & Wrecker Svc.	W6VQT00
Ken Batchelor Cadillac Co Inc	W33RB00
Ken Stoepel Ford Inc	W5SZ600
Kenneth L. Kernell	W4LFG00
Kenneth's Paint & Body Shop	WA97700
Kerr County Tax Office	YA06900
Kevin Ballard Enterprise, Inc DBA Ballard Service	WB18200
Kilgore Ford Inc	W30ZA00
Killbrew Inc	WA10600
Killeen Autos Sales	WA81700
Killeen Imports, Inc dba Dennis Eakin Mazda,Jeep,K	W27Y800
Killion Auto Sales	WB47000
Kimsu LTD dba Mineola Autoplez	W7QV800
Klement Chrysler Plymouth Dodge Inc	W1K6800
Klement Ford of Muenster	WA28600
Knapp Chevrolet	W24R200
Koenig Auto & Wrecker LLC	W2WJO00
Koepp Chevrolet Inc.	WB75200
Kollision King Inc	WA52200
Kostka Auto Repair & Wrecker Service	W241R00
Kountze Enterprises	WB68700
Kraft & Associates Attorneys at Law PC	WA04500
Krenek's Tractor Repair and Wrecker Service Corp	W8OK500
Kris Title Service	WA93800

MVINet

Krueger & Associates	W2O9F00
K's Motorsports	WB37500
Kyle Chapman Motor Sales Inc	W113T00
Kymberley D. Schmoyer/Kym Co. Inc.	WB56100
L & M Automotive	W3Y3900
L & P Wrecker Service	WB28100
L & T Salvage and Storage	W6C6200
L T Boswell	WA54500
L. Hoffpair LLC	WA95300
L2 Auto of Texas	WB45200
L2 Auto of Texas (Lubbock)	WB46400
L-3 Communication Integrated Systems LP	W2BL300
La Mont & Sons Towing LLC	WB74000
La Porte Towing Inc.	W9AFR00
La Roche Chev Olds Cadillac Inc.	W2CC400
Lacho Ayala Motors	WA92600
Lake Country Collision	W1NSQ00
Lakeside Chevrolet Co	W7E1600
Lakeside Towing VSF	W8AM300
Lamar University Police Dept.	W5ER100
Lamborghini Houston	WB37800
Land Rover Austin LP	W903U00
Land Rover Dallas dba Don Snell Buick	W6NL200
Land Rover Frisco	W50ZU00
Land Rover Houston North	W691J00
Land Rover Jaguar Houston Central	WB61600
Larry n Jan's Towing	WB44700
Lassitter & Associates, Inc	WB19400
Last Chance Recovery	WB75700
Lawhon, Inc.	WB54500
Lawrence Auto Title Service Inc	W2FKW00
Lawrence Hall Chevrolet	W4IRU00
Lawrence Marshall - Hempstead	WB59100
Lee Hoffpauir Inc.	W3UMA00
Lee's Wrecker Service	WA56800
Legacy Ford	WA94400
Legacy Motor Cars Inc	WA76900
Leggett Investigations	W2YAN00
Leif Johnson Ford	W7V7H00
Leif Johnson Ford Truck City	W85WA00
Leif Johnson Ford-Fleet	W7CQO00
Leif Johnson Superstore	W7HZU00
Leif Johnson Superstore (Site 1)	W537K00
Lem Adams Wrecker Service	WA70800
LeMorCo, LLC dba Dickie Morrow Body Shop	WB10000
Lenders Recourse	W3Y5T00
Leo Martin Chevrolet-Oldsmobile Inc	WA12900
Leon's Wrecker Service Inc	W3B9J00
Leo's Paint & Body Shop, Garage & Wrecking Yard	WA60200
Leslie Field dba Sunset Titles	WA52900
Let'Em Ride Autos Inc.	WB08700
Lewisville Autoplex LLC DBA Lewisville Mitsubishi	WA55000

MVINet

Lewisville Imports LTD DBA Bankston Honda	WB79100
Lexington Motor Company	W941F00
Lexus of Clear Lake	W50OY00
Liberty Hill Towing	WB82400
Liberty Mutual Markets	WB78500
Liberty Services Inc	W1FCX00
Liberty-Dayton Chrysler	WA53000
Liberty-Dayton GM Autoworld	WA63200
Liggio's Wrecker Service Inc	WA21300
Lindsey's Wrecker Service	W11BR00
Lindy Lott Wrecker Service	W6Q9E00
Linebarger, Goggan, Blair & Sampson, LLP	WA89000
Lipscomb Chevrolet LP dba Pruitt Chevrolet-Pontiac	W7UYN00
Lithia Dodge of Corpus Christi	W2B6000
Lithia Toyota of Odessa	WA67300
Little Valley Auto Ranch	W819D00
Live Oak County Automotive Products, LLC	WB60700
Lively Cadillac GMC	WB84100
LJB Title Service	W08UG00
LKQ Best Automotive, LP dba Sundown Auto Storage	W3W4G00
Loan Stop, LLC	WB87300
Lockheed Martin Aeronautics-Fort Worth	W0FUG00
Lockheed Martin Missiles & Fire Control-Dallas	W6PEC00
Logan Registration Service, Inc.	WB48500
Lone Oak Wrecker Inc	WA29600
Lone Star Adjusters, LLC dba Phanton Recovery, DFW	WB37300
Lone Star Buick-GMC	W4Y6B00
Lone Star Chevrolet	WB06300
Lone Star Chrysler Jeep Dodge Inc.	WB21800
Lone Star Ford	W9Q1V00
Lone Star Motors of Alice	WB40800
Lone Star Recovery of Rio Grande Valley	W4VGX00
Lone Star Recovery of San Antonio	W318S00
Lone Star Title Service	W2ISS00
Lone Star Towing	W1NV000
Lone Star Towing	WB84600
Lone Star Wrecker Service	WB25400
Lonestar Auto Brokers, Inc.	WB31100
Lonestar Collision Repair Center	WB63900
Lonestar Managing General Agency	WB72900
Lonestar Motors	WB68300
Longhorn Motors Ltd	WB51700
Long's Auto Repair & Wrecker Service Inc	W9KNF00
Longview Consolidated Credit Union	WB56600
Longview Sales	W6AAD00
Loop 12 Towing & Transport Inc. dba Allpoints Stor	W6VGQ00
Loyd Green Wrecker Service Inc	WB24200
LSA	WB78300
Lubbock Motors- F LTD dba Gene Messer Ford	W8H3300
Lubbock Sports Inc. dba Honda of Lubbock	WA94200
Lubbock Wrecker Service Inc	W46TI00
Lubrizol	WB53500

MVINet

Luckie's Auto Repair	W16WA00
Lufkin Motors Inc	W5DTH00
Luis H. Zumaeta DBA Automax S.A.	WB03200
Luke Fruia Motors	W92GH00
Luna's Towing Service	WA95500
Lundquist Chevrolet Buick Pontiac	WA57900
LW's Towing Inc	W6VZ100
Lynn Berry Inc DBA Berry C-P-D-J	W6MJU00
Lynn Smith Chevrolet Geo LLP dba Lynn Smith	WB53000
M & M Finance	WB39500
M & M Towing & Recovery Inc	WB09000
M & R Processing	WB75100
M D Wilson Auto Storage	WA88800
M.J. Salazar-Notary & Car Title Service	W3DUG00
M.J.V.M.J. Inc. dba Rocha's Towing	W1I1300
Mac Churchill Motors dba Mac Churchill Acura	W7QZI00
Mac Haik Dodge	WA23700
Mac Haik Ford	WA51600
Mack Massey Motors Inc	W29RO00
Magic Towing	W5AY100
Mangum Service Center	WB28600
Manheim's El Paso Auto-Auction	W14KL00
Manuel Dodge Inc	W6T1M00
Manuel Lincoln Mercury	WA33600
Manuel Oldsmobile Inc	W8LX100
Manuels Towing & Recovery	W7JT600
Marak's Collision Center	WA46200
Marc Dalmolin Motors LLP	WA71600
Marine Max TX LP	W6Q0K00
Marions Wrecker Service	W2HVX00
Marios Paint & Body Inc	WA79000
Marshall Ford L-M	W3TGN00
Marshall Toyota	WB87200
Martin Chrysler LLC	WA89900
Martin, Gray Wrecker Serv & Moody Serv	WA97900
Martinez Notary & Tax Service	WA98600
Martin's Auto and Title Company	W5DXI00
Marty's Used Cars	W50SP00
Mary Kay Inc.	W4DIS00
Massey Cadillac	WB60600
Master Wrecker Service	WA82500
Maund Automotive Group LP	W2P3E00
Maverick County Appraisal District	WA26000
Maxwell Ford LTD	W67S900
Maxwell G M II, Inc. dba Freedom Chevrolet	WB58600
Maxwell-N, Inc. dba Town North Nissan	WB57700
McAllen Cars on Credit LLP	WB71400
MCB-BRB	WA75900
McCall SB, LTD dba Advantage BMW	WA66000
McDavid Honda	W542R00
McDavid Houston-Niss LP dba David McDavid Nissan	W5X6J00
McGehee Towing	WB21400



MVINet

McGinnis Used Cars Inc	W5RC900
McGinty Wrecker Service	W61LI00
MCH Truck & Auto Repair	WB24500
McIntyre Wrecker Service	WA44800
McKinney Dodge	W6C5R00
McLennan County Tax Office	Y927L00
McRee Ford Inc	W32U400
MCT Credit Union - Main Office	WA51100
Medical Center Hospital	W4BHR00
Medical City Dallas Ltd	W2RBD00
Memorial Hermann Healthcare System	W59YC00
Mercedes Benz of Georgetown	WA62800
Mercedes Benz of Sugar Land	WA38400
Mercedes-Benz of Houston North	W33QV00
Mercer Nissan Inc	WA95200
Merinos Auto Towing	WB78700
Mesquite Towing Service	WA88900
Methodist Healthcare System of San Antonio, LTD	W6ZGI00
Metro Auto Storage	W1AN400
Metro Volkswagen	W7VQL00
Metroplex Credit Union	WB20000
Metropolitan P & C Insurance Company	W15ZR00
Metropolitan Reporting Bureau	WB28000
MGA Agency Inc	WA52800
MG's Collision Repair	W567300
Michael Raska Wrecker Svc.	WB20300
Mickey's Auto Repair	W4DPC00
Mid Atlantic Finance Co.	WB25300
Midland College Police Department	WA18000
Midlands Management of Texas	WB71100
Mid-Tex Towing & Recovery	W91WP00
Midtown Motor Company	WB00200
Midway Wrecker Service	W1HK700
Midwestern State University Police Department	WA69300
Mike Bounds Towing & Recovery	WA13800
Mike Calvert Toyota	W52L400
Mike Carlson Motor Company Inc	W6ER800
Mike Craig Chevrolet Pontiac Buick LP	WA60700
Mike Craig Chrysler Dodge Jeep	WB60500
Mike Perry Cadillac-GMC Inc.	W1E4M00
Mike Perry Chevrolet Pontiac Buick Inc	WA43800
Mike Perry Motor Co	W5KXF00
Mike Pike Autoplex Inc	W2ANR00
Mike Shaw Toyota	WB67800
Mike Smith Autoplaza Inc	W0KQ800
Mikes Towing	WB14300
Milam County Appraisal District	WA54300
Millennium Jaguar of Texas	W1KKB00
Miller & Son Wrecker Service	W6YMG00
Miller Brewing Company PO #650018070	W6VC100
Miller's Auto & Body Repair	W00U000
Miller's Wrecker Service	W4OFE00

MVINet

Milton's Body & Trim Shop	WA87500
Minetta Auto Storage LLC	WB33600
Minter Auto Sales	W2PFA00
Mission Chevrolet LTD	WB39400
Mission Towing Inc	W4IHF00
Mitchell Buick-Pontiac GMC	W8GB600
Mitchell Toyota Inc	W8FUP00
Mobile City Wrecker	WA23500
Momentum BMW West	WB56200
Monco Motor Co.	WB36700
Monterrey Auto Title Service	WB35900
Montgomery County Tax Assessor-Collector	Y5QC900
Morgan Wrecker Service	WB81400
Moritz Cadillac - Arlington	W62NR00
Moritz Kia	WB59800
Moritz of Fort Worth	W0M2J00
Morning Star Texas LLC	WB02500
Mossy Nissan (TX) Inc	W4D3X00
Motor City USA	W11JW00
Motor Finance Company	W1P5300
Motor Home Specilias LP	WB42200
Motor Imports, Inc dba Barrett Jaguar	W961300
Mr Bill Motor Company	WA33800
MSB San Pedro Tower c/o Trammell Crow Company	W6YPP00
MSI Motor Co	WB58400
Multi - Services Unlimited	WB65800
Multi - Chem Transportation	WB82600
Multiservice Express 1 Ql	WB36400
Muskic Vehicle Storage	WB00400
Mustang Claim service Inc	W27CX00
MVR's Inc	W9ZXJ00
My Wrecker Service	WB50100
N Bingle Auto Storage	W4E1400
N.C.I.C. Group	W9DHO00
Nacogdoches County Hospital District	W958000
Naim Interactive Inc	WA36000
Napalm Motorsports LLC.	WB76200
NARC Technologies Inc.	WB80700
Natals Wrecker Service	WB39800
National Automotive Information Bureau	W299S00
National Car Rental	WB01200
National Recovery Bureau	W903E00
Nationwide Debt Recovery Service Inc	WA74500
Nationwide Mutual Ins Co C-1	WB51900
Nationwide Mutual Insurance Co. C-2	WB66000
Nationwide Mutual Insurance Company	W4SRV00
Navistar Financial Corp	WB39900
Neal Autoplex Inc	WA37500
Neal Pool Rekers	W0LJ300
Neessen Chevrolet Inc	W9XPM00
Neff Brothers Automotive Service Inc	W2LYU00
Neighborhood Credit Union	W17IZ00

Neil Prior & Company Inc	W1ILM00
Network Systems	WB77700
New - Co Storage	WB70900
New South Federal Savings Bank	W1XDC00
Newell Auto Group Limited	WB40200
Newman's Towing & Storage	W6AED00
Nexcar Inc	WA81600
Next Day Multi Service	WB79600
Nichols RV Center	WB05400
NightHawk Investigations	WA57200
Nighthawk Recovery LLC	WA05100
Nikki's Title Service	WA62600
Nissan Motor Acceptance Corporation	W2SOV00
Nissan of Fort Worth	WA64000
Nissan of Greenville	WB61800
Nissan of McKinney	WB50000
Nissan of Midland	WB29300
Nissan of Wichita Falls	WA85900
Noor Enterprise Inc	W98RI00
Nordic Imports II, LTD dba Volvo Porsche Center	W9F9A00
Norman Frede Chevrolet Company	W2R1Z00
Nor-Tex Damage Appraisers	W4CC300
North American Recovery Inc	W857500
North American Vehicle Manufacturing	W7RNJ00
North Austin Medical Center	W1D2D00
North Central Texas College	WA71100
North Central Texas Council of Governments	WA81100
North End Cycle of Beaumont Inc	W4NYA00
North Freeway Hyundai	W9S1Q00
North Hills Lincoln Mercury Sales Inc	W7A2J00
North Houston Motors Inc	W1HWK00
North Park Lincoln Mercury	W20G800
North Park Toyota of San Antonio	WA99900
North Texas Auto Leasing	WA47600
North Texas Nissan	W7XXX00
North Texas Services	W2U4Y00
North Texas Tollway Authority	Y1WW000
Northside Storage Lot	W3KPU00
Northwest Auto Storage	WB25800
Northwest Suzuki Inc	WA32000
Norton Automotive Group	WB10400
Noukas Enterprises, Inc. dba Noukas & Associates	W737R00
Nu Star Energy	WB31900
Nueces County Appraisal District	W545R00
NXCESS Motorcars Inc	W1O6G00
Nxcess West Motorcars L.P.	WB66600
Nyle Maxwell Pontiac GMC LTD	WB50600
Oak Brook County Mutual	W7I8100
Oak Hill Body & Paint	W13WN00
Oasis Motor Co	WA39500
O'Bar Wrecker Service	W83N300
Office of Attorney General	YA43100

Office of Attorney General's - Transportation Div	Y9BZ700
OIS Investments, Inc.	WB77300
Old Richmond Auto Storage	WA45100
Old Town Auto Sales	WB48000
Olney Tire & Lube LLC	WB72200
OmniAmerican Bank	WA33700
On The Road Again	WB30500
Orozco's Inc	W115A00
Orr Motors of Louisiana Inc.	WB38300
Orr Motors of Shreveport	WB38200
Orr Wrecker & Towing Service, Inc.	WB23300
Otis Owens	W2WCK00
Ozona Truck Towing & Emergency Repair	WB81300
P & O Motor Company	W2ZLS00
PAACO Automotive Group LP	W0Y6V00
Padre Ford Mazda	W9XEA00
Palm Spring Auto Storage Facility	WA87300
Pana Services	WA44300
Panhandle Recovery Services, Inc.	WB40700
Par Wholesale	W4DJ200
Paragon Insurance Group	W277R00
Paris Ford Lincoln Mercury Inc	WB51200
Park Cities Ford	W2F9K00
Park I10 Motors dba World Car Mazda	W6DFP00
Park Place Lexus	W21VA00
Park Place Motorcars	W3B9B00
Parkway Chevrolet Inc	WA36200
Parmer's Towing	WA45900
Parra's Wrecker Service	W1JRZ00
Pasadena Independent School District	WA64900
Patriot Bank	WB04000
Patriot Pontiac Buick GMC	WA31700
Patterson Chrysler Dodge Jeep	WB62500
Patterson Nissan of Longview	W8HHV00
Paul Young Co	W9BAB00
Pavilion Lincoln-Mercury	W3RCN00
Payless Car Sales	WB44300
Payne & Sons	WB15500
PBS&J	YA98400
PDP Group Inc.	WB25600
Pearman Motor Company LTD	W4CNY00
Pechal Paint & Body Shop	W56Z300
Pegues-Hurst Motor Co	W9I7U00
Peltier Chevrolet-Cadillac Inc	W5NL300
Pena's Wrecker Service	WA09000
Pennsylvania General Insurance Company	WB31000
People's Trust Federal Credit Union	WA59500
Perdue,Brandon,Fielder, Collins & Mott, LLP	WB44100
Performance Wrecker Service	WB22100
Peters Chevrolet Inc	W7S0I00
Petrie Auto Sales	WA81000
Petty's Service Center Inc	W71KZ00

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Phantom recovery Services	W4Q2800
Phil Dill Boats Inc	WA06800
Phil Martin dba Phil's Automotive	WA42800
Phil Thweatt	W4A5C00
Phillips Carisma Automotive Group LLC	WB12500
Philpott Motors Ltd	W67K100
Phil's Paint & Body Inc	W7AIQ00
Phoenix Group Information Systems	WA11200
Pick Ups Inc	WB70300
Pick-N-Pull Inc	WA03300
Pin Point Recovery	WB82300
Pinemont Auto Storage	WA55200
Pinkerton	W2TC100
Pinkies American Towing Inc	WA47800
Pit Stop Automotive	WA43000
Plains State Bank	WB71200
Poboril Paint & Body Service	W5PJH00
Pockets of Hope	WB24900
Polansky Body Shop & Wrecker Service	W4OP500
Pollard Friendly Ford	W2TTA00
Polo's Wrecker Service	WA15300
Poor Farms	W2BDI00
Poppy Auto Storage	W4GPY00
Porsche of North Houston	WB41600
Post Oak Bank NA	WA67900
Post Oak Motor Cars LTD	WA61100
Postrac Inc dba Beards Towing	W1S0P00
Poteet Wrecker Service	W2R5000
Powell Watson Motors Inc	W04S400
Prairie View A&M University	WA73000
Pratt's Truck Service Inc.	WB22900
Precision Automotive	WA79200
Precision Towing & Recovery	WB86000
Preferred Adjusters Inc	W5U6100
Premier Adjusters Inc	W3K5P00
Premier Cars	WA85500
Premier Mazda	WA04600
Premier Recovery of San Antonio	W42N200
Prestige Auto Brokers Inc	W25WK00
Prestige Chrysler Northwest Inc. dba Maxwell Dodge	WB57800
Preston Chrysler Jeep Inc	W68S800
Price Auto Sales Inc	W11AD00
Prime Time Recovery	WA80400
Prime Way FCU	WB88600
Prine Towing & Recovery Inc	WA27900
Probe Investigations Services Inc	WA37400
Procter Motor Co	W165R00
Professional Asset Recovery Inc	WA92500
Pronto's Wrecker Service	W4KQ000
Pro-Tow Wrecker Service	W2PSU00
Pursch Motors Inc	WA00300
Pyne RV Rental Inc. dba Auto & RV World of Texas	WB67300

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Quality Auto Sales Inc	W547V00
Quality Paint & Body	W0UDT00
Quality Recovery Srv Inc	W3XDG00
Quickview Technologies - Addison	WA53400
QuickView Technologies - Carrollton	W9K5O00
R & C Adjusters	WA94500
R & M Suzuki Stop	W7LE900
R & M Towing & Recovery	WA13600
R & R Enterprises dba Executive Storage	WB27500
R & R Recovery	W4Q9600
R B & Associates	WA11000
R P Wrecker Service	WA16100
R Worthington & Associates	W76LM00
Radiance Auto Collision Inc	WA46800
Ragland Chrysler Center	W1L4900
RAM Recovery	WA76700
Ramey Chevrolet Cadillac Co.	WB29600
Ramirez Family Auto Center	WB61100
Ramirez Finance Inc	WB79400
Randall County Tax Office	YB00500
Randall Noe Ford	W4VFR00
Randall Reed Ford of Humble	W5F2700
Randall Reed's Prestige Ford	WB39000
Randolph Chrysler	W1LNP00
Ranger Credit Partners II Ltd	WB03800
Rapid Auto	WB86100
Rategenius Inc	W501400
Ratliff Automobile Co. Inc.	WB46600
Ray Huffines Chevrolet Inc	WB51500
Raymond Investments dba George Wilson Auto Sales	WB24000
Raymond's Wrecker Service	WA14900
Rays Auto & Truck Inc.	WB44900
Ray's Wrecker & Towing	W4Z9000
Raytheon Garland Division	WA14400
RC Adjusters	WB33300
Records Research Inc.	WB57900
Red Mountain Technologies	WB31800
Red River Power Sports dba Cowboy Honda of Kyle	WB66700
Redflex Traffic Systems	WB03500
Refinishing Systems	W712J00
Regional Acceptance Corporation	WA02800
Reid Blakeman & Assoc. Inc	WB55300
Reliant Motors	WB83100
Rene Nolasco DBA Reno's Rentals Inc.	WA86000
Rental Concepts Southeast Dallas LLC	WB53800
Resource One FCU	W27E400
Rex Perry Autoplex	WA80300
Reyes Towing	W95F800
RH Francis Co	W67KY00
Riata Ford	W9FPU00
Rick & Collins Towing	WA84100
Rick Hardy Auto Sales Inc	W2LMM00

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Rick Johnston Used Cars	WB62000
Rick's Automotive	W5AEE00
Ricky's Towing	W9QDY00
Riders Title Express	W123C00
Rio Grande Valley Auto Brokers	WB47300
Rio Grande Valley Motors	WB59400
Rio Motor Co	WA71700
Rios/Brother's Towing	WB16800
Ritchie Bros Auctioneers Inc	W4JDZ00
River Oaks Chrysler Plymouth Jeep Eagle	W07S700
Road Master Auto Storage	WA27300
RoadRunner Towing Service	W9SP500
Roadside Recovery Specialist	WB85200
Robbins Chevrolet Co Inc	W2K4Z00
Robbins Nissan Olds Inc	W3WEI00
Robert Allee - Robert's Wrecker Service	WA97000
Robert Cooley	WA88400
Robert Plan of CA Corp	W14Z600
Robert Stegemiller Wrecker Svcs	W9KKB00
Roberts Auto Sales	WB86800
Robert's Auto Sales	W2JO000
Robert's Paint-Collision & Mechanical Repair	WB25500
Roberts Recovery	WB56900
Robertson's Wrecker Service	WB82700
Robinson Motors	WA60400
Rock of Texas Automotive Inc, dba Baytown Chrysler	WA15100
Rocket Tow Service Inc	WA56200
Rockwell Collins Inc	W49NO00
Rod East Volkswagon Inc	W06N100
Rod Robertson Enterprises, Inc.	WB45300
Rodney D Young Insurance Agency	W2RYS00
Rodolfo Ramirez dba Arrow Towing	WA58100
Rodriguez Chrys Dodge Jeep Inc.	WB58700
Rodriguez Ford Mercury Inc	WA81200
Roger Beasley Audi	WA70300
Roger Beasley Imports Inc. dba Mazda South	W3WYU00
Roger Beasley Mazda	W3SKK00
Roger Beasley Porsche-SAAB	W4YAX00
Roger Beasley Volvo of Georgetown	WA56600
Roger Cabello Wrecker Service	W9Z5700
Roger Williams Chrysler-Plymouth-Dodge	W3ZLY00
Rogers Dodge of Alvin	WA67200
Rogers Ford Sales Inc	W5LIY00
Ron Carter Ford Inc	W1NRR00
Ron Craft Chev Cad Inc	W5STB00
Ronald Reagan High School	WA67600
Ronda Lane Auto Storage	WA26400
Ropers Wrecker Service	W3ZRA00
Roquemore & Roquemore Inc	W56CW00
Rosenberg Imports LTD dba Ernie Guzman Hyundai	WB32400
Rosenthal & Watson	WB19900
Rosslyn Auto Storage	W19ZA00

Round Rock Medical Center	WA20300
Round-Up Towing	W56PT00
Route 377 Services LLC	WA68500
Royal Cars Inc., dba Overseas Motors Corp.	W4RWS00
Royal Imports dba Crown Kia	W8VMT00
RP's Heavy Duty Towing Inc	W2CW200
Ruset Felts Motor Co.	WB87900
Russell & Smith Ford Inc (Site 2)	W73ES00
Russell & Smith Inc (Site 1)	W2WRZ00
Rustlers, L.L.C. dba Ace Pick A Part	WB30900
Rusty Wallis Honda	W9ERO00
RV Crestview Georgetown, Inc.	WB51100
Rychlik Wrecker Service	WA22900
Ryder Vehicle Sales	WB04200
S & S Towing	WB19600
S & W Quality Body Repair	W4UF100
S. W. Diagnostic Building, Inc.	WB89000
S.T.R.A.W.-K. Inc dba A-Arlington Abandoned Vehi	W4L6F00
Sabine County Tax Assessor Collector	Y9PWX00
Sadisco Dallas	WA56100
Safe Driver Centre	WA46700
Safeco Insurance	WB16500
Safety Adjusters	W4V9A00
Safeway Storage Inc	W5KB400
Sail & Ski Inc	W79GV00
Salvation Army Auto Sales	W3H4200
Salvation Army Auto Sales	W4KF600
Sam Pack Five Star Ford	W7ALF00
Sammy's Service	WB36600
San Antonio Federal Credit Union - Houston	WA67100
San Antonio Federal Credit Union - San Antonio	W3QC800
San Antonio Recovery	W4RL800
San Antonio Water System	WA44000
San Jacinto College Dist Police Dept	W9Y5J00
San Jacinto Harley-Davidson	WB75900
San Marcos Police Department	WA45800
San Marcos Toyota	W55TS00
San Marcus Auto Sales, llc dba Honda of San Marcus	W2E2300
San Patricio Automotive Group	WB06400
Sand Dollar Autoplex Ltd	W00DO00
Sandridge Energy Inc	WB36300
Santa Ana Body Shop & Storage	WA17700
Sapp & White PC	W06EE00
Sargent's Wrecker Truck & Auto Repair Inc.	WB63700
Sarma	WB78400
Saturn of Abilene	WA59900
Saturn of Corpus Christi	W01EE00
Saturn of Lewisville	W6VVF00
Saturn of Lubbock	W1BKS00
Saturn of Plano	W6D8100
Saturn of Tyler	W60S600
Saucedo's Wrecker Service	W1WDY00



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Sauls Wrecker Service	W1ZH500
Savage Auto Parts	WB34800
Schlumberger Reservoir Completions Center	W4A0200
Schlumberger Technology	W4QIK00
Schoppe Auto Supply Inc	W18EM00
Scott Harrison Motor Co	W1RLX00
Scott's Wrecker Service	W48YY00
Secure Auto Pound and Storage Inc.	WB79200
Security Service Federal Credit Union	W2GLC00
Sega Towing & Storage	WA41400
Seguin Chevrolet Inc	W24BH00
Select Cars & Trucks	W2Z3E00
Servi Mex Insurance	WB10100
Service King	W88MX00
Seton Medical Center	W6KEU00
Seton Medical Park Tower	WA32900
Sewell Corporation dba Sewell Lexus	W9CT100
Sewell Ford Lincoln Mercury Toyota	W8CHF00
Sewell Infiniti	W1TFI00
Sewell Infiniti of North Houston	WB87100
Sewell Saab Hummer of Plano	WB56400
Sewell Village Cadillac Co Inc	W44LV00
Seymour Police Department	WA77200
Shanafelt Auto Company Inc	WA28400
Share Plus Federal Credit Union	WA68400
Sharp Texas Title Services	WB55700
She Spies Private Eye Inc	WB35100
Shell Chemical Company - Deer Park	W45RQ00
Shell Federal Credit Union	WB80300
Shelley's Auto Sales	WB22300
Shep's Automotive & Wrecker Service	WA14200
Showcase Auto Inc	W9CNV00
Signature Capital Inc	W9APY00
Signature Towing Inc	W77U900
Silicon Labs	WB62300
Silsbee Ford-Lincoln-Mercury Inc	W11HT00
Simpson Wrecker Service	W4ATZ00
Singleton Service Inc	W7FJ200
Skelton Auto & Diesel	W4WB700
Sliva Automotive Service	WB09600
Smart Financial Credit Union	W48VO00
Smith South Plains	W9O9Z00
Smith Towing Service	WB10700
Softech International Inc.	WB26300
Son's Auto Storage Kim Tran	W2XQ600
Sour Lake Ford, Inc.	W5K BK00
Sour Lake Motor Co Inc	W00U200
South Austin Hospital	W2X0Y00
South Loop Auto Storage	WB59200
South Park Cycle	WB11000
South Shore Harbour Marina	WA27700
South Texas Asset Management Recovery	WA49200

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South Texas Buick Pontiac GMC	WB19800
South Texas Federal Credit Union	WA92800
South Texas Magna Tech Inc.	WB21500
South Texas Recovery	WB19000
Southbelt Wrecker	WA02100
Southeast Houston Auto Storage	WA65000
Southeast Towing & Storage	WB79300
Southern Auto Finance Company	WA47300
Southern CPD Inc	W7O3900
Southern New Mexico Collection Bureau Inc	W32M600
Southside Wrecker Inc	W048100
Southwest Airlines FCU	WB11800
Southwest Auto Tow	W91Q400
Southwest Business Corporation	WA16200
Southwest Ford Inc	W2DOM00
Southwest Ford-Lincoln-Mercury	WB88000
Southwest Infiniti dba Fisher-Haas Infiniti Inc	W92EL00
Southwest Kia of Rosenberg	WB26500
Southwest Recovery	WB36500
Southwest Recovery Bureau Inc	WA39000
Southwest Salvage Pool Network Inc	W11VX00
Southwest Texas Junior College Police	W0PLP00
Southwest Towing	W3FBR00
Spanky's Wrecker Service	W4VOV00
Sparta Auto Group	WB32200
Speed's Automotive & Towing	WB64600
Speedy's Auto Service	WA50900
Spike Dykes Ford	WB32300
Spikes Motor Co Inc	W3G3400
Sport & Classic Motorcars Inc	W2JB700
Spring Body Shop	W7QMA00
Spring Branch Motorplex	WB43900
SST System & Services Technologies	W9D2100
St Davids Medical Center	WA41200
Stadium Auto Inc	WB11200
Stampede Towing	WA15900
Standard Auto Sales	W56ZT00
Standard Insurance	W1D5P00
Stanley Autoplex	W5O5900
Stanley Chevrolet Celina	WB59500
Stanley Chevrolet Pontiac Kaufman	WB57200
Stanley Chevrolet Sweetwater	WB73900
Stanley Ford - McGregor	WB79900
Stanley Ford in Belton	WB85300
Star Houston, Inc. dba Star Motor Cars	W5F2M00
Star One Credit Union	WA90300
Star Tex Auto Title Service	WB41900
Star Toyota dba Benson-Sabin Inc.	W8ICL00
State Farm ADC CSA	WB12300
State Farm Auto Claims Lubbock	WA63000
State Farm Bank	WA17500
State Farm Cons Claims AOC	WB62800

State Farm Insurance	W7YTA00
State Farm Insurance	W8UPS00
State Farm Insurance	W9HAV00
State Farm Insurance SIU	WB57500
State Farm Lloyds	WB22400
State Farm Mutual Auto Insurance Company-Austin	W72J100
State Farm Mutual Automobile Insurance Company	W3ZR100
State Farm Mutual Automobile Insurance Company	W4C9J00
State Farm Mutual Automobile Insurance Company	WA25600
Stated Value Automobile Appraisal Co Inc	W1ESN00
Statewide Insurance and Title Agency	W0UOD00
Statewide Investigations Group	WB21600
Statewide Lien/Title Service	W4SV800
Statewide Wrecker Service	W41LE00
Steeplechase Corner Property Owners Association	WA49900
Sterling Acura of Austin	WA50700
Sterling Bank	W62N200
Sterling McCall Acura	W9GGD00
Sterling McCall Lexus	W5WG900
Sterling McCall Toyota	W5KDP00
Sterling Pontiac Buick GMC Inc	W4OCH00
Steve Chapman Motor Sales Inc	W48YS00
Stowe's Wrecker Service	W5EC800
STP Nuclear Operating Company	W60ME00
Streater-Smith Nissan	W5B3D00
Street Toyota Inc	W7AYW00
Strickland Chevrolet Inc	WA34900
Stubbs Cycles	WB10800
Subaru of Dallas	WA43400
Summit Operating LTD	WB69800
Sunshine Auto Parts	WA78400
Superior Recovery Service	W3KX500
Superior Towing and Recovery	WA87200
Surratt-Kennington Auto & Truck Repair Center Inc	WA08600
Susie's Car Lot	WB49800
Sutton Interests, Inc. DBA Stubbs Cycles Southwest	WA72500
Sweetwater F-M Products LP dba Stanly Ford Mercury	WB07800
Swiss Auto LLC dba Thrifty Car Sales San Antonio	WB52000
T & B Wrecker	WB72300
T & H Wrecker Company	W7HFW00
T. Miller Wrecker Service	WB44500
T.J.'s Star & Olivarez	WB79500
T.X.A.U. Inc. DBA American Lenders Svc	W1DRO00
Taggart Motor Co.	WB67400
Tahoe Motors Ltd	W1X3G00
Talcott II Alamo Limited Partnership	W1RZP00
Tanner Motor Company	W5BFD00
Tarco Insurance Agency	W1CRE00
Tarleton State University Police Department	WB24700
Tarrant County	WB83400
Tarrant County Search & Seizure	WB22500
TAT Automotive	WA23900

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Tavo's Automotive	W5M6400
Taylor Storage	WA79600
Taylor Wrecker	WB41000
TDECU - Angleton Branch	WB71600
TDECU - Cuero Branch	WB68000
TDECU - Freeport Branch	WB88400
TDECU - Hallettsville Branch	WB76100
TDECU - Houston Branch	WB67900
TDECU - Member Care East	WB68400
TDECU - Victria Mall Branch	WB68900
TDECU - Yoakum Branch	WB68100
Teague Chevrolet Buick Inc	WA51700
Team Certified Suzuki	WB28800
Team Ford Mercury of Navasota	W4H9700
Team Repo Recovery Services	WB65900
Teambell Inc. dba Campbell Motor	WB57100
Tejas Toyota Inc	W787900
Temple Car Care	WB75400
Temple Towing Service Inc	W4WUT00
Terminal Recovery Systems	W4RA800
Terry Pye Motor Company	W9YYF00
Texan Auto Storage	WA68200
Texan Can	W71QE00
Texan Towing	WA17100
Texan Truck Sales	WB49000
Texans Credit Union	W4ECM00
Texas A & M - Office of Athletic Compliance	W3V0U00
Texas A & M Univ Health Science Center Baylor Col	WA29200
Texas A & M University - Commerce	W8JDT00
Texas A & M University - Transit and Traffic Dept	W82HG00
Texas Association of School Boards Inc.	W3KOG00
Texas Auto Brokers LLC	W1TZR00
Texas Auto Center LP	WB48200
Texas Auto Exchange, LLC	WB45900
Texas Auto Title & Registration Consultants Inc	W0QZ700
Texas Auto Title Service	W147100
Texas Bay Area Credit Union	WA09600
Texas Car Company	WB55000
Texas Children's Hospital	WA74000
Texas City Lincoln-Mercury Inc	W2C2500
Texas Commission on Environmental Quality	WA70600
Texas Community Bank	WA49700
Texas Community Bank N.A.	WB63000
Texas Defensive Driving School	WB54100
Texas Department of Insurance	W5W8P00
Texas Department of Licensing & Regulation	WB61700
Texas Department of Protective and Regulatory Serv	W0CYD00
Texas Department of Transportation (PDC)	YA34700
Texas Dow Employees Credit Union	WA40800
Texas Dow Employees Credit Union - Brazoria Branch	WA89100
Texas Dow Employees Credit Union - Texas Cross Roa	WA74400
Texas Expeditors of Dallas/Fort Worth	WA00800

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Texas Expeditors of Houston LP	WA19500
Texas Facilities Commission	WB24600
Texas Farm Bureau Mutual Insurance	W2T9200
Texas Health Resources Credit Union	WB17600
Texas Hide and Seek Inc.	WB78800
Texas Independent Auto Dealers Assoc (TIADA)	WA99800
Texas Instruments - Dallas	W1IUW00
Texas Instruments - Sherman	W51BG00
Texas Instruments Security	W1V4A00
Texas Iowa Group LLC	WA78600
Texas Medical Center	W9U9G00
Texas Motor Inc	W9VIL00
Texas Motor Transportation Consultants	W1H8O00
Texas Motorplex	WA00600
Texas National Bank	W9ASN00
Texas Recovery Bureau	WB76300
Texas Star Motorcars	W1DSK00
Texas State Recovery	WB84900
Texas State Technical College-Waco	W1T6F00
Texas State University - San Marcos	YB25200
Texas State University -San Marcos	W2D5O00
Texas State Vehicle Storage Facility	W5G3600
Texas Tech University - Earl Survey Research Lab	YA71900
Texas Tech University Health Science Center	W7HBF00
Texas Tech University HSC - Odessa	WA48300
Texas Tech University- Traffic and Parking Service	W5WST00
Texas Telecom Union	WB86900
Texas Title Connection	WB22000
Texas Towing Wrecker Service Inc	W2VLX00
Texas Trucks & Toys	WB00900
Texas Trust Credit Union	WA58500
Texas WDH Enterprises Inc	WA30800
Texas Wrecker Service	WB18900
Texas Wrecker Service	WB79000
Texhillco School Employees Federal Credit Union	WB13100
Texoma Auto Care	WB35400
Texoma Community Credit Union	WB81000
Texoma Ford Inc	WA37200
Texoma Hyundai	WA59700
Texstar Ford Lincoln Mercury Inc	W1ZAT00
Thammy's Multiservice	WB38000
The Angel Title Service	WB42800
The Body Shop	W1JR300
The Boeing Company - NASA Systems	WA56900
The Dunham Law Firm	WA27400
The Hartford - San Antonio PLCSC	W5WXT00
The Hartford Insurance Group	W9BGR00
The Hertz Corporation	W5G1C00
The Management Company at Stone Oak-Sonterra, Inc	WB79700
The Methodist Hospital	W272600
The Mint Leasing Inc	W11FP00
The Online Traffic School Inc	WA32200

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The P M Standley Corp	W6LY800
The Porsche Store	W1WC400
The Rd Store LLC dba Camper Clinic II	WB81500
The Salvation Army	W97BU00
The Salvation Army ARC	W4OAG00
The Victoria College	WA48200
The Easley's Inc	W1VQK00
Third Coast Auto Group LP	WA10100
Thomas McEwen & Associates	W0DPY00
Thornhill Auto Group	WB81900
Tidewater Finance Company	WB38100
Tidwell Auto Storage	W9RYS00
Tidwell Paint & Body	W5WZ000
Tillery Wrecker Service Inc	W9KOL00
Tim Neff Towing Inc	WB05100
Tim Stopell's Affordable Motors	WB83600
Time Acceptance Corporation	W2CEE00
Timmers Chevrolet dba Monument Chevrolet	W5UGB00
Tip Top Towing	WB41300
Tipotex Chevrolet Inc	W3EZV00
Tipton Ford Inc	W760J00
Tipton Motors Inc	W2UPY00
Tisdale Motor Company	WB83000
Title Technologies Inc	WB32800
Title's By Maria	W1NX500
Titus Regional Medical Center	WA81900
TLC Motor Cars	W191300
TML Information Services Inc	WA94600
TNT Auto Enterprises Inc	W15RE00
TNT Inc	WB07400
Todd's Towing	W69XN00
Tom & Carole Gray Inc. dba Gray Motor Company	W3MS100
Tom Light Chevrolet Company	WB14600
Tomball Collision Center, Collision Express, LP	WB14800
Tommie Vaughn Motors	W2RJY00
Tommy Manuel Chevrolet Jeep Inc	W81HI00
Tommy's Paint & Body Inc.	WB69900
Tommy's Towing	W4EGI00
Tommy's Towing	WB16400
Tom's Auto Body Center	W44WV00
Toni Smith Auto Sales Inc.	WB73600
Tony & Brothers Wrecker & Garage	W44T600
Tony's Centro	WB75600
Tony's Wrecker Service	WB29200
Tow It Up	WB60300
Tow King Inc	W7J2J00
Tow Pro Wrecker Service	WA18800
Tow World Auto Storage	WA70700
Tow Wrx	WB87800
Towing Experts	W4IP100
Town And Country Wrecker Service	W9LMJ00
Town of Flower Mound - Environmental Health	WA77900

MVINet

Tow-Op Systems Inc.	W7JE900
Toyota Financial Services	WB30800
Toyota Motor Credit Corporation	WB82000
Toyota of Killeen	WA87800
Toyota of Midland	WB70400
Toyota of Paris Jeep	W1YKI00
Toyota of Plano	W2EKT00
TPAA Inc	W2YQ300
Tracker One Inc	W6N9W00
Trade Rite Auto Sales Inc	W678N00
Traffic Service Bureau inc	W1FK000
Trammell Crow	W7IEX00
TransCore Commercial Services	WB44800
Tranum Buick Inc	WA61300
Tranum Country Ford	W61LD00
Travelers Insurance	W158T00
Travis Central Appraisal District	W480P00
Travis County Tax Office	YA64200
Travis Crawford Buick - GMC Truck LP	WB33400
Travis Park Plaza LP	WA55100
Trey Crouch's Wheels on Credit Inc	W9EHU00
Tricolor Auto Group LLC	WB58300
Trinity Mother Frances Health System	W7BAH00
Triple J's Auto Sales, LLC.	WB74800
Triton Towing Incorporated	WB48700
Tri-United Auto Center, Inc.	WB55800
TRKS & Associates	WA48900
Troy Faust Motor Co.	WA92700
TU Services - Transportation Services	W163N00
Tuesdee Knight's Auto Titles	W5A7500
Turbo Data Systems Inc	W026Q00
Twin City Pontiac-Jeep-Eagle Inc	W9C5F00
Twin City Towing	WB37000
Twin Lakes Auto Salvage	W94F400
Two Bit Tow	WB74100
Two Steppin Towing	W9TW600
TxTow Corp dba Texas Towing	WB10200
TXU Generation Company LP	W3A7200
TXVT, LP dba Trophy Nissan	WB54600
Tyler Ford	W10WM00
Tyler Lincoln Mercury Inc	W4A3800
U S Army Corps of Engineers	W9RPA00
U.S. 59 Enterprises, Inc. dba Eastex Collision	W4T9I00
U.S. Department of Veteran Affairs	W2RAV00
U.S. Security Associates, Inc	WB09800
Uncle Buddy's Used Cars Inc	W8WU700
Underwood's Garage & Wrecker Service, Inc.	WB23800
Unified Auto Works	W1RZB00
Union Standard Insurance Company	W5E9400
United Auto Auction	WB02300
United Auto Sales	WB87000
United Auto Title Service	W3JPF00

MVINet

United Automobile Insurance Company	WB69000
United Heritage Credit Union	W4YGE00
United Recreation Center	WA83100
United SA Federal Credit Union	WA62400
United Space Alliance LLC	W5MPH00
United States Fire Ins Co dba Crum & Forster Ins	W5ZI200
United Subrogation Associates	WB14100
United Tows LLC	WA53300
Unitrin Direct Insurance	WA96400
Unitrin Specialty Lines Insurance	W2WU600
Universal Cars LLC	WB49700
Universal Dtec Inc.	WB72000
Universal Investigations Inc	W6YER00
Universal Toyota	W802400
University Federal Credit Union	WA44500
University of Dallas	W76QY00
University of Houston-Clear Lake Police Department	W6DP800
University of Houston-Downtown Police	W70MK00
University of Houston-Parking and Transportation	W4O0N00
University of North Texas Parking Office	W0A0X00
University of Texas at Arlington Police Dept	W4M3P00
University of Texas at Austin Parking Dept	W75TB00
University of Texas at El Paso	W49SD00
University of Texas at Tyler Police Dept	W174Q00
University of Texas Health Center at Tyler	W8L7G00
University of Texas Health Science CNTR Police	W60G900
University of Texas M.D. Anderson Cancer Center	WB29900
University of Texas San Antonio Park and Trans	W310W00
University of Texas SW Med Center Dallas Parking	W2YO000
University of Texas SW Medical Center Police	W3UZY00
University of Texas Systems Police	WA33900
Unlimited Trading	W27H600
Unocal Corporation	WA26500
Uptown Auto Storage	W17UT00
Urban Nissan	WA05300
US Auto Sales	WB58100
USA Auto Brokers	W9X2R00
USA Auto Center Paint & Body	W62SC00
USAA	WA62700
USAA Federal Savings Bank	W9YL200
Utility Trailer Sales Southeast Texas Inc	W1NB800
UTPA Police Department	W2ECJ00
Valero Corporate Services Company	W9QMR00
Valley Baptist Medical Center	W9EO500
Valley Motors LLC	WB54700
Valley Towing & Storage	WA98200
Van Burkleo Motors Inc	WA19300
Van Chevrolet	WB55500
Van Griffith Imports	WA15400
Van Hyundai	WB55400
Vandergriff Acura	W937200
Vandergriff Chevrolet	W5UBV00



Vandergriff Honda	W1QNE00
Vandergriff Toyota	WA68300
Varela Auto Group LLC	WA15000
Varsity Ford Lincoln Mercury Inc	W2LJZ00
VE Systems	YA98300
Vehicle Operator Searches	W3RV400
Vehicle Storage	WB27700
Vehicle Transportation LTD, LLP DBA El Paso Towing	WB17200
Velocity Credit Union	W5BDM00
Verizon	W2OL900
Vernon Auto Group LLC	WA68600
Victoria Auto Recovery	W9Q9U00
Victoria Auto Recovery of CC LLC	WB43300
Victoria County Tax Assessor Collector	Y9XUZ00
Victory Honda	WB51600
ViewPoint Bank	W8I6R00
Viky's Auto Salvage	WB80500
Villarreal Salvage	WB82800
Vintek, Inc.	WB71900
Vogt	W4AOY00
Von Wil Ford Inc.	WB62600
Vought Aircraft Industries Inc	W97HY00
W&G Partnership LTD	WA76600
Wachovia Dealer Services	WB60900
Wachovia Financial Services Inc.	WB22600
Waco Dodge Sales Inc	WA20100
Waco Nissan Inc	WA99000
Waco U-Pull-it, Inc	WB82500
Waldrep Autos	WB46200
Walk About RV LLC	WB28400
Wallace Lundgren Chevrolet Buick GMC Inc	WA24100
Walnut Hill Wrecker	W58HL00
Waltrip LLC dba Kennington Wrecker Services	WA89300
Ward's Towing	W4PVW00
Warren Paint & Body Shop & Wrecker	WA89400
Washington Auto Title Service	WA56300
Washington Group International	YA98800
Waxahachie Buick - Pontiac - GMC	WB51400
Way To Go Auto/Hollywood Towing	WA23300
Waynes Pro Tow Inc	WB15100
WCEM Enterprises inc. dba Streater Smith Honda	W1W6V00
Weatherford College Police Dept	WA91300
Wells Fargo Auto Finance - Spec. Proc.	WB42400
Wells Fargo Auto Financial Inc	WA36500
Wells Fargo Bank NA	WB35200
Wells Fargo Bank Texas NA	W45Q100
Wells Fargo Financial Acceptance Texas Inc	WA69700
Wells Fargo Financial -TX Boylan	WB06800
Wells Fargo Financial -TX Davis	WB07000
Wells Fargo Financial -TX Garcia	WB07200
Wells Fargo Financial -TX Martin	WB06900
Wells Fargo Financial -TX Meza	WB07100

MVINet

Wells Fargo Financial -TX Moody	WB06700
Wells Wrecker Service	WB20900
Wennerstrom & Associates Inc dba W B W Title	W4GEU00
West Houston Auto Storage Inc	W6VIM00
West Houston Infiniti	W5G0400
West Loop Dodge Inc.	W5UPL00
West Motors	WA88700
West Texas Auto Recovery Inc	W25Z400
West Texas Nissan of Odessa	W9QBJ00
West Texas State A&M Univ Police	W221900
Westar Auto Sales	W1QO500
Western Marketing, Inc.	WB40100
Westex Security Services	W5FKV00
Westside Chevrolet Inc	W2G3300
Weststar Autoplex LLC	WA83900
WFS Financial	W12FN00
WFS Financial	WA75700
Wharton County Towing	WB03900
Wheels Incorporated	W261V00
Whitco Security Group Inc	W6EFP00
Whitehead Body & Shop Inc	W9NOE00
Whittle Boats Inc.	WB65300
Wichita Falls Ford Inc.	W5DLP00
Wilcars LP DBA North Texas Hyundai	WB86600
Wilcrest Auto Storage	W230B00
Wildcat Recovery LLC	WB73000
Wiley's University Texaco & Wrecker Service	WA84000
Wilkinson Chevrolet	WB27200
Williams Brothers Construction Company Inc	WA07300
Williamson County - Tax Assessor Collector	Y93G700
Wilpwr, LLC dba Sullivan Toyota of Wichita Falls	WB77100
Wilson Motors	WB48800
Wilson N Jones Medical Center	W4HST00
Wimberly Paint & Body & Towing	W9F7J00
Windsor Group	WA76500
Winn's Used Cars	W18VW00
Winston Churchill High Scholol	W1FKC00
Winston's Wrecker Service Inc	W2QTU00
Winter Motor Company	WB61400
Wisdom Paint & Body Inc	W1N9C00
Wise Car and Truck Co.	WB62400
Woodlake Motors Inc	W94JQ00
Woodlands Car Care	W84QY00
Woodlands Financial Services Inc	WA30200
Woodlands Storage	WA93700
Woods Fun Center	WB33500
Wood's Paint & Body	W42J500
Woods Towing Service Inc	W82NF00
Woody's Wrecker Service	WA51800
Wooten Service Center	W1BZ800
World Car Hyundai Kia	W6BHI00
World Car Mazda Kia	W6N0E00

MVINet

World Car Motors	W754Z00
World Car Nissan	W6O7400
WOWCO	WA73800
Wright Chrysler Dodge Jeep	WA95700
Wright's Autobody & Glass Inc	W9HU300
WSR Engineering Inc	W24QO00
Wyatt Arp Seguin Chrysler Plym Dodge Inc	W3BCB00
Wylie Auto Towing	W5HNR00
Wylie Musser Chev Olds Cad	W2W1Y00
Xerox Corporation	W6EPS00
X-pert Auto Title	WA91500
X-Press Title	WB09200
Yamaha Suzuki of Texas	WA74300
Yates Bros Motor Company Inc	W742U00
Yates Buick Pontiac GMC	WA48600
Yates -Tyler	WA75000
Young Chevrolet Inc	W2NPC00
Your Federal Credit Union	WA92100
Z Car Body and Towing	W6AOP00
Zamora Wrecker Service	W4W1E00
Z-Auto Storage	WB25700
Zone 2 Auto Storage Inc	WA22200
Zone One Auto Storage	W1TYW00

MISCELLANEOUS CONTRACT STATUS  
 AS OF OCTOBER 27, 2009

DISTRICT 52

CONTRACT NUMBER	DESC CODE	OTHER DD	VID NO./ VENDOR NAME	EXPIRATION DATE	STATUS	AMND NO	MGR NUM	CAT	CONTRACT AMOUNT	ACT/ EST	RET %	PAID TO-DATE	UNPAID BALANCE
0XXIA001	IA		36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2010	A	0	715	1S	22,119,749.64	ACT	0.00	272,286.93	21,847,462.71
0XXIA002	IA	61	36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2010	A	0	715	IL	521,420.00	ACT	0.00	37,660.00	483,760.00
0XXIA003	IA		34054054050000 TEXAS DEPARTMENT OF PUBLIC SAFETY	08-31-2011	A	0	715	1S	15,500.00	ACT	0.00	0.00	15,500.00
0XXL5002	L5	99	17419698687000 WILSON REALTY	01-31-2010	A	5	052	4B	852,688.68	EST	0.00	702,864.08	149,824.60
0XXS6001	S6		17419760511201 TIBH INDUSTRIES INC	08-31-2010	A	0	715	1L	213,616.00	ACT	0.00	0.00	213,616.00
3XXL5018	L5	99	17428837524000 BURNHAM PROPERTIES LTD	10-31-2012	A	0	000	2C	493,445.00	ACT	0.00	322,906.72	170,538.28
5XXL5001	L5	99	24578473639000 TONY MARTIN TRUSTEE	08-31-2010	A	1	000	1I	549,050.70	EST	0.00	467,017.55	82,033.15
5XXL5008	L5	99	24654502772000 MICHAEL SWIERCINKY	03-31-2015	A	2	000	2C	2,561,476.10	ACT	0.00	1,691,319.81	870,156.29
6XXL5006	L5	99	24522382498000 JOSEPH S DIMARE III	12-31-2008	A	1	000	1C	1,135,437.00	EST	0.00	1,082,987.12	52,449.88
8XXIA001	IA	61	36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2008	C	1	715	1S	16,446,589.75	ACT	0.00	16,446,024.55	565.20
8XXIA002	IA	61	36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2008	C	3	715	IL	430,790.00	ACT	0.00	379,610.00	51,180.00
8XXIA003	IA	82	34054054050000 TEXAS DEPARTMENT OF PUBLIC SAFETY	08-31-2008	C	0	715	1S	100,000.00	ACT	0.00	89,590.58	10,409.42
8XXIA004	IA	82	33023023022000 ATTORNEY GENERAL OFFICE	08-31-2009	C	0	715	1S	1,500.00	ACT	0.00	0.00	1,500.00
8XXIA005	IA	82	33043043042043 STATE COMP TROLLER OF PUBLIC ACCOUNTS	08-31-2009	A	0	715	1S	20,000.00	ACT	0.00	20,000.00	0.00
8XXIA006	IA		34054054050000 TEXAS DEPARTMENT OF PUBLIC SAFETY	08-31-2009	A	1	715	1S	17,000.00	ACT	0.00	16,716.00	284.00
8XXIA009	IA		33063063060013 TEXAS STATE LIBRARY & ARCHIVES COMMISSION	08-31-2008	A	0	715	1L	6,500.00	ACT	0.00	0.00	6,500.00
8XXIA010	IA		37547547549005 SOUTHWEST TEXAS STATE UNIVERSITY	05-31-2008	A	0	715	IL	136,426.00	ACT	0.00	136,031.94	394.06
8XXS6001	S6		17419760511201 TIBH INDUSTRIES INC	08-31-2009	A	1	715	1L	208,509.24	ACT	0.00	130,132.19	78,377.05
9XXIA001	IA	61	36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2009	A	1	715	1S	23,948,552.45	ACT	0.00	23,947,272.54	1,279.91
9XXIA002	IA	61	36966966966012 TEXAS DEPARTMENT OF CRIMINAL JUSTICE	08-31-2009	A	3	715	IL	490,070.00	ACT	0.00	485,820.00	4,250.00
9XXIA014	IA		33133133133002 DEPARTMENT OF INFORMATION RESOURCES (DIR)	08-31-2009	A	0	715	1S	50,000.00	ACT	0.00	23,543.40	26,456.60
9XXIA015	IA		37547547549005 SOUTHWEST TEXAS STATE UNIVERSITY	12-31-2009	A	0	715	IL	136,426.81	ACT	0.00	74,089.72	62,337.09

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report

TEXAS DEPARTMENT OF TRANSPORTATION  
 FINANCIAL INFORMATION MANAGEMENT SYSTEM

MISCELLANEOUS CONTRACT STATUS  
 AS OF OCTOBER 27, 2009

CONTRACT CATEGORY	ACTUAL CONTRACT AMOUNT	TOTALS BY CONTRACT CATEGORY		UNPAID BALANCE
		ESTIMATED CONTRACT AMOUNT	PAID TO-DATE	
1S	62,718,891.84	0.00	40,815,434.00	21,903,457.84
1L	1,715,132.81	0.00	1,113,211.66	601,921.15
4B	0.00	852,688.68	702,864.08	149,824.60
1L	428,625.24	0.00	130,132.19	298,493.05
2C	3,054,921.10	0.00	2,014,226.53	1,040,694.57
1I	0.00	549,050.70	467,017.55	82,033.15
1C	0.00	1,135,437.00	1,082,987.12	52,449.88

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report

MISCELLANEOUS CONTRACT STATUS  
 AS OF OCTOBER 27, 2009

DISTRICT 82

CONTRACT NUMBER	DESC CODE	OTHER DD	VID NO./ VENDOR NAME	EXPIRATION DATE	STATUS	AMND NO	MGR NUM	CAT	CONTRACT AMOUNT	ACT/ EST	RET %	PAID TO-DATE	UNPAID BALANCE
OXXIA004	IA		33023023022018 OFFICE OF THE ATTORNEY GENERAL	08-31-2011	A	0	860	1S	2,000.00	ACT	0.00	0.00	2,000.00
OXXIA003	IA		34054054050000 TEXAS DEPARTMENT OF PUBLIC SAFETY	08-31-2010	A	0	860	1S	110,000.00	ACT	0.00	0.00	110,000.00
9XXIA003	IA		34054054050000 TEXAS DEPARTMENT OF PUBLIC SAFETY	08-31-2009	A	0	860	1S	100,000.00	ACT	0.00	100,000.00	0.00

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report

MISCELLANEOUS CONTRACT STATUS  
AS OF OCTOBER 27, 2009

CONTRACT CATEGORY	ACTUAL CONTRACT AMOUNT	TOTALS BY CONTRACT CATEGORY		
		ESTIMATED CONTRACT AMOUNT	PAID TO-DATE	UNPAID BALANCE
1S	212,000.00	0.00	100,000.00	112,000.00

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report

MISCELLANEOUS CONTRACT STATUS  
AS OF OCTOBER 27, 2009

DISTRICT 61

CONTRACT NUMBER	DESC CODE	OTHER DD	VID NO./ VENDOR NAME	EXPIRATION DATE	STATUS	AMND NO	MGR NUM	CAT	CONTRACT AMOUNT	ACT/ EST	RET %	PAID TO-DATE	UNPAID BALANCE
8XXIA001	IA	61	33603603607000 STATE OFFICE OF	08-31-2009	A	0	610	IM	1,313,000.00	ACT	0.00	725,973.26	587,026.74

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report



MISCELLANEOUS CONTRACT STATUS  
AS OF OCTOBER 27, 2009

CONTRACT CATEGORY	ACTUAL CONTRACT AMOUNT	TOTALS BY CONTRACT CATEGORY ESTIMATED CONTRACT AMOUNT	PAID TO-DATE	UNPAID BALANCE
IM	1,313,000.00	0.00	725,973.26	587,026.74

TxDOT-DMV MOU

ATTACHMENT D

Miscellaneous Contract Report

TxDOT-DMV MOU  
ATTACHMENT D  
Texas ABTPA-TxDOT MOU

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**MEMORANDUM OF UNDERSTANDING**

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This memorandum of understanding (MOU) is entered into by the Texas Automobile Burglary and Theft Prevention Authority Office (ABTPA) and the Texas Department of Transportation (TxDOT), pursuant to Texas Civil Statutes Article 4413(37), §6(g), which requires the ABTPA, in coordination with TxDOT, to develop and implement policies that clearly separate the policymaking responsibilities of the ABTPA and the management responsibilities of TxDOT;

WHEREAS, the ABTPA was established in the Criminal Justice Division of the Governor's Office, by H.B. 640, Acts 1991, 72<sup>nd</sup> Leg., ch.243, §1, to provide a statewide program for the reduction and prevention of motor vehicle theft;

WHEREAS, the ABTPA was transferred to TxDOT in 1995, as a separate governmental entity, and expressly, not as an advisory body to TxDOT, by H.B. 2845, Acts 1995, 74<sup>th</sup> Leg., ch. 953, §1;

WHEREAS, the legislature in 1997 clarified the relationship between the ABTPA and TxDOT, by H.B. 1387, Acts 1997, 75<sup>th</sup> Leg., ch. 305, 2; and

NOW, THEREFORE, the ABTPA and TxDOT enter into this MOU to set out their understanding and agreement of each agency's responsibilities under Article 4413(37).

It is agreed that:

1. The ABTPA shall exercise, and does not delegate to TxDOT, the powers granted to it by Article 4413(37), including §§5, 6,6A, 7, 8,9,10 and 11
  
2. The ABTPA, through its governing body (the Board), shall establish policy relating to

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~~all ABTPA programs. Further, the Board shall:~~

- a. administer the expenditure of appropriations to the ABTPA, including

TxDOT-DMV MOU

ATTACHMENT D

Texas ABTPA-TxDOT MOU

expenditure of funds for its grant program pursuant to ABTPA rules, 43 TAC §§57.1 – 57.57, as authorized by section 8 of Article 4413(37), with grants awards and agreements being entered into by the ABTPA in its name;

b. administer the ABTPA fee assessment program, including determining the sufficiency of any payments by an insurer and authorizing refunds, pursuant to ABTPA rules, 43 TAC 57.48 – 51, as authorized by sections 6A and 10 of Article 4413(37);

c. coordinate with the Department of Public Safety on the development and administration of the statewide automobile registration program as authorized by section 9 of Article 4413(37); and

d. coordinate with the Texas Comptroller of Public Accounts on the development of the ABTPA assessment report for the collection of the assessment fee from Texas Insurers, pursuant to the Interagency Agreement between the ABTPA and the Comptroller's Office and as authorized by section 10 of Article 4413(37).

e. develop, with the assistance of TxDOT, its identified needs for inclusion in TxDOT's Legislative Appropriations Request (LAR). These needs will be formally presented to the Texas Transportation Commission at each March Commission Meeting held in an even numbered year.

3. TxDOT shall provide personnel, administrative assistance and other services as agreed by ABTPA for the effective operation of ABTPA and its programs.

4. The personnel provided by TxDOT consists of five full time employees (ABTPA staff), including an employee assigned to the position of ABTPA Director. The ABTPA staff will be

~~responsible for the day-to-day administrative operations of the ABTPA, including financial accounting,~~

fund disbursement, grant administration, and any other operations which are necessary to implement the

TxDOT-DMV MOU

ATTACHMENT D

Texas ABTPA-TxDOT MOU

programs, policies and directions of the Board. ABTPA staff will report to TxDOT Executive Director through the Assistant Executive Director of Support Services.

5. The Board delegates to the ABTPA Director the authority to manage the day-to-day administrative operations of the ABTPA, consistent with TxDOT's internal policies and procedures and the policies of the ABTPA as approved by the Board.

6. The ABTPA shall purchase goods, materials and services, including services relating to program publicity, public education consultants, and transcription of Board meetings, from or through TxDOT. Legal services will be provided by the Office of the Attorney General.

7. TxDOT shall process vouchers submitted by the ABTPA Director for payment from ABTPA appropriations. If TxDOT refuses to process an expenditure for payment because of a conflict with TxDOT policies and procedures, and if the Director determines that the expenditure is necessary and should be approved, the Director shall report the matter to the Board for its consideration and direction. The Director shall provide the Board with information on the proposed expenditures, including TxDOT policies and procedures.

8. TxDOT shall not take adverse personnel actions relating to an employee assigned the duties of ABTPA Director without prior consultation with the Board. TxDOT will otherwise employ and manage the ABTPA staff as TxDOT employees.

~~9. The ABTPA staff will prepare and submit the ABTPA's annual budget and legislative~~  
appropriations request to the Board for approval prior to its presentation to the Texas Transportation Commission. TxDOT shall submit to the Chair of the ABTPA prior to the ABTPA's February Board

TxDOT-DMV MOU

**ATTACHMENT D**

Texas ABTPA-TxDOT MOU

meeting held in an even-numbered year any recommendation that TxDOT may have concerning the ABTPA's LAR, including changes in method of funding and budget before submission. The TxDOT recommendations will be reviewed by the ABTPA Board.

10. The Transportation Commission shall review the ABTPA identified needs regarding legislative appropriation requests presented by the ABTPA Board. The Commission will direct TxDOT staff to incorporate the ABTPA Board's request into TxDOT's LAR. The Commission shall have final approval for any funding requests from State Highway Fund 006.

11. Upon completion of the LAR, ABTPA Board and staff, in conjunction with TxDOT staff, if necessary, may present their respective LAR items to the legislature. Members of the Board as designated by the Chair and ABTPA staff shall represent the ABTPA at legislative hearings.

12. TxDOT and the Board authorize the ABTPA Director to travel to participate in activities relating to ABTPA programs and to designate alternate or additional employees to travel as deems necessary. Travel outside of the State of Texas must comply with TxDOT out-of-state travel policies and must be approved by the Board, or the Chair of the ABTPA if approval is necessary prior to the next Board meeting.

13. The ABTPA Director will report on activities and financial transactions of the ABTPA at each regularly scheduled meeting of the Board.

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~~14. The state auditor may conduct an audit or investigation of any entity receiving funds from~~  
the state directly under the contract or indirectly through a subcontract under the contract. Acceptance of  
funds directly under the contract or indirectly through a subcontract under this contract acts as acceptance

TxDOT-DMV MOU

ATTACHMENT D


Texas ABTPA-TxDOT MOU

of the authority of the state auditor, under the direction of the legislative audit committee, to conduct an audit or investigation in connection with those funds.

15. This MOU is effective upon the date of the last signatory to this MOU.

16. This MOU may be terminated upon 30 days written notice by either party.

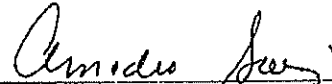
TEXAS AUTOMOBILE BURGLARY &  
THEFT PREVENTION AUTHORITY:



Chief Carlos Garcia, Board Chair

Date: 2/14/08

TEXAS DEPARTMENT OF  
TRANSPORTATION:



Amadeo Saenz Jr., P.E., Executive Director

Date: 2/11/08

TxDOT-DMV MOU

**ATTACHMENT D**

VTR Building Leases

<b>Attachment D - Contracts - VTR Building Leases</b>					
<b>VTR Regional Office</b>	<b>Lessor</b>	<b>Building/Development Name</b>	<b>Site Address</b>	<b>City, State, ZipCode</b>	<b>County</b>
Dallas	Vortisch Holdings, L.P.	Carrollton Park Tower	1925 E. Beltline Road, Suite 100	Carrollton TX 75006	Dallas
El Paso	Burnham Properties, Ltd.	Bluffpointe Industrial Park	1227 Lee Trevino, Suite 100	El Paso TX 79907	El Paso
Waco	Hawkin-Gray		2203 Austin Avenue	Waco TX 76701	McLennan

*Chairman's Report to the Governor on the State of  
Affairs of the  
Texas Department of Motor Vehicles*



*For the Quarter Ending February 28, 2010*



*Victor Vandergriff*  
*Chairman*  
*Texas Department of Motor Vehicles*

*(05/10/2010)*

HB 3097 requires the Agency's Board Chairman to report the state of affairs of the Texas Department of Motor Vehicles (DMV) to the Governor on a quarterly basis. This report summarizes the Agency's activities during the second quarter of FY 2010 and was to have been filed in March. At present, central administration support is not in place to ensure compliance with reporting deadlines. It is hoped that this situation will be rectified in the near future. My sincerest apologies for any inconvenience that this delay in reporting may have caused.

## **OVERVIEW OF 2<sup>ND</sup> QUARTER, 2010**

The DMV experienced its first full quarter of business as a State Agency during the 2<sup>nd</sup> quarter of FY 2010. During this reporting period, the majority of Agency effort was concentrated on two broad activities. First, the Agency needed to ensure that DMV divisions' day-to-day operations continued uninterrupted during the transfer from TxDOT. This transition was successful. It is appropriate to commend the respective staffs of TxDOT and DMV for the way this transition has transpired.

The second broad-based activity was the development by the Board of an initial mission for the DMV and that initial steps were taken to achieve this mission. The Board's mission is to stand up the DMV up as an independent, fully functional, customer-focused State Agency that maximizes its operational and financial performance. The Board understands that this mission may take a few years to be fully achieved but we expect to have the roadmap developed in FY 2010. The Agency, led by the Board, spent considerable time in discussion and implementation of three initial activities:

1. Outlining policy themes and objectives for the DMV
2. Establishing processes and procedures to enable the Board to fulfill both its policy and oversight roles in all aspects of the Agency's business where the Board's direct involvement is appropriate.
3. Organizing the central administration of the DMV.

This process has been challenging but progress appears to be steady and positive.

### **Outlining Policy Themes and Objectives for the DMV**

The Board had not taken any formal action to ratify the following five themes and objectives for the DMV. It is nevertheless appropriate and not premature to provide them to you at this time given the strong support for each one. Each theme or objective demonstrates the Board's unified thought process. The Board has discussed the importance of achieving the following goals:

- **Accomplish clearly delineated goals and objectives.**  
Track DMV activities relative to the goals and objectives contained in the November, 2008 TxDOT Workgroup Report as well as the findings and recommendations of the Sunset Advisory Commission.
- **Improve and enhance customer service at the DMV.**  
This charge includes working with, listening to and developing the workforce of the DMV as they are the ultimate assets of the Agency.
- **Streamline the operations of the Agency.**  
We must conduct our business more efficiently and effectively. We will achieve synergies between the DMV functions that were not possible previously in a larger agency.
- **Deliver a better value and return for the investment in the DMV.**  
If the business of the DMV remains at current levels, we must reduce cost. Cost neutral is not a goal or an objective in this circumstance. Any increase in funding must be directly tied to improved performance and revenue for the State.
- **Operate the DMV in a transparent and open manner.**  
Honest communication builds trust and teamwork.

The Board requested that an organizational chart be developed depicting how the Agency was organized as of November 1, 2009. The Board wanted this document to serve as both the baseline of how we started and provide a clear comparison of change when and if the organizational structure was changed. A copy of the initial organizational chart is attached as Appendix A.

### **Establishing Processes and Procedures to Fulfill Policy and Oversight Roles**

During the second quarter, the Board held monthly meetings,<sup>1</sup> solicited and reviewed applications for the Agency's executive director position, and adopted a committee structure to facilitate the Board's oversight of the Agency. The Board elected a Vice Chair at its January meeting, unanimously electing Member Cheryl Johnson to serve as the DMV's first Vice Chair.

The Chairman created four oversight committees: Administration, chaired by Member Janet Marzett; Finance and Audit, chaired by Member Jim Campbell; Projects and Operations, chaired by Member Johnny Walker and Legislative and Public Affairs, chaired by Member Cheryl Johnson. A copy of the charge to each committee from the Chair is attached as Appendix B. By organizing and pushing the detailed work of the Board into a fully functional committee structure the Board should have more time to direct policy and conduct appropriate oversight of the Agency.

The DMV held a number of outreach meetings on a regional basis with County Tax Assessor-Collectors, independent dealers, franchised dealers, law enforcement and members of the trucking industry. All meetings have been productive as a listening and

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<sup>1</sup> Department of Motor Vehicle Board Meetings were held on December 3, 2009, January 13, 2010 and February 11, 2010.

learning exercise; it is clear that there is a pent-up need for attention to the motor vehicle industry that the road and bridge demands facing TxDOT have not allowed the Transportation Commission and senior management to provide.

As Chairman, I would be remiss if I did not make note of the staff of the DMV. The personnel of the DMV are professional, customer-focused, and eager to embrace a new, positive culture and ready to deal with change. By and large, I have been impressed by their work ethic and enthusiasm. The challenge to the still-forming senior leadership of the DMV will be to find enough time to effectively meet the expectations and needs of the staff in terms of taking time to listen to their ideas, involve them in Agency planning and communicate clearly where the DMV is heading.

The nine-member Board of the DMV is a diverse, demanding, opinionated, successful group. Not every moment or meeting involving the Board is smooth. On any given topic at least one Board member is well-versed on that subject because it is their daily business. The staff of the Agency must always be on their toes and able to respond in detail. The Board members are not afraid to ask questions. The Board members are not afraid to demand investigation and answers if they see something they do not understand or like. On any given topic the Board is likely as not to break out in detailed, and at times, spirited discussion and debate. These tendencies are precisely what will direct the course of the DMV toward fulfillment of its mission.

### **Organizing the Central Administration of the DMV**

After a three-month intensive application and interview process, the Board introduced Ed Serna as the Agency's first Executive Director at the February 1, 2010, Board meeting. Mr. Serna's previous position was as the Deputy Executive Director for Support Operations at TxDOT. Mr. Serna's responsibilities included oversight of the motor vehicle divisions while they were part of TxDOT. At first glance, one might ask why the Board would appoint the former Assistant Executive Director of TxDOT to head the DMV. Does this mean that we are TxDOT light? No, Ed Serna was the most qualified candidate to lead the DMV. His knowledge of the inner workings of TxDOT as well as its relationship with other agencies and branches of government is a plus as is his knowledge of the work of the divisions of the DMV. There is no learning curve expected or needed. The DMV should be positioned to implement significant organizational changes much faster under Mr. Serna's leadership than would otherwise be possible. The Board believes that Mr. Serna can and will act from a position of knowledge and strength and has charged him to lead the Agency and act with the broad themes and objectives in mind that I outlined earlier in this report.

Executive level staff positions were posted during February including Chief Operating Officer, Chief Financial Officer, and General Counsel. Other key positions such as executive and Board assistants, program coordinators and legislative staff were also posted. The general approach of the Agency will be to have fewer people with high skill levels in central administration performing more tasks.

The Agency developed and submitted its FY 2010 Operating Budget to the Legislative Budget Board on December 1, 2009. As required by the Memorandum of Understanding (MOU) between the Texas Department of Transportation (TxDOT) and the Department of Motor Vehicles (DMV) on January 1, 2010, one-half of the unexpended, unobligated amounts retained by TxDOT were transferred to the DMV. A copy of the MOU is attached to this report as Appendix C. A new MOU for FY 2011 will be executed between the Executive Directors of TxDOT and the DMV.

It is my expectation that the Agency will submit an innovative appropriations request to the Legislature for consideration in the next session. I believe it appropriate for the Agency to inject a certain level of “retail” or “private business” approach to its budget given that it is a revenue positive operation whose income rises or falls in line with the economy and market in general. The DMV can and should adjust financially to market conditions. I believe such an approach will not only level out the cost of Agency operations to the State but make the Agency more responsive to the needs of the collective industry it serves. The DMV must produce positive financial and operational results for the State and its clients in line with its operational cost.

### **Relationship with TxDOT**

The business relationship between the DMV and TxDOT is positive in most respects. The full and complete cooperation of the IT, facilities, administrative and human resource management functions of TxDOT among others in standing up and supporting the DMV must be duly noted and appreciated.

There is difficulty or pain in our financial relationship. The DMV is a huge revenue generator for Fund 1 and Fund 6 but all of its funding comes from Fund 6. This was true when the DMV functions were still within TxDOT. The perceived imbalance between revenue generated and responsibility for funding the motor vehicle functions appears to have been a difficult subject for a long time within TxDOT. It also appears that support of DMV functions directly and only correlates to the revenue the DMV generates for Fund 6. Now, TxDOT's appropriate concern is that the DMV, as an independent Agency, could require or even ask for additional funding for all of its motor vehicle functions which could in turn negatively impact Fund 6.

This observation should not be taken as an indictment of TxDOT or the Transportation Commission. The senior leadership of TxDOT and the Transportation Commissioners have all been very supportive of the DMV. Rather, it is a predictable result derived when two agencies are vying for funding or the use of money from a common pool of revenue.

The following examples which occurred in the 2<sup>nd</sup> Quarter of FY 2010, illustrate this insecurity and the potentially destructive nature of the DMV's fiscal relationship with TxDOT.

### **Example Number 1 - Rail Relocation Rider**

The DMV is operating within the budget provided to TxDOT by the Legislature for the motor vehicle divisions while they were still in TxDOT. The extra cost to operate the new Agency was initially budgeted at approximately \$3 million. The bulk of this was for software enterprise licenses that were both unforeseen and bordered on gouging (just because they could) by the vendor. There is a need for a central administration at the DMV but the cost of this central administration will be offset by corresponding reductions in staff expense at TxDOT. Given the delay in standing up the central administration of the DMV, it is likely that this initial cost will be significantly reduced. There appears to be no disagreement on these numbers or their source between TxDOT and the DMV.

Despite the foregoing negotiations and discussions and without notice to the DMV, TxDOT provided written input to the Legislature that the funding for the DMV was a diversion from Fund 6 and therefore prohibited TxDOT from fully funding rail relocation. In addition, TxDOT indicated that the DMV was spending a significantly greater amount in the 2010-11 biennium than it had in the previous one. TxDOT did not note that this funding was what TxDOT requested and received from the Legislature. Furthermore, TxDOT did not note that this increase was for a program that had a dedicated revenue stream. This program, better known as Vision 21, should enable the State to recognize significant revenue and operational improvements once the business process improvements and software programs developed from this dedicated funding stream supports are fully functional.

The bottom line response is that the DMV did not somehow obtain funding above and beyond what it was entitled to based upon TxDOT's legislative appropriations request. TxDOT's action was disingenuous and required our agency to provide the legislature a complete and accurate picture of the situation. Developing this explanation diverted energy and resources that the DMV could have focused on streamlining our operations and improving customer service. I have attached a copy of the letter I provided to the Comptroller's Office and it is listed as Appendix D.

TxDOT, in a letter from its executive director, Amadeo Saenz to Senator John Carona, asserted that the cost to establish the DMV was not part of the calculation set up by the rail relocation rider. According to Mr. Saenz, this calculation was based solely on the appropriations requested by TxDOT and approved by the Legislature. I assume that this means that since the DMV functions were no longer inside TxDOT that they could only be considered a diversion.

The "rail relocation diversion" episode provides a clear illustration of the ongoing tension between the two agencies over funding.

## **Example Number 2 – Negotiations on Memorandum of Understanding**

The negotiations on the initial terms of the MOU were held without the Chairman of the DMV. I was specifically appointed early on so that I would be included in this process and sadly was not. The negotiations were handled almost exclusively by TxDOT senior staff with able, but junior staff at the DMV. At the time the MOU was negotiated, the DMV did not have an Executive Director or a central administrative staff. Whether this approach was a deliberate attempt to hinder the startup of the Agency is open for debate.

The major focus of these negotiations was on the funding for the DMV and a clear signal was sent that TxDOT would clamp down on funding for the DMV as tightly as it could. TxDOT's MOU negotiation tactics seem to be somewhat short sighted. Expense control is important to be sure, but there is a stronger argument to be made that the work of the DMV and TxDOT's support of it is an investment that will pay off substantially in the future if not shortchanged now. Going forward in the next biennium an appropriate balance between expense control and investment can and will be proposed by the DMV.

For example, TxDOT looks at our personnel cost in central administration as an expense. The sentiment on the part of the TxDOT financial team seemed to be that all DMV management should be compensated at reduced rates and apparently below the pay of comparable personnel at TxDOT. The DMV looks at these personnel as an investment. The best people may cost more individually but they will more than make up for their salary in the form of more coverage from fewer FTEs and better results.

Dealing with future issues such as information technology, facilities, furniture, fixtures and equipment will be even more complicated. Please refer to Appendix E for a byzantine mapping of the interrelationship between the technology systems of TxDOT and the DMV.

The Legislature should set appropriate financial parameters to settle the question of funding. Until this occurs the relationship between the two agencies could continue to deteriorate.

### **House and Senate Committee Testimony**

As Chairman, I testified before Senate Transportation and Homeland Security in November of 2009. A copy of my testimony is attached to this message as Appendix F.

The Agency participated in a joint House Transportation and Senate Transportation and Homeland Security committee hearing on February 1, 2010, regarding transportation funding and vehicle registration fees. A copy of the report that the DMV provided at the meeting is attached at Appendix G. In addition, we have provided a copy of additional information on the revenue that would be generated by certain fee increases in Appendix H. This information was provided to the committees in response to requests for such analysis.

### **Miscellaneous Matters of Importance to Note**

In January, all agencies and institutions of higher education were asked by the State leadership to reduce their General Revenue and Dedicated General Revenue funding by 5%. The DMV identified all sources of General Revenue funding, developed and submitted a plan for reducing the Agency's GR funds. The 5% GR Reduction Plan was submitted, as required, on or before February 15, 2010, and is attached as Appendix I. Independent of the DMV, TxDOT submitted its own plan to meet the 5% voluntary reduction request. TxDOT included the DMV in its request but the DMV did not ask, approve or otherwise participate in this request. It is the understanding of the DMV that TxDOT's submittal was not approved by the LBB since it did not constitute an actual reduction of expenditures.

### **3<sup>rd</sup> Quarter Goals**

DMV goals for the next reporting period include: hiring a Chief Operating Officer, Chief Financial Officer and other key staff positions; begin working on a strategic budget structure and developing the DMV's first strategic plan.

HB 3097 requires the State Auditor's Office ("SAO") to conduct an audit of the DMV to establish financial benchmarks for the DMV on its overall status and condition in relation to funds on hand, equipment and other assets, pending matters and other issues considered appropriate by the SAO. In response to questions from the SAO, I requested that this office look at the operations of the DMV and track in detail the funding for the DMV that should come from TxDOT based upon the appropriation for the divisions when they were a part of TxDOT. This audit is scheduled to take place beginning in the third quarter of FY 2010 and should be completed by the end of the fiscal year.

### **Summary**

During the second quarter of fiscal year 2010, the DMV continued to make significant progress toward becoming an independent State Agency. Having held three Board meetings, elected a vice chair, hired an executive director and posted key central administration positions. The Agency continues to take shape. Second quarter operational reports have been filed with the State Auditor's Office, the Comptroller of Public Accounts and the Legislative Budget Board. Achievements anticipated for the next reporting period should be even greater.

Respectfully Submitted,

Victor Vandergriff, Chairman  
Texas Department of Motor Vehicles



**THE STATE OF TEXAS           §**

**THE COUNTY OF TRAVIS       §**

**INTERAGENCY CONTRACT FOR FISCAL YEARS 2020-2021**

**THIS AGREEMENT** is entered into by and between the State agencies shown below under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

**I. PARTIES**

TxDMV   Texas Department of Motor Vehicles  
TxDOT   Texas Department of Transportation

**II. LEGAL AUTHORITY**

TxDMV and TxDOT are authorized to enter into this contract by Chapter 771, Government Code; HB 3097, 81st Leg., Regular Session, 2009 (hereafter HB 3097); and SB 1420, 82<sup>nd</sup> Leg., Regular Session, 2011 (hereafter SB 1420).

**III. TERM**

This contract begins September 1, 2019, and terminates at the end of August 31, 2021. The Parties ratify the start date of September 1, 2019. The negotiation of this contract took longer than expected.

If the Parties do not execute a new contract by August 15, 2021, either Party may activate a one-year renewal term under the same terms and conditions by sending written notice to the other Party.

**IV. MAXIMUM AMOUNT PAYABLE**

The maximum amount payable by TxDMV to TxDOT under this contract shall not exceed \$1 million per fiscal year, unless this amount is amended as provided by Section XIV of this contract.

The maximum amount payable by TxDOT to TxDMV under this contract shall not exceed \$1 million per fiscal year, unless this amount is amended as provided by Section XIV of this contract.

**V. SCOPE AND INTENT**

It is the intent of the parties that this contract shall govern the provision of services and the reimbursement of actual costs.

## **VI. NOTICES**

Official notices under this contract shall be sent by first-class mail. Advance copies may be sent by facsimile transmission or email to the appropriate project manager or point of contact. Official notices shall be directed as follows:

Notices to TxDMV:  
Executive Director  
Texas Department of Motor Vehicles  
4000 Jackson Avenue  
Austin, TX 78731  
(512) 465-3001 Phone  
(512) 465-3004 Fax

Notices to TxDOT:  
Director of Contract Services  
Texas Department of Transportation  
125 E. 11th Street  
Austin, Texas 78701  
(512) 416-4620 Phone  
(512) 416-4621 Fax

## **VII. FUNDING**

The agency that provides deliverables (performing agency) to the other agency (receiving agency) shall provide an itemized invoice to the receiving agency, except as otherwise stated in this contract.

The receiving agency shall pay the actual costs of all deliverables provided by or through the performing agency under this contract, except as stated otherwise in this contract.

The basis for calculating actual costs is set forth in Attachment A, which is incorporated by reference in this contract. Actual costs shall be invoiced no more frequently than monthly and within 90 days of the date those costs are incurred.

Neither agency shall make a profit from its participation in this contract.

## **VIII. FACILITIES, EQUIPMENT, AND PERSONNEL**

- A. TxDMV personnel may occupy assigned TxDOT facilities and use TxDOT equipment on the same terms as TxDOT employees. For facilities where TxDOT controls access to buildings, TxDOT shall issue security badges to TxDMV employees, board members, and contractors. The badges shall associate the recipients with TxDMV and enable access to TxDOT facilities as required by TxDMV business operations. Neither agency shall have any right of access to buildings occupied exclusively by the other agency except to perform functions

authorized by the contract or as otherwise agreed herein. Either party may mutually agree on an ad hoc basis to permit the other party access for the purpose of a particular function. TxDMV shall make no alterations or additions to TxDOT facilities without prior written approval from TxDOT. With regard to security at Camp Hubbard, Buildings 1 and 5, TxDMV may at its convenience install its own electronic card access system and video surveillance system, and provide its own security guard services. TxDOT will continue under the current arrangement with respect to security guard services until TxDMV provides its own services. TxDMV will be solely responsible for the installation, maintenance and repair of said systems. TxDMV must at all times allow TxDOT Facilities Team and Security Team personnel uninterrupted 24/7 access to all locations in each building.

- B. TxDMV shall give TxDOT one year written notice of its intent to vacate a TxDOT facility (whether owned by or leased to TxDOT) unless agreed otherwise by the parties. TxDOT shall give TxDMV one year written notice to vacate prior to the date TxDMV is required to vacate a TxDOT facility, regardless of whether TxDOT owns or leases the facility, provided, however, that TxDOT may not require TxDMV to vacate prior to the midpoint of the following scheduled legislative session.
- C. TxDMV employees shall have access to TxDOT resources (such as Crossroads) as agreed to by both parties. Domain Admin and Supervisor Access will no longer be provided without agreement in advance by TxDMV and TxDOT. Use of either party's computer equipment by any employee of the other party shall be conditioned on that employee's execution of and adherence to an agreement stating the employee shall adhere to the providing agency's policies governing the use of their computer equipment. Each party shall take appropriate action to protect the other party's network and computer system from misuse. In the case of contradiction between TxDOT and TxDMV policies or procedures governing equipment, network or systems, TxDOT policies and procedures take precedence as it relates to TxDOT equipment, network, or systems, and TxDMV policies and procedures take precedence as it relates to TxDMV equipment, networks or systems.
- D. Because TxDOT has outsourced most of its information technology functions and has no way of capturing the labor or incremental cost of those functions, TxDOT shall have no responsibility for providing TxDMV with services that TxDOT obtains through a contractor.
- E. Wherever and whenever TxDMV employees occupy space owned or leased by TxDOT, TxDMV and its employees shall follow facility management, building maintenance, parking, and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards shall be reviewed as needed by a committee consisting of two persons appointed by TxDOT and two persons appointed by TxDMV. No deviation is permitted without TxDOT's advance written approval.
- F. In the event of a disaster affecting TxDMV headquarters, TxDOT agrees to

provide additional office space to TxDMV as specified in Appendix I.

- G. TxDMV and TxDOT established a facility maintenance workgroup consisting of facilities, maintenance, and purchasing staff from both agencies. The objective of the workgroup is to develop a strategy which will allow TxDMV to assume responsibility for the maintenance of any buildings located at Camp Hubbard that are transferred to TxDMV in accordance with SB 1349, 85<sup>th</sup> Leg., Regular Session, 2017, if and when such transfer occurs. Nothing in this agreement obligates TxDOT to transfer ownership or sets any timeframes or deadlines for such transfer. TxDOT agrees to share with TxDMV through the working group all relevant information relating to the facility maintenance and upkeep, including but not limited to current maintenance or service contracts, utility locations, specifications, drawings, designs, safety information and the like.

## **IX. SHARING OF INFORMATION**

The parties shall share information as necessary to fulfill the terms of this contract. Each party shall promptly notify the other party of any changes that may reasonably affect the operations of the other party, and both parties shall cooperate fully in managing those changes. Each party shall promptly notify the other party of any significant changes in operations affecting obligations under this Contract and shall promptly provide the other agency with copies of any required documentation. Each party shall keep the other party informed of any significant issues relating to contemplated or pending litigation or requests for information that may affect the responsibilities of the other party.

Neither party is authorized to accept a public information request, service of a subpoena, or any other formal notice on behalf of the other party.

The parties shall cooperate fully in preparing any reports required by state or federal law.

To the extent permitted by law, each party shall treat the other party's information as confidential. As provided in the Texas Public Information Act (Tex. Government Code Ch. 552), confidential information of one party shall remain confidential despite its disclosure to the other party, and disclosure between the parties shall not act as a waiver of confidentiality.

TxDOT must use its best efforts to timely provide TxDMV with current information TxDMV needs to issue and to complete permits under Chapters 621 through 623, Transportation Code. TxDOT must use its best efforts to timely provide TxDMV with such information through direct lines of communication to enable TxDMV to timely serve the motor carrier industry. TxDOT shall continue to provide access to Crossroads resources necessary for TxDMV to map restrictions and route oversize/overweight loads (as specified further in subsection X.I., below).

TxDMV shall provide access to TxDOT to all records and reports necessary to enable TxDOT to determine that accurate road and maintenance information is being used by TxDMV to issue permits under Chapters 621 through 623, Transportation Code.

Both parties must use best efforts to ensure that they do not introduce into the other party's electronic systems any malware, including, but not limited to viruses, spyware,

computer worms, Trojan horses, rootkits, dishonest adware, and other malicious or unwanted software.

Each party understands and acknowledges that it uses the other party's systems at its own risk. Neither party shall be responsible to the other for any injury, damage, liability, claims or suits resulting from the party's use of the other party's systems.

## **X. SERVICES TO BE PROVIDED BY TxDOT**

At the request of TxDMV, TxDOT shall provide the following support services to TxDMV:

- A. Validation tests for license plates and other related registration and titling insignia per TxDMV specifications.
- B. Facility maintenance support to include building maintenance, parking, and security.
- C. Facility support and access to shop services for the TxDMV regional office employees in the same manner as TxDOT employees.
- D. Contact information for two employees per district assigned to coordinate with TxDMV on permit issues during regular TxDOT office hours and emergency contact information for after hour and weekend emergency situations.
- E. Contact information for one TxDOT employee responsible for responding to generic permit process questions, including any questions about changes in the permit program which would require coordination between TxDMV and TxDOT.
- F. Information regarding road restrictions and relevant information that will affect the issuance of oversize and overweight permits. Any information under this section must be provided a minimum of five business days prior to the start of the restriction period, unless advance notice is impossible.
- G. Auditing of TxDMV records to determine that all road information provided by TxDOT is being used in the issuance of oversize and overweight permits.
- H. If TxDOT discovers that it has provided incorrect road information to TxDMV which has been or will be used in the issuance of an oversize or overweight permit, TxDOT shall take all actions available to correct the information to limit damage to the roadway or other hazards.
- I. TxDOT shall provide continued access to the following resources used to map restrictions needed to route oversize/overweight loads:
  1. TxDOT Permanent Structure Numbers: <http://crossroads/apps/psn/>
  2. TxDOT's TARHE Geodatabase: provided by TxDOT
  3. TxDOT LZ bridges: <http://apps.dot.state.tx.us/apps/gis/lrbm/>
  4. TxDOT Crossroads: <http://crossroads/> (Necessary to access division and district organization charts and personnel info for contact information)

5. TxDOT statewide mapping: <http://crossroads/org/tpp/StatewideMapping/>
6. TxDOT Roadway portal: [http://iapps/apps/txdot\\_gis\\_portal/Map.aspx](http://iapps/apps/txdot_gis_portal/Map.aspx)
7. Bridge Underclearance database (UCDB): <http://iapps/apps/ucdb/>
8. LIDAR data and updates: received from Bridge Division
9. Daily posting of Structure.Pontis\_Brinsap\_Mst\_Pnt feature class data (Pontis data) from TxDOT GIS GDB to PSDC FTP: provided by TxDOT
10. TxDOT Facilities Asset Management Information System (FAMIS):  
<http://crossroads/org/mnt/FacManInfo.htm>

- J. TxDOT shall ensure that TxDOT district offices coordinate with TxDMV on the handling of oversize or overweight (OS/OW) traffic in emergency/disaster events. TxDOT will maintain TxDMV on TxDOT's statewide Emergency Operations Center (EOC) notification list. TxDOT District Permit Coordinators and/or Maintenance Supervisors/Area Engineers shall provide TxDMV with timely emergency road closure notifications, including contra flow locations through TxDMV's Emergency Operations Center email address [MCD-EOC@txdmv.gov](mailto:MCD-EOC@txdmv.gov). TxDOT District Permit Coordinators and/or Maintenance Supervisors/Area Engineers shall provide TxDMV with alternate contact information, including contacts for local law enforcement and/or other emergency personnel, for the purposes of assisting with OS/OW loads in emergency/disaster events.
- K. TxDOT shall provide TxDMV access to crash records information (CRIS) without charge.

**XI. SERVICES TO BE PROVIDED BY TxDMV**

- A. TxDMV shall scan any bonds filed with TxDMV (that are payable to TxDOT) and provide TxDOT with an electronic copy of any bond, upon TxDOT's request. TxDOT authorizes TxDMV to destroy the original bond once TxDMV creates an electronic copy.
- B. TxDMV shall provide contract management services for any enhancements or modifications TxDOT requests regarding the Texas Permitting & Routing Optimization System (TxPROS). TxDMV shall bill TxDOT for any time and materials associated with such contract management services.
- C. TxDMV shall not alter or disregard road information provided by TxDOT for the purposes of oversize or overweight permits. To the extent TxDOT provides TxDMV with a notification of a route or road restriction, TxDMV shall not issue an oversize or overweight permit that does not apply the new route or road information. TxDMV shall also not alter a route designated or approved by TxDOT in the issuance of an oversize or overweight permit. If TxDMV needs to vary a route to complete a requested permit, TxDMV must work with TxDOT to obtain approval on an alternate route designation.

- D. If TxDOT discovers that TxDMV did not take into account road information provided by TxDOT in the issuance of an oversize or overweight permit, TxDMV shall take all actions available to correct the permit to limit damage to the roadway.
- E. TxDMV shall not take actions that allow permitted loads to be routed onto any TxDOT-operated toll road, as long as TxDOT provides TxDMV with the applicable road restriction information as required by Section X.F. of this contract.
- F. Notwithstanding the language under separate current contracts between TxDMV and TxDOT titled Motor Vehicle Inquiry (MVI) Service Contract for Accessing Texas Motor Vehicle Records, TxDMV will provide the following records and services at no cost, and an escrow account is not required for the following free records and services under the separate current contracts:

**Record search options:**

**Batch Inquiries:** Allows for multiple plate numbers or Vehicle Identification Numbers (VIN) to be submitted in a required batch format that is queried against the motor vehicle database with results returned in a batch. Requires username(s) and access to the department's systems.

**MVINet Access:** Internet access to the motor vehicle database with the ability to query vehicle records by a plate number, VIN, placard number, and current or previous document number. Queries can be performed by one data element at a time or up to five license plate numbers at a time. Requires username(s) and access to the department's systems.

**File types:**

**Masterfile (one copy annually):** Contains over 30 million active and inactive registration and title records.

**Weekly Updates:** Contains new and renewed vehicle registration and title records.

**Dealer/Supplemental Files:** Contains weekly transactions processed by dealers with a second file containing the dealers' information. Data is available from May 4, 2009, forward.

**Special Plates File:** Contains the special plate records in motor vehicle database. The file is updated daily and can be retrieved daily.

**eTAG File:** Contains one record for each eTAG created on a given day, Vehicle Transfer Notifications (VTNs), and Plate to Owner (PTO) records. These records will be provided weekly and will include Driver's Privacy Protection Act

information.

TxDMV will conduct title history research, produce title history documents, and certify these documents upon receipt of a properly executed *Request for Texas Motor Vehicle Information* (Form VTR-275):

1. at no charge in connection with any criminal investigation or prosecution; and
2. if not in connection with a criminal investigation or prosecution, TxDMV will provide the first 20 certified title history searches per fiscal year to TxDOT at no charge.

TxDOT acknowledges that it and its contractors complied with the requirements in the separate current contracts between TxDMV and TxDOT titled Motor Vehicle Inquiry (MVI) Service Contract for Accessing Texas Motor Vehicle Records regarding any motor vehicle records that TxDOT and its contractors received from TxDMV. TxDMV ratifies the provision of any motor vehicle records to TxDOT and its contractors at no cost prior to the execution of this contract to the extent TxDOT and its contractors used the records for a permitted use under the separate current contracts and complied with the requirements under the separate contracts, except for the requirements regarding the payment of fees or the creation of escrow accounts that are deleted under this section.

TxDMV will work with TxDOT to create a customized version of the new template Motor Vehicle Data Service Contract for Accessing Texas Motor Vehicle Records for which TxDOT submitted an application dated August 28, 2019. The customized language will include the language in this section regarding the records and services that TxDMV will provide at no cost, as well as the fact that an escrow contract is not required for the free records and services.

This section expires on the earlier of the following:

1. March 30, 2020; or
  2. The date that TxDMV and TxDOT execute the new customized Motor Vehicle Data Service Contract for Accessing Texas Motor Vehicle Records for which TxDOT submitted an application dated August 28, 2019.
- G. TxDMV will provide TxDOT District offices with emergency contact information and instructions necessary to reach TxDMV OS/OW staff in the event of an emergency requiring coordination as required under paragraph X.J, above. The TxDMV will notify the EOC groups via email of procedures and hours of operations for each emergency/disaster situation. In no event shall OS/OW traffic be routed onto TxDOT operated toll roads without specific written approval from TxDOT's Toll Operations Division.



**XII. LITIGATION AND LIABILITY**

TxDMV shall be solely responsible for any litigation that was managed before November 1, 2009, by one of the TxDMV divisions that transferred under HB 3097, without regard to when the litigation arose or was filed. TxDMV shall be solely responsible for any litigation that was managed before January 1, 2012, by the TxDOT Motor Carrier Division that transferred under SB 1420, without regard to when the litigation arose or was filed. With respect to any other litigation arising out of events that occurred before the November 1, 2009, transfer under HB 3097 or the January 1, 2012, transfer under SB 1420, TxDOT shall retain responsibility, without regard to whether the litigation relates to activities or employees of TxDMV.

Whenever one party is involved in litigation that relates to activities or employees of the other party or that may reasonably involve payments from appropriation strategies that are allocated to the other party, the party managing the litigation shall provide the other party with timely copies of all pleadings and shall not settle the litigation without the prior consent of the other party. Liability arising from litigation shall be charged to the appropriations strategy of the activity that gave rise to the litigation.

**XIII. RESPONSIBILITIES OF THE PARTIES**

This contract does not create a partnership, joint venture, or other joint enterprise. It is an agreement between two independent state agencies governing their mutual rights and obligations. Each party acknowledges that it is not an agent, servant, or employee of the other party. Each party is solely responsible for its own acts and deeds and for those of its agents, servants, or employees.

**XIV. AMENDMENTS**

This contract may only be amended by a written supplement executed by both parties prior to the expiration of the contract.

**XV. TERMINATION**

This contract may be terminated by satisfactory completion of all services and obligations contained in this contract, by mutual written agreement, or as provided by Section III of this contract.

**XVI. COMPLIANCE WITH LAWS**

The parties shall comply with all federal, state, and local laws, statutes, ordinances, rules, and regulations and with the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of this contract.

**XVII. RIGHTS AND OBLIGATIONS OF THE PARTIES REGARDING TxPROS**

- A. Although all ownership rights in TxPROS transferred to TxDMV on January 1, 2012, TxDMV shall provide TxDOT with reasonable access to and the right to use TxPROS for the purposes of carrying out TxDOT's statutory functions. TxDMV shall provide this access to TxDOT at no cost.
- B. TxDMV shall be responsible for maintaining TxPROS, using money specifically appropriated for this purpose.
- C. Each party is responsible for paying for any modifications or enhancements that it makes or causes to be made to TxPROS. TxDMV is responsible for contracting with a vendor or otherwise providing personnel to make any modifications or enhancements that TxDMV authorizes to be made to TxPROS.
- D. If TxDOT wants to make any modifications or enhancements to TxPROS, the TxDOT Information Management Division Director shall provide to the TxDMV CIO the specifications and scope of work for the proposed modifications or enhancements. If agreement cannot be reached between the TxDMV CIO and the TxDOT Information Management Division Director regarding any TxDOT proposed modifications or enhancements, then TxDOT's Executive Director may escalate the issue to the TxDMV Executive Director for consideration.
- E. The contact information for the respective information technology contacts is as follows:  
  
Wendy Barron  
TxDMV Interim Chief Information Officer  
E-mail: wendy.barron@txdmv.gov  
Phone: (512) 465-4121  
  
Anh Selissen  
TxDOT Information Management Division, Chief Information Officer  
E-mail: anh.selissen@txdot.gov  
Phone: (512) 463-4240
- F. TxDMV has the final say on any TxDOT requested modifications or enhancements to TxPROS. To the extent TxDMV determines any TxDOT proposed modification or enhancement will not be made, TxDMV shall supply TxDOT with written justification for the decision.
- G. The primary purpose for TxPROS is for the permitting and routing of oversize or overweight motor vehicles. TxDMV shall consider this fact when making any decisions regarding any modifications or enhancements to TxPROS. Also, TxDOT is only authorized to request modifications or enhancements to TxPROS

to enable TxPROS to run reports or to provide improvements on the collection of road information provided by TxDOT.

- H. To the extent TxDMV wants to make any modifications or enhancements to TxPROS that affect the report, access, or audit capabilities of TxDOT, the TxDMV CIO shall coordinate those modifications with the TxDOT Information Management Division Director, including the specifications and scope of work for the proposed modifications or enhancements.
- I. The parties shall act in good faith regarding any modifications or enhancements to TxPROS to minimize the impact to the other agency's operations.
- J. To the extent TxDMV authorizes any TxDOT proposed modifications or enhancements, TxDMV shall serve as the contract manager for the modifications or enhancements.
- K. Regarding any TxDOT proposed enhancements or modifications to TxPROS, TxDOT shall do the following:
  - 1. Jointly participate in any contract negotiations,
  - 2. Approve any contracts prior to signature,
  - 3. Jointly review any deliverables with the TxDMV contract manager,
  - 4. Approve any receiving reports that TxDMV creates,
  - 5. Timely notify TxDMV of any reason to dispute payment under Chapter 2251, Government Code, and
  - 6. Timely transfer money to TxDMV to pay for any deliverables prior to any payment deadlines under Chapter 2251, Government Code. TxDOT is responsible for any interest that results from an overdue payment if the late payment is due to TxDOT's failure to timely transfer money to TxDMV to pay any invoice.
- L. With the exception of the following, TxDOT owns the data it inputs or causes to be input into TxPROS:
  - 1. Data regarding the issuance and completion of any permits; and
  - 2. Any data purchased from a third party under a contract that says otherwise.
- M. TxDMV owns the data regarding the issuance and completion of any permits.

## **XVIII. SEVERABILITY**

If any provision of this contract is held by a final judgment or order of a court of competent jurisdiction to be invalid, unenforceable, or illegal, such provision shall be reformed to the minimum extent necessary to permit enforcement thereof. The validity, enforceability, or legality of the remaining provisions of this contract shall not be affected or impaired, even

if such invalid, unenforceable, or illegal provision cannot be reformed.

**THE UNDERSIGNED PARTIES** bind their respective agency to the faithful performance of this contract.

Texas Department of Transportation

James M Bass  
James M. Bass  
Executive Director

Date: 3/6/2020

Texas Department of Motor Vehicles

Whitney H Brewster  
Whitney H. Brewster  
Executive Director

Date: March 2, 2020

## Attachment A

### Interagency Contract (IAC) Management

TxDMV and TxDOT agree to appoint a single point-of-contact for information technology (IT) issues, a single point-of-contact for non-IT issues, and back-up personnel to facilitate the process for requesting services and invoicing for those services between the two agencies. The designated points-of-contact in each agency shall act as the TxDMV and TxDOT project manager(s).

The Project Managers are as follows:

TxDMV Project Manager, Non-IT: Blake Randow, Director of Accounting

TxDMV Back-Up Project Manager, Non-IT: Vacant, Director of Purchasing

TxDMV Project Manager, IT: Wendy Barron, Interim CIO

TxDMV Back-Up Project Manager, IT: Angel Cruz, Chief of Information Security

TxDOT Project Manager, Non-IT: Casey Rowe, Revenue Accounting Manager

TxDOT Back-Up Project Manager, Non-IT: Valerie Jones, Accounting Specialist

TxDOT Project Manager, IT: Anh Selissen, Information Management Division, Chief Information Officer

TxDOT Back-Up Project Manager, IT: Keith Handrick, Business Relationship Manager

### Cost of Services Provided by TxDOT Generally to State Agencies

TxDOT provides some services to multiple state agencies, including flight services and printing services. These services shall not be included or invoiced under this contract, and TxDMV shall be eligible to use these services in the same way and on the same terms as other state agencies.

### Cost of Services Provided by TxDMV Generally to Government Entities

TxDMV provides some services to multiple government entities, including registration holds for scofflaws. These services must not be included or invoiced under this contract. Except as otherwise agreed, TxDOT will be eligible to use these services in the same way and on the same terms as other government entities.

### Cost of Operating and Maintaining Facilities

TxDOT shall invoice TxDMV for recurring monthly building and maintenance costs at a flat rate of \$38,000.00 per month. This flat rate includes electricity, water, gas, Centimeter storage space, window washing, HVAC maintenance, elevator maintenance, and trash collection and is allocated based on TxDMV's occupancy of TxDOT-owned or -leased facilities as of September 1, 2017. TxDOT will not be required to provide invoices or supporting documentation for these costs. TxDMV may request a one-time recalculation of the allocated costs and adjustment of the flat rate if TxDMV's total occupancy changes

by more than 10%.

TxDOT shall invoice TxDMV at the end of each fiscal year for security costs.

All other costs, including landscaping, pest control, and non-recurring time and materials costs associated with building operations, such as requests for the relocation of fixed walls, will be requested through a Work Authorization and billed on the basis of actual costs incurred by TxDOT or TxDMV, as set forth below. Time of TxDOT or TxDMV employees shall be invoiced on an hourly basis at their appropriate pay rate. Materials shall be invoiced on a unit basis and shall consist of the actual cost to TxDOT or TxDMV for those materials.

#### Work Authorizations

Except in the event of an emergency situation as defined below, all work to be performed under this contract involving the cost of labor for agency employees shall be requested and performed through the use of a "Work Authorization" (WA).

The receiving agency's Project Manager (PM) shall provide the performing agency's PM with a signed WA prior to any non-emergency work being done. If the receiving agency has not issued a WA, the performing agency shall have no obligation to provide the requested services. Any non-emergency work done without a signed WA shall not be billable under this contract. All approvals regarding work to be done under this contract shall occur between the TxDMV and TxDOT PM's.

Performing agency shall respond to all WA requests for non-emergency work within 10 days, unless mutually agreed by both parties.

#### Emergency Services

"Emergency situation" is defined as any unexpected, non-routine event which damages or affects the utility or safety of any building, system, or portion or component of a building in such a way that it prevents the reasonable business operational use of some or all of the facility. This does not include routine maintenance or normal wear and tear events.

In the event of an emergency situation requiring work to be performed before a WA can be issued, the receiving agency's PM must submit a request to the performing agency's PM in writing, outlining the requested work and noting that the work requested is due to an emergency. The receiving agency shall follow up with a written WA within two business days of the event. Upon receipt of an itemized invoice, the receiving agency will reimburse the performing agency for its actual costs in performing the work. The receiving agency can request review of the causation of the emergency situation to determine if acts or omissions of the performing agency contributed to the event, and request that the performing agency pay some or all of the cost. In the event the parties assigned to the task cannot reach an agreement on allocation of costs, the WA may subsequently be subject to the Dispute Resolution Procedure set forth in this Attachment.

### Work Authorization

Each WA shall include the following information:

- a. the date of the request;
- b. the amount of estimated expenditure authorized;
- c. a description of the deliverables/services authorized;
- d. the physical location where the services are authorized to be performed, including address, complex, and building number;
- e. a WA number;
- f. the receiving agency's division name; and
- g. the receiving agency's coding block to be charged.

### Billing for Servers and Responsibility for Data

TxDOT shall not bill TxDMV for utilization of any servers which store data which TxDMV has notified TxDOT it no longer needs.

For data residing on servers that TxDMV is no longer financially responsible for under the language above, TxDOT shall not be held responsible for any TxDMV data remaining on those servers so long as TxDOT and/or its contractors use standard industry practices in the handling of such data. Once the servers are finally decommissioned, TxDOT shall destroy any remaining TxDMV data consistent with the guidance of the National Institute of Standards and Technology and within the process of the State of Texas Data Center Services. Any disputes over data handling or destruction practices under this section shall be resolved by consultation with the state Chief Information Security Officer.

### Technology Daily Operations

Requests for unusual support or involving the performance of work by TxDOT employees shall be billed by TxDOT to TxDMV at actual cost. Any requests by TxDMV that are implemented by a TxDOT contractor, including NTT DATA, shall be coordinated under a direct agreement between TxDMV and the application contractor. Billings shall be made directly to TxDMV with no TxDOT involvement or action required.

### Billing Review for IT Services

On a quarterly basis the IT Project Managers (IT PMs) shall review the receiving agency's use of DCS, software and server components governed by this agreement. The IT PMs may agree to adjust the charges for IT services without the need for amendment to this agreement, so long as any changes would not result in expenditure in excess of an agency's overall "not to exceed" budget amount in Paragraph IV of the agreement.

### Submitting Invoices

The receiving agency shall pay the performing agency on the basis of the flat rate services as referenced in this Attachment A and non-recurring service invoices submitted to and approved by the receiving agency, showing:

- a. a reference to the WA number by line item (not applicable to flat rate utility

- invoices);
- b. the performing agency's Agency Number and Recurring Transaction Index (RTI);
  - c. the performing agency's non-IT PM's e-mail address and phone number;
  - d. the date range of work performed for the associated charge, unless otherwise specified on the WA or supporting documentation;
  - e. copies of the original documentation that validates the non-recurring charges, including third party invoices with clear, legible descriptions, and the performing agency's Staff Name/Salary Rate/Hours Worked (not applicable to flat rate utility invoices);
  - f. the USAS Comptroller Object of Expense used by TxDOT; and
  - g. a certification that the charges shown are reasonable and necessary, and all appropriate and required supporting documentation is attached.

TxDOT must e-mail all invoices and supporting documentation to TxDMV at: [DMV\\_FIN-INVOICES@txdmv.gov](mailto:DMV_FIN-INVOICES@txdmv.gov)

TxDMV must e-mail all invoices and supporting documentation to TxDOT at: [FIN\\_Invoices@txdot.gov](mailto:FIN_Invoices@txdot.gov)

If both parties agree that any invoices paid contain charges that should not have been billed to one party, the other party shall apply a credit to the over-billed party's future invoices within 90 days of the original invoice with incorrect charges.

Invoices for flat rate utility costs must be paid within 30 calendar days of receipt.

If the invoices for non-recurring services are clear, complete, and include all required supporting documentation, then the receiving agency shall process payment for all performing agency invoices submitted in accordance with this contract and Comptroller Post-Payment Audit guidelines. The receiving agency shall reimburse the performing agency within 30 calendar days of receipt. If the invoices are not clear and complete, then the receiving agency shall notify the performing agency of the need for clarification or documentation within fifteen (15) calendar days of receipt. The receiving agency may also request additional documentation necessary for post-payment audit purposes. In addition, the receiving agency shall inform the performing agency of disputed items in any invoice within fifteen (15) calendar days of receipt. Any items not disputed within this fifteen calendar day period will be deemed acceptable.

#### Dispute Resolution

Any dispute over billing, payment or other issues arising in this Attachment or the IAC generally shall be first discussed and negotiated by the two parties assigned to the task under the IAC. If they cannot agree on a resolution, the matter shall be summarized by the two parties and submitted to the non-IT Project Managers (PMs) specified under the IAC. If the two PMs cannot agree on a resolution, the matter shall be summarized and



submitted to the Chief Financial Officer (CFO) of each agency, or the CFO's designee, who shall be the final arbiters of all disputes.

### Appendix I

#### **TxDMV Use of TxDOT Austin Regional Office Space in the Event of Disaster**

This Appendix is made part of the Interagency Contract (IAC) between TxDOT and TxDMV, and is subject to all of the general terms and conditions of that Contract.

#### TxDMV responsibilities:

- A. TxDMV shall provide written notice (email allowed) to TxDOT upon declaration of a disaster. A disaster for which the TxDMV Continuity of Operations Plan is implemented may be declared only by the TxDMV Executive Director, Deputy Executive Director, Chief Financial Officer, Chief Information Officer or General Counsel. The notice shall reference this Appendix to the IAC and request use of the Austin, Regional Service Center (RSC) at the TxDOT Austin Parmer Lane Regional Office pursuant to the requirements and limitations of this Appendix.
- B. TxDMV shall directly pay for and oversee any modifications necessary to the Austin, RSC, and any temporary installations, temporary facilities such as portable restrooms, generators, air conditioning or heating systems, computer or phone equipment, lighting, utilities or similar items needed to support temporary operations. TxDOT shall not be responsible for making any modifications unless otherwise agreed in writing.
- C. TxDMV shall reimburse TxDOT for any actual costs incurred due to TxDMV's use and occupancy of the Austin, RSC space, so long as TxDOT notifies TxDMV as soon as possible when it begins to incur costs (no longer than 48 hours after costs are being incurred) and allows TxDMV to provide alternative resources to offset TxDOT costs if possible.
- D. TxDMV shall be responsible and liable for the safety, injury, and health of all TxDMV employees or contractors in the alternative facility.
- E. During a disaster with a duration of more than 2 weeks, TxDMV may augment work space by leasing one or more temporary office trailers to be located in the Austin, RSC parking areas. TxDMV shall obtain and pay for the trailer(s) and any modifications, utility installation and expense, and all associated costs (including demobilization and removal). TxDMV shall consult with and obtain prior written permission from TxDOT for the location of these temporary trailers and all associated support structures.
- F. TxDMV shall remove and pay the cost of all modifications made to the Austin, RSC

after cessation of emergency operations, unless TxDOT informs TxDMV in writing to leave specific modifications in place.

- G. TxDMV shall repair any damage to the Austin, RSC caused during TxDMV use of the facility during the emergency.
- H. During the period of use of the Austin, RSC, TxDMV and its employees shall follow facility management, building maintenance, parking and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards shall be submitted in writing by TxDMV to TxDOT, who shall reply as soon as possible, but no later than 48 hours after the request.
- I. During the occupancy of space at the Austin, RSC, TxDMV shall provide TxDOT weekly status reports regarding the use of the Austin, RSC and TxDMV's progress in responding to the disaster and either returning operations to the TxDMV Headquarters site or another location.
- J. Within two weeks of the conclusion of the disaster and moving all equipment and personnel out of the Austin, RSC, TxDMV shall provide a final report to TxDOT documenting all modifications performed and any repairs needed or modifications not yet removed along with a schedule for completion of those items.

TxDOT responsibilities:

- A. Upon receipt of notice of a declared disaster as set forth in the TxDMV Responsibilities section, TxDOT shall provide as soon as practical, but in no case later than 24 hours after notice, the following support services to TxDMV for the duration of the disaster:
  - 1. Use of:
    - a. all available, unused office space in the TxDOT-controlled portions of the main building at the Austin, RSC, including all in-place utilities and fixtures;
    - b. the main conference room in the main building of the Austin, RSC; and
    - c. two equipment maintenance bays (non-climate controlled space with overhead door access), preferably the two bays immediately adjacent at the rear of the main Austin, RSC office building.
  - 2. For a disaster of a duration of more than two weeks, upon written request from TxDMV, space for placement of one or more temporary office trailers, in a location as near as possible to the main Austin, RSC building.
  - 3. 24-hour controlled access to the referenced buildings, facilities and associated parking lots.

4. Cooperation on installation and use of portable or temporary equipment or facilities such as generators, portable buildings, computer or phone equipment, tables, chairs, desks, air conditioners, fans, cabling and the like.
- B. Within 30 days of notice from TxDMV of the cessation of a disaster, TxDOT shall provide notice to TxDMV of any necessary repairs or expenses incurred due to TxDMV's use of the Austin, RSC premises, and shall include in that notice any requests to retain any equipment or modifications which would otherwise be removed or surplus by TxDMV.
  - C. TxDOT shall notify TxDMV within 48 hours of incurring any expenses as a result of TxDMV's occupancy of the additional Austin, RSC space under this Appendix, and shall allow TxDMV to provide alternative services or personnel to avoid or offset such costs.

**RECEIVED**

**MAR 10 2020**

**CS**

**THE STATE OF TEXAS           §**

**THE COUNTY OF TRAVIS       §**

**INTERAGENCY CONTRACT FOR FISCAL YEARS 2018-2019**

**THIS AGREEMENT** is entered into by and between the State agencies shown below under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

**I. PARTIES**

TxDMV   Texas Department of Motor Vehicles  
TxDOT   Texas Department of Transportation

**II. LEGAL AUTHORITY**

TxDMV and TxDOT are authorized to enter into this contract by Chapter 771, Government Code; HB 3097, 81st Leg., Regular Session, 2009 (hereafter HB 3097); and SB 1420, 82<sup>nd</sup> Leg., Regular Session, 2011 (hereafter SB 1420).

**III. TERM**

This contract begins September 1, 2017, and terminates at the end of August 31, 2019.

**IV. MAXIMUM AMOUNT PAYABLE**

The maximum amount payable by TxDMV to TxDOT under this contract shall not exceed \$1 million per fiscal year, unless this amount is amended as provided by Section XIV of this contract.

The maximum amount payable by TxDOT to TxDMV under this contract shall not exceed \$1 million per fiscal year, unless this amount is amended as provided by Section XIV of this contract.

**V. SCOPE AND INTENT**

It is the intent of the parties that this contract shall govern the provision of services and the reimbursement of actual costs.

**VI. NOTICES**

Official notices under this contract shall be sent by first-class mail. Advance copies may be sent by facsimile transmission or email to the appropriate project manager or point of contact. Official notices shall be directed as follows:

Notices to TxDMV:  
Executive Director  
Texas Department of Motor Vehicles  
4000 Jackson Avenue  
Austin, TX 78731  
(512) 465-3001 Phone  
(512) 465-3004 Fax

Notices to TxDOT:  
Director of Contract Services  
Texas Department of Transportation  
125 E. 11th Street  
Austin, Texas 78701  
(512) 416-4620 Phone  
(512) 416-4621 Fax

## **VII. FUNDING**

The agency that provides deliverables (performing agency) to the other agency (receiving agency) shall provide an itemized invoice to the receiving agency, except as otherwise stated in this contract.

The receiving agency shall pay the actual costs of all deliverables provided by or through the performing agency under this contract, except as stated otherwise in this contract.

The basis for calculating actual costs is set forth in Attachment A, which is incorporated by reference in this contract. Actual costs shall be invoiced no more frequently than monthly and within 90 days of the date those costs are incurred.

Neither agency shall make a profit from its participation in this contract.

## **VIII. FACILITIES, EQUIPMENT, AND PERSONNEL**

- A. TxDMV personnel may occupy assigned TxDOT facilities and use TxDOT equipment on the same terms as TxDOT employees. For facilities where TxDOT controls access to buildings, TxDOT shall issue security badges to TxDMV employees, board members, and contractors. The badges shall associate the recipients with TxDMV and enable access to TxDOT facilities as required by TxDMV business operations. Neither agency shall have any right of access to buildings occupied exclusively by the other agency except to perform functions authorized by the contract. Either party may mutually agree on an ad hoc basis to permit the other party access for the purpose of a particular function. TxDMV shall make no alterations or additions to TxDOT facilities without prior written approval from TxDOT.

- B. TxDMV shall give TxDOT one year written notice of its intent to vacate a TxDOT facility (whether owned by or leased to TxDOT) unless agreed otherwise by the parties. TxDOT shall give TxDMV one year written notice to vacate prior to the date TxDMV is required to vacate a TxDOT facility, regardless of whether TxDOT owns or leases the facility, provided, however, that TxDOT may not require TxDMV to vacate prior to the midpoint of the following scheduled legislative session.
- C. TxDMV employees shall have access to TxDOT resources (such as Crossroads) as agreed to by both parties. Domain Admin and Supervisor Access will no longer be provided without agreement in advance by TxDMV and TxDOT. Use of either party's computer equipment by any employee of the other party shall be conditioned on that employee's execution of and adherence to an agreement stating the employee shall adhere to the providing agency's policies governing the use of their computer equipment. Each party shall take appropriate action to protect the other party's network and computer system from misuse. In the case of contradiction between TxDOT and TxDMV policies or procedures governing equipment, network or systems, TxDOT policies and procedures take precedence as it relates to TxDOT equipment, network, or systems, and TxDMV policies and procedures take precedence as it relates to TxDMV equipment, networks or systems.
- D. Because TxDOT has outsourced most of its information technology functions and has no way of capturing the labor or incremental cost of those functions, TxDOT shall have no responsibility for providing TxDMV with services that TxDOT obtains through a contractor.
- E. Wherever and whenever TxDMV employees occupy space owned or leased by TxDOT, TxDMV and its employees shall follow facility management, building maintenance, parking, and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards shall be reviewed as needed by a committee consisting of two persons appointed by TxDOT and two persons appointed by TxDMV. No deviation is permitted without TxDOT's advance written approval.
- F. In the event of a disaster affecting TxDMV headquarters, TxDOT agrees to provide additional office space to TxDMV as specified in Appendix I.
- G. During separation activities, TxDMV shall notify TxDOT of the separation of shared services and any costs anticipated as a result of the separation via TxDMV and TxDOT CAB. If TxDOT discontinues use of a shared service billed through Data Center Services (DCS) before TxDMV discontinues use of the same service, TxDMV shall pay for all DCS charges directly related to that service until DCS decommissions the service and discontinues associated billing. If TxDMV discontinues use of a shared service billed through DCS before TxDOT discontinues use of the same service, TxDOT shall pay for all DCS charges directly related to that service until DCS decommissions the service and discontinues associated billing.

H. TxDMV and TxDOT agree to establish as soon as practicable a facility maintenance workgroup consisting of facilities, maintenance, and purchasing staff from both agencies. The objective of the group is to develop a strategy which will allow TxDMV to assume responsibility for the maintenance of any buildings located at Camp Hubbard that are transferred to TxDMV in accordance with SB 1349, 85<sup>th</sup> Leg., Regular Session, 2017, if and when such transfer occurs. Nothing in this agreement obligates TxDOT to transfer ownership or sets any timeframes or deadlines for such transfer. TxDOT agrees to share with TxDMV through the working group all relevant information relating to the facility maintenance and upkeep, including but not limited to current maintenance or service contracts, utility locations, specifications, drawings, designs, safety information and the like.

## **IX. SHARING OF INFORMATION**

The parties shall share information as necessary to fulfill the terms of this contract. Each party shall promptly notify the other party of any changes that may reasonably affect the operations of the other party, and both parties shall cooperate fully in managing those changes. Each party shall promptly notify the other party of any significant changes in operations affecting obligations under this Contract and shall promptly provide the other agency with copies of any required documentation. Each party shall keep the other party informed of any significant issues relating to contemplated or pending litigation or requests for information that may affect the responsibilities of the other party.

Neither party is authorized to accept a public information request, service of a subpoena, or any other formal notice on behalf of the other party.

The parties shall cooperate fully in preparing any reports required by state or federal law.

To the extent permitted by law, each party shall treat the other party's information as confidential. As provided in the Texas Public Information Act (Tex. Government Code Ch. 552), confidential information of one party shall remain confidential despite its disclosure to the other party, and disclosure between the parties shall not act as a waiver of confidentiality.

TxDMV shall continue to provide TxDOT batch inquiry title and registration information from the Texas Motor Vehicle Title and Registration database and remote electronic access through Motor Vehicle Inquiry to the Motor Vehicle Title and Registration database without charge, as further outlined in Section XI, Services to be Provided by TxDMV.

TxDOT must use its best efforts to timely provide TxDMV with current information TxDMV needs to issue and to complete permits under Chapters 621 through 623, Transportation Code. TxDOT must use its best efforts to timely provide TxDMV with such information through direct lines of communication to enable TxDMV to timely serve the motor carrier industry. TxDOT shall continue to provide access to Crossroads resources necessary for TxDMV to map restrictions and route oversize/overweight loads (as specified further in



subsection X.I., below).

TxDMV shall provide access to TxDOT to all records and reports necessary to enable TxDOT to determine that accurate road and maintenance information is being used by TxDMV to issue permits under Chapters 621 through 623, Transportation Code.

Both parties must use best efforts to ensure that they do not introduce into the other party's electronic systems any malware, including, but not limited to viruses, spyware, computer worms, Trojan horses, rootkits, dishonest adware, and other malicious or unwanted software.

Each party understands and acknowledges that it uses the other party's systems at its own risk. Neither party shall be responsible to the other for any injury, damage, liability, claims or suits resulting from the party's use of the other party's systems.

## **X. SERVICES TO BE PROVIDED BY TxDOT**

At the request of TxDMV, TxDOT shall provide the following support services to TxDMV:

- A. Validation tests for license plates and other related registration and titling insignia per TxDMV specifications.
- B. Facility maintenance support to include building maintenance, parking, and security.
- C. Facility support and access to shop services for the TxDMV regional office employees in the same manner as TxDOT employees.
- D. Contact information for two employees per district assigned to coordinate with TxDMV on permit issues during regular TxDOT office hours and emergency contact information for after hour and weekend emergency situations.
- E. Information regarding road restrictions, maintenance schedules, and any other relevant information that will affect the issuance of oversize and overweight permits.
- F. Auditing of TxDMV records to determine that all road information provided by TxDOT is being used in the issuance of oversize and overweight permits.
- G. If TxDOT discovers that it has provided incorrect road information to TxDMV which has been or will be used in the issuance of an oversize or overweight permit, TxDOT shall take all actions available to correct the information to limit damage to the roadway or other hazards.
- H. TxDOT shall cooperate with TxDMV and provide access to shared servers as TxDMV implements the Application Migration and Server Infrastructure Transformation project. TxDMV agrees to pay for any contractor cost incurred by TxDOT and not explicitly contracted for by TxDMV. TxDMV is scheduled to separate from the TxDOT IT infrastructure by August 31, 2017. In the event this

separation is not complete by August 31, 2017, TxDMV shall continue to reimburse TxDOT for TxDOT's IT infrastructure-related costs as agreed in the FY2017 interagency agreement.

- I. TxDOT shall provide continued access to the following resources used to map restrictions needed to route oversize/overweight loads:
  1. TxDOT Permanent Structure Numbers: <http://crossroads/apps/psn/>
  2. TxDOT's TARHE Geodatabase: provided by TxDOT IT/NTT Data
  3. TxDOT LZ bridges: <http://apps.dot.state.tx.us/apps/gis/lrbm/>
  4. TxDOT Crossroads: <http://crossroads/> (Necessary to access division and district organization charts and personnel info for contact information)
  5. TxDOT statewide mapping: <http://crossroads/org/tpp/StatewideMapping/>
  6. TxDOT Roadway portal: [http://iapps/apps/txdot\\_gis\\_portal/Map.aspx](http://iapps/apps/txdot_gis_portal/Map.aspx)
  7. Bridge Underclearance database (UCDB): <http://iapps/apps/ucdb/>
  8. LIDAR data and updates: received from Bridge Division
  9. Daily posting of Structure.Pontis\_Brinsap\_Mst\_Pnt feature class data (Pontis data) from TxDOT GIS GDB to PSDC FTP: provided by TxDOT IT/NTT Data
  10. TxDOT Facilities Asset Management Information System (FAMIS): <http://crossroads/org/mnt/FacManInfo.htm>
- J. In the event TxDMV is not separated from the TxDOT IT infrastructure by August 31, 2017, TxDMV shall send a representative to the weekly TxDOT CAB in order to receive notification of changes to shared infrastructure, and TxDOT will distribute TxDOT CAB meeting minutes via the CAB distribution list, which includes key TxDMV IT personnel.
- K. TxDOT shall ensure that TxDOT district offices coordinate with TxDMV the handling of oversize or overweight (OS/OW) traffic in emergency/disaster events. TxDOT will maintain TxDMV on TxDOT's statewide Emergency Operations Center (EOC) notification list. TxDOT District Permit Coordinators and/or Maintenance Supervisors/Area Engineers shall provide TxDMV with timely emergency road closure notifications, including contra flow locations through the TxDMV's Emergency Operations Center email address [MCD-EOC@txdmv.gov](mailto:MCD-EOC@txdmv.gov). TxDOT District Permit Coordinators and/or Maintenance Supervisors/Area Engineers shall provide TxDMV with alternate contact information, including contacts for local law enforcement and/or other emergency personnel, for the purposes of assisting with OS/OW loads in emergency/disaster events.

- L. TxDOT shall provide TxDMV access to crash records information (CRIS) without charge.

**XI. SERVICES TO BE PROVIDED BY TxDMV**

- A. TxDMV shall scan any bonds filed with TxDMV (that are payable to TxDOT) and provide TxDOT with an electronic copy of any bond, upon TxDOT's request. TxDOT authorizes TxDMV to destroy the original bond once TxDMV creates an electronic copy.
- B. TxDMV shall provide contract management services for any enhancements or modifications TxDOT requests regarding the Texas Permitting & Routing Optimization System (TxPROS). TxDMV shall bill TxDOT for any time and materials associated with such contract management services.
- C. TxDMV shall not alter or disregard road information provided by TxDOT for the purposes of oversize or overweight permits. To the extent TxDOT provides TxDMV with a notification of a route or road restriction, TxDMV shall not issue an oversize or overweight permit that does not apply the new route or road information. TxDMV shall also not alter a route designated or approved by TxDOT in the issuance of an oversize or overweight permit. If TxDMV needs to vary a route to complete a requested permit, TxDMV must work with TxDOT to obtain approval on an alternate route designation.
- D. If TxDOT discovers that TxDMV did not take into account road information provided by TxDOT in the issuance of an oversize or overweight permit, TxDMV shall take all actions available to correct the permit to limit damage to the roadway.
- E. TxDMV shall not take actions that allow permitted loads to be routed onto any TxDOT-operated toll road, as long as TxDOT provides TxDMV with the applicable road restriction information as required by Section X.E. of this contract.
- F. TxDMV shall continue to provide TxDOT batch inquiry title and registration information from the Texas Motor Vehicle Title and Registration database without charge. TxDMV shall continue providing the information to TxDOT or its vendor in a secure manner [via Secure File Transfer Protocol (SFTP)] as it has under prior versions of the Interagency Contract (IAC) with TxDOT and as agreed upon by both parties. TxDOT shall ensure its vendors use the Texas Motor Vehicle Title and Registration database and all data retrieved only for TxDOT operations and as requested by TxDMV and will provide signed certifications from vendors verifying compliance. The parties may agree, through their respective CIO's, to a different delivery

method. TxDMV shall continue to provide TxDOT the ability to submit batch inquiries to the VTR database to retrieve ownership information. TxDMV shall also continue to provide the files required for processing eTags, temporary permits, commercial fleet plates, such as apportioned plates and dealer license plates, and special license plates. TxDMV will also provide a one-time copy, annually, of the complete VTR database (the "TxDMV masterfile"), as well as weekly updates files. TxDOT will work with TxDMV to jointly develop a transition plan to access systems and data subscription files on all Texas plates and tags registered with TxDMV for a more consistent process statewide. Consistent with the existing statutory authorities of both parties, TxDMV and TxDOT shall also jointly develop a plan for exchanging updated customer address information to ensure the most current information available is maintained between the two agency systems who utilize registration information in the future.

- G. TxDMV shall take the actions required by Texas Transportation Code §502.011 to deny registration of a motor vehicle after TxDOT provides written notice of a final determination that the registered owner of a motor vehicle is a habitual violator (HV) in accordance with Transportation Code, Subchapter C, Chapter 372. TxDOT Toll Operations Division (TOD) shall provide the list of habitual violators, pay required fees for entry of registration blocks, and notify TxDMV when an HV is no longer determined to be a habitual violator or an appeal has been perfected.
- H. TxDMV shall also provide TxDOT with remote electronic access through Motor Vehicle Inquiry to the Motor Vehicle Title and Registration database without charge. Upon request from TxDOT, TxDMV shall provide a written certification verifying the accuracy of the Motor Vehicle Title and Registration database (to standard that current processes support). Except in connection with a criminal investigation or prosecution, TxDOT shall be assessed the required fee(s) for TxDMV staff to conduct title history research, production of title history documents, and certification of these documents, provided, however, that TxDMV shall provide the first 20 certified title history searches per fiscal year to TxDOT at no charge.
- I. TxDMV and TxDOT will discuss possible interfaces between TxDOT toll operations and TxDMV regional service centers. Any recommendations developed through these discussions may be considered for possible inclusion of additional terms in existing or future IACs.
- J. TxDMV will provide TxDOT District offices with emergency contact information and instructions necessary to reach TxDMV OS/OW staff in the event of an emergency requiring coordination as required under paragraph X.K, above. The

TxDMV will notify the EOC groups via email of procedures and hours of operations for each emergency/disaster situation. In no event shall OS/OW traffic be routed onto TxDOT operated toll roads without specific written approval from TxDOT's Toll Operations Division.

## **XII. LITIGATION AND LIABILITY**

TxDMV shall be solely responsible for any litigation that was managed before November 1, 2009, by one of the TxDMV divisions that transferred under HB 3097, without regard to when the litigation arose or was filed. TxDMV shall be solely responsible for any litigation that was managed before January 1, 2012, by the TxDOT Motor Carrier Division that transferred under SB 1420, without regard to when the litigation arose or was filed. With respect to any other litigation arising out of events that occurred before the November 1, 2009, transfer under HB 3097 or the January 1, 2012, transfer under SB 1420, TxDOT shall retain responsibility, without regard to whether the litigation relates to activities or employees of TxDMV.

Whenever one party is involved in litigation that relates to activities or employees of the other party or that may reasonably involve payments from appropriation strategies that are allocated to the other party, the party managing the litigation shall provide the other party with timely copies of all pleadings and shall not settle the litigation without the prior consent of the other party. Liability arising from litigation shall be charged to the appropriations strategy of the activity that gave rise to the litigation.

## **XIII. RESPONSIBILITIES OF THE PARTIES**

This contract does not create a partnership, joint venture, or other joint enterprise. It is an agreement between two independent state agencies governing their mutual rights and obligations. Each party acknowledges that it is not an agent, servant, or employee of the other party. Each party is solely responsible for its own acts and deeds and for those of its agents, servants, or employees.

## **XIV. AMENDMENTS**

This contract may only be amended by a written supplement executed by both parties prior to the expiration of the contract.

## **XV. TERMINATION**

This contract may be terminated by satisfactory completion of all services and obligations contained in this contract, by mutual written agreement, or as provided by Section III of this contract.

## **XVI. COMPLIANCE WITH LAWS**

The parties shall comply with all federal, state, and local laws, statutes, ordinances, rules, and regulations and with the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of this contract.

## **XVII. RIGHTS AND OBLIGATIONS OF THE PARTIES REGARDING TxPROS**

- A. Although all ownership rights in TxPROS transferred to TxDMV on January 1, 2012, TxDMV shall provide TxDOT with reasonable access to and the right to use TxPROS for the purposes of carrying out TxDOT's statutory functions. TxDMV shall provide this access to TxDOT at no cost.
- B. TxDMV shall be responsible for maintaining TxPROS, using money specifically appropriated for this purpose.
- C. Each party is responsible for paying for any modifications or enhancements that it makes or causes to be made to TxPROS. TxDMV is responsible for contracting with a vendor or otherwise providing personnel to make any modifications or enhancements that TxDMV authorizes to be made to TxPROS.
- D. If TxDOT wants to make any modifications or enhancements to TxPROS, the TxDOT Information Management Division Director shall provide to the TxDMV CIO the specifications and scope of work for the proposed modifications or enhancements. If agreement cannot be reached between the TxDMV CIO and the TxDOT Information Management Division Director regarding any TxDOT proposed modifications or enhancements, then TxDOT's Executive Director may escalate the issue to the TxDMV Executive Director for consideration.
- E. The contact information for the respective information technology contacts is as follows:
  - Eric Obermier  
TxDMV Chief Information Officer  
E-mail: [eric.obermier@txdmv.gov](mailto:eric.obermier@txdmv.gov)  
Phone: (512) 465-4040
  
  - Dana Glover  
TxDOT Information Management Division Director  
E-mail: [dana.glover@txdot.gov](mailto:dana.glover@txdot.gov)  
Phone: (512) 467-3837
- F. TxDMV has the final say on any TxDOT requested modifications or enhancements to TxPROS. To the extent TxDMV determines any TxDOT proposed modification or enhancement shall not be made, TxDMV shall supply

TxDOT with written justification for the decision.

- G. The primary purpose for TxPROS is for the permitting and routing of oversize or overweight motor vehicles. TxDMV shall consider this fact when making any decisions regarding any modifications or enhancements to TxPROS. Also, TxDOT is only authorized to request modifications or enhancements to TxPROS to enable TxPROS to run reports or to provide improvements on the collection of road information provided by TxDOT.
- H. To the extent TxDMV wants to make any modifications or enhancements to TxPROS that affect the report, access, or audit capabilities of TxDOT, the TxDMV CIO shall coordinate those modifications with the TxDOT Information Management Division Director, including the specifications and scope of work for the proposed modifications or enhancements.
- I. The parties shall act in good faith regarding any modifications or enhancements to TxPROS to minimize the impact to the other agency's operations.
- J. To the extent TxDMV authorizes any TxDOT proposed modifications or enhancements, TxDMV shall serve as the contract manager for the modifications or enhancements.
- K. Regarding any TxDOT proposed enhancements or modifications to TxPROS, TxDOT shall do the following:
  - 1. Jointly participate in any contract negotiations,
  - 2. Approve any contracts prior to signature,
  - 3. Jointly review any deliverables with the TxDMV contract manager,
  - 4. Approve any receiving reports that TxDMV creates,
  - 5. Timely notify TxDMV of any reason to dispute payment under Chapter 2251, Government Code, and
  - 6. Timely transfer money to TxDMV to pay for any deliverables prior to any payment deadlines under Chapter 2251, Government Code. TxDOT is responsible for any interest that results from an overdue payment if the late payment is due to TxDOT's failure to timely transfer money to TxDMV to pay any invoice.
- L. With the exception of the following, TxDOT owns the data it inputs or causes to be input into TxPROS:
  - 1. Data regarding the issuance and completion of any permits; and
  - 2. Any data purchased from a third party under a contract that says otherwise.
- M. TxDMV owns the data regarding the issuance and completion of any permits.

**XVIII. SEVERABILITY**

If any provision of this contract is held by a final judgment or order of a court of competent jurisdiction to be invalid, unenforceable, or illegal, such provision shall be reformed to the minimum extent necessary to permit enforcement thereof. The validity, enforceability, or legality of the remaining provisions of this contract shall not be affected or impaired, even if such invalid, unenforceable, or illegal provision cannot be reformed.

**THE UNDERSIGNED PARTIES** bind their respective agency to the faithful performance of this contract.

Texas Department of Transportation

Texas Department of Motor Vehicles

\_\_\_\_\_  
James M. Bass  
Executive Director

*Whitney H Brewster*  
\_\_\_\_\_  
Whitney H. Brewster  
Executive Director

Date: \_\_\_\_\_

Date: *08-31-17* \_\_\_\_\_



## Attachment A

### Interagency Contract (IAC) Management

TxDMV and TxDOT agree to appoint a single point-of-contact for information technology (IT) issues, a single point-of-contact for non-IT issues, and back-up personnel to facilitate the process for requesting services and invoicing for those services between the two agencies. The designated points-of-contact in each agency shall act as the TxDMV and TxDOT project manager(s).

The Project Managers are as follows:

TxDMV Project Manager, Non-IT: Sergio Rey, Director of Accounting

TxDMV Back-Up Project Manager, Non-IT: David Chambers, Director of Purchasing

TxDMV Project Manager, IT: Eric Obermier, CIO

TxDMV Back-Up Project Manager, IT: Josh Kuntz, Information Security Officer

TxDOT Project Manager, Non-IT: Casey Rowe, Revenue Accounting Manager

TxDOT Back-Up Project Manager, Non-IT: Crystal Myers, Accounting Specialist

TxDOT Project Manager, IT: Dana Glover, Information Management Division Director

TxDOT Back-Up Project Manager, IT: Keith Handrick, Business Relationship Manager

### Cost of Services Provided by TxDOT Generally to State Agencies

TxDOT provides some services to multiple state agencies, including flight services and printing services. These services shall not be included or invoiced under this contract, and TxDMV shall be eligible to use these services in the same way and on the same terms as other state agencies.

### Cost of Operating and Maintaining Facilities

TxDOT shall invoice TxDMV for recurring monthly building and maintenance costs at a flat rate of \$38,000.00 per month. This flat rate includes electricity, water, gas, Centimeter storage space, window washing, HVAC maintenance, elevator maintenance, and trash collection and is allocated based on TxDMV's occupancy of TxDOT-owned or -leased facilities as of September 1, 2017. TxDOT will not be required to provide invoices or supporting documentation for these costs. TxDMV may request a one-time recalculation of the allocated costs and adjustment of the flat rate if TxDMV's total occupancy changes by more than 10%.

TxDOT shall invoice TxDMV at the end of each fiscal year for security costs.

All other costs, including landscaping, pest control, and non-recurring time and materials costs associated with building operations, such as requests for the relocation of fixed walls, will be requested through a Work Authorization and billed on the basis of actual costs incurred by TxDOT or TxDMV, as set forth below. Time of TxDOT or TxDMV employees shall be invoiced on an hourly basis at their appropriate pay rate. Materials shall be invoiced on a unit basis and shall consist of the actual cost to TxDOT or TxDMV

for those materials.

### Work Authorizations

Except in the event of an emergency situation as defined below, all work to be performed under this contract involving the cost of labor for agency employees shall be requested and performed through the use of a "Work Authorization" (WA).

The receiving agency's Project Manager (PM) shall provide the performing agency's PM with a signed WA prior to any non-emergency work being done. If the receiving agency has not issued a WA, the performing agency shall have no obligation to provide the requested services. Any non-emergency work done without a signed WA shall not be billable under this contract. All approvals regarding work to be done under this contract shall occur between the TxDMV and TxDOT PM's.

Performing agency shall respond to all WA requests for non-emergency work within 10 days, unless mutually agreed by both parties.

### Emergency Services

"Emergency situation" is defined as any unexpected, non-routine event which damages or affects the utility or safety of any building, system, or portion or component of a building in such a way that it prevents the reasonable business operational use of some or all of the facility. This does not include routine maintenance or normal wear and tear events.

In the event of an emergency situation requiring work to be performed before a WA can be issued, the receiving agency's PM must submit a request to the performing agency's PM in writing, outlining the requested work and noting that the work requested is due to an emergency. The receiving agency shall follow up with a written WA within two business days of the event. Upon receipt of an itemized invoice, the receiving agency will reimburse the performing agency for its actual costs in performing the work. The receiving agency can request review of the causation of the emergency situation to determine if acts or omissions of the performing agency contributed to the event, and request that the performing agency pay some or all of the cost. In the event the parties assigned to the task cannot reach an agreement on allocation of costs, the WA may subsequently be subject to the Dispute Resolution Procedure set forth in this Attachment.

### Work Authorization

Each WA shall include the following information:

- a. the date of the request;
- b. the amount of estimated expenditure authorized;
- c. a description of the deliverables/services authorized;
- d. the physical location where the services are authorized to be performed, including address, complex, and building number;
- e. a WA number;
- f. the receiving agency's division name; and
- g. the receiving agency's coding block to be charged.

### Data Center Services

TxDMV shall reimburse TxDOT monthly for 50% of the actual cost of shared data center services (DCS) being billed to TxDOT and not directly to TxDMV. The amount shall be adjusted based on changes in the number or quantity of services that are billed through TxDOT. TxDOT and TxDMV will both be conducting significant consolidation and decommissioning activities this year. If these activities will impact a TxDMV/TxDOT shared service, TxDOT shall provide TxDMV notification in advance and parties shall coordinate as needed. Conversely, any DCS changes initiated by TxDMV that impact TxDOT infrastructure shall be approved in TxDOT CAB prior to the change being implemented by DCS.

### Billing for Servers and Responsibility for Data

TxDOT shall not bill TxDMV for utilization of any servers which store data which TxDMV has notified TxDOT it no longer needs.

For data residing on servers that TxDMV is no longer financially responsible for under the language above, TxDOT shall not be held responsible for any TxDMV data remaining on those servers so long as TxDOT and/or its contractors use standard industry practices in the handling of such data. Once the servers are finally decommissioned, TxDOT shall destroy any remaining TxDMV data consistent with the guidance of the National Institute of Standards and Technology and within the process of the State of Texas Data Center Services. Any disputes over data handling or destruction practices under this section shall be resolved by consultation with the state Chief Information Security Officer.

### Technology Daily Operations

Requests for unusual support or involving the performance of work by TxDOT employees shall be billed by TxDOT to TxDMV at actual cost. Any requests by TxDMV that are implemented by a TxDOT contractor, including NTT DATA, shall be coordinated under a direct agreement between TxDMV and the application contractor. Billings shall be made directly to TxDMV with no TxDOT involvement or action required.

### Billing Review for IT Services

On a quarterly basis the IT Project Managers (IT PMs) shall review the receiving agency's use of DCS, software and server components governed by this agreement. The IT PMs may agree to adjust the charges for IT services without the need for amendment to this agreement, so long as any changes would not result in expenditure in excess of an agency's overall "not to exceed" budget amount in Paragraph IV of the agreement.

### Submitting Invoices

The receiving agency shall pay the performing agency on the basis of the flat rate services as referenced in this Attachment A and non-recurring service invoices submitted to and approved by the receiving agency, showing:

- a. a reference to the WA number by line item (not applicable to flat rate utility invoices);
- b. the performing agency's Agency Number and Recurring Transaction Index (RTI);
- c. the performing agency's non-IT PM's e-mail address and phone number;
- d. the date range of work performed for the associated charge, unless otherwise specified on the WA or supporting documentation;
- e. copies of the original documentation that validates the non-recurring charges, including third party invoices with clear, legible descriptions, and the performing agency's Staff Name/Salary Rate/Hours Worked (not applicable to flat rate utility invoices);
- f. the USAS Comptroller Object of Expense used by TxDOT;
- g. a certification that the charges shown are reasonable and necessary, and all appropriate and required supporting documentation is attached.

TxDOT must e-mail all invoices and supporting documentation to TxDMV at: [DMV\\_FIN-INVOICES@txdmv.gov](mailto:DMV_FIN-INVOICES@txdmv.gov)

TxDMV must e-mail all invoices and supporting documentation to TxDOT at: [FIN\\_Invoices@txdot.gov](mailto:FIN_Invoices@txdot.gov)

If both parties agree that any invoices paid contain charges that should not have been billed to one party, the other party shall apply a credit to the over-billed party's future invoices within 90 days of the original invoice with incorrect charges.

Invoices for flat rate utility costs must be paid within 30 calendar days of receipt.

If the invoices for non-recurring services are clear, complete, and include all required supporting documentation, then the receiving agency shall process payment for all performing agency invoices submitted in accordance with this contract and Comptroller Post-Payment Audit guidelines. The receiving agency shall reimburse the performing agency within 30 calendar days of receipt. If the invoices are not clear and complete, then the receiving agency shall notify the performing agency of the need for clarification or documentation within fifteen (15) calendar days of receipt. The receiving agency may also request additional documentation necessary for post-payment audit purposes. In addition, the receiving agency shall inform the performing agency of disputed items in any invoice within fifteen (15) calendar days of receipt. Any items not disputed within this fifteen calendar day period will be deemed acceptable.

#### Dispute Resolution

Any dispute over billing, payment or other issues arising in this Attachment or the IAC generally shall be first discussed and negotiated by the two parties assigned to the task under the IAC. If they cannot agree on a resolution, the matter shall be summarized by the two parties and submitted to the non-IT Project Managers (PMs) specified under the IAC. If the two PMs cannot agree on a resolution, the matter shall be summarized and

submitted to the Chief Financial Officer (CFO) of each agency, or the CFO's designee, who shall be the final arbiters of all disputes.

## Appendix I

### **TxDMV Use of TxDOT Austin Regional Office Space in the Event of Disaster**

This Appendix is made part of the Interagency Contract (IAC) between TxDOT and TxDMV, and is subject to all of the general terms and conditions of that Contract.

#### TxDMV responsibilities:

- A. TxDMV shall provide written notice (email allowed) to TxDOT upon declaration of a disaster. A disaster for which the TxDMV Continuity of Operations Plan is implemented may be declared only by the TxDMV Executive Director, Deputy Executive Director, Chief Financial Officer, Chief Information Officer or General Counsel. The notice shall reference this Appendix to the IAC and request use of the Austin, Regional Service Center (RSC) at the TxDOT Austin Parmer Lane Regional Office pursuant to the requirements and limitations of this Appendix.
- B. TxDMV shall directly pay for and oversee any modifications necessary to the Austin, RSC, and any temporary installations, temporary facilities such as portable restrooms, generators, air conditioning or heating systems, computer or phone equipment, lighting, utilities or similar items needed to support temporary operations. TxDOT shall not be responsible for making any modifications unless otherwise agreed in writing.
- C. TxDMV shall reimburse TxDOT for any actual costs incurred due to TxDMV's use and occupancy of the Austin, RSC space, so long as TxDOT notifies TxDMV as soon as possible when it begins to incur costs (no longer than 48 hours after costs are being incurred) and allows TxDMV to provide alternative resources to offset TxDOT costs if possible.
- D. TxDMV shall be responsible and liable for the safety, injury, and health of all TxDMV employees or contractors in the alternative facility.
- E. During a disaster with a duration of more than 2 weeks, TxDMV may augment work space by leasing one or more temporary office trailers to be located in the Austin, RSC parking areas. TxDMV shall obtain and pay for the trailer(s) and any modifications, utility installation and expense, and all associated costs (including demobilization and removal). TxDMV shall consult with and obtain prior written permission from TxDOT for the location of these temporary trailers and all associated support structures.
- F. TxDMV shall remove and pay the cost of all modifications made to the Austin, RSC after cessation of emergency operations, unless TxDOT informs TxDMV in writing

to leave specific modifications in place.

- G. TxDMV shall repair any damage to the Austin, RSC caused during TxDMV use of the facility during the emergency.
- H. During the period of use of the Austin, RSC, TxDMV and its employees shall follow facility management, building maintenance, parking and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards shall be submitted in writing by TxDMV to TxDOT, who shall reply as soon as possible, but no later than 48 hours after the request.
- I. During the occupancy of space at the Austin, RSC, TxDMV shall provide TxDOT weekly status reports regarding the use of the Austin, RSC and TxDMV's progress in responding to the disaster and either returning operations to the TxDMV Headquarters site or another location.
- J. Within two weeks of the conclusion of the disaster and moving all equipment and personnel out of the Austin, RSC, TxDMV shall provide a final report to TxDOT documenting all modifications performed and any repairs needed or modifications not yet removed along with a schedule for completion of those items.

TxDOT responsibilities:

- A. Upon receipt of notice of a declared disaster as set forth in the TxDMV Responsibilities section, TxDOT shall provide as soon as practical, but in no case later than 24 hours after notice, the following support services to TxDMV for the duration of the disaster:
  - 1. Use of:
    - a. all available, unused office space in the TxDOT-controlled portions of the main building at the Austin, RSC, including all in-place utilities and fixtures;
    - b. the main conference room in the main building of the Austin, RSC;
    - c. two equipment maintenance bays (non-climate controlled space with overhead door access), preferably the two bays immediately adjacent at the rear of the main Austin, RSC office building.
  - 2. For a disaster of a duration of more than two weeks, upon written request from TxDMV, space for placement of one or more temporary office trailers, in a location as near as possible to the main Austin, RSC building.
  - 3. 24-hour controlled access to the referenced buildings, facilities and associated parking lots.

4. Cooperation on installation and use of portable or temporary equipment or facilities such as generators, portable buildings, computer or phone equipment, tables, chairs, desks, air conditioners, fans, cabling and the like.
- B. Within 30 days of notice from TxDMV of the cessation of a disaster, TxDOT shall provide notice to TxDMV of any necessary repairs or expenses incurred due to TxDMV's use of the Austin, RSC premises, and shall include in that notice any requests to retain any equipment or modifications which would otherwise be removed or surplus by TxDMV.
  - C. TxDOT shall notify TxDMV within 48 hours of incurring any expenses as a result of TxDMV's occupancy of the additional Austin, RSC space under this Appendix, and shall allow TxDMV to provide alternative services or personnel to avoid or offset such costs.



**THE STATE OF TEXAS           §**

**THE COUNTY OF TRAVIS       §**

**INTERAGENCY AGREEMENT FOR FISCAL YEAR 2013**

**THIS AGREEMENT** is entered into by and between the State departments shown below under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

**I. PARTIES**

TxDMV   Texas Department of Motor Vehicles  
TxDOT   Texas Department of Transportation

**II. LEGAL AUTHORITY**

TxDMV and TxDOT are authorized to enter into this agreement by HB 3097, 81st Leg., Regular Session, 2009.

**III. TERM**

This agreement begins September 1, 2012, and terminates at the end of August 31, 2013.

**IV. MAXIMUM AMOUNT PAYABLE**

The maximum amount payable by TxDMV under this agreement shall not exceed \$5 million, unless this amount is amended as provided by Section XIII of this agreement.

**V. SCOPE AND INTENT**

A. Pursuant to House Bill 3097, effective November 1, 2009, the functions of the following divisions of TxDOT were transferred to become part of a separate state department known as the Texas Department of Motor Vehicles:

Automobile Burglary and Theft Prevention Authority  
Motor Carrier Division (personnel administering Transportation Code, Chapters 642, 643, 645, and 646)  
Motor Vehicle Division  
Vehicle Titles and Registration Division

(collectively the TxDMV divisions)

B. Pursuant to SB1420, effective September 1, 2011, the remaining functions of the TxDOT Motor Carrier Division were transferred to become part of TxDMV as of January 1, 2012. All matters relating to this transfer will be handled through a separate MOU and are not part of this agreement.

C. It is the intent of the parties that this agreement, like the FY 2010, 2011, and 2012 Memoranda of Understanding, provides for adequate support by TxDOT to establish TxDMV as provided in HB 3097 and to continue TxDMV's transition to becoming a fully independent state department. Nonetheless, the parties recognize that the exact course and timing of this transition cannot be predicted with complete accuracy at this time. Therefore, the parties anticipate that this memorandum of understanding will be amended from time to time and supplemented by additional agreements to accommodate changes in circumstances. As necessary during the term of this agreement and for succeeding fiscal years, it is the intent of the parties to negotiate amendments and additional memoranda of understanding in good faith based on principles of fairness and efficiency and on the need for continued high levels of service to the people of Texas.

## **VI. NOTICES**

Official notices under this agreement will be sent by first-class mail. Advance copies may be sent by facsimile transmission or email. Official notices shall be directed as follows.

Notices to TxDMV:  
Executive Director  
Department of Motor Vehicles  
4000 Jackson Avenue  
Austin, TX 78731  
(512) 465-3001 Phone  
(512) 465-3098 Fax

Notices to TxDOT:  
Director of Contract Services  
Texas Department of Transportation  
125 E. 11th Street  
Austin, Texas 78701  
(512) 416-4620 Phone  
(512) 416-4621 Fax

## **VII. FUNDING**

TxDOT will invoice and TxDMV will pay the actual costs of all services provided by TxDOT to TxDMV under this agreement, except those costs that are specifically designated as being provided without charge. The basis for calculating costs is set forth in Attachment A, which is incorporated by reference in this agreement. Costs shall be invoiced no more frequently than monthly and within 90 days of the date those costs are incurred.

## **VIII. FACILITIES, EQUIPMENT, AND PERSONNEL**

A. TxDMV personnel may occupy TxDOT facilities and use TxDOT equipment on the same terms as TxDOT employees. TxDMV employees will have the same access to common areas as TxDOT employees. As long as TxDMV employees occupy TxDOT facilities, TxDMV shall permit TxDOT employees to use common space on the same basis that the employees of TxDMV divisions used that space before November 1, 2009. TxDOT shall issue security badges to TxDMV employees Board members, and contractors. The badges shall associate the recipients with TxDMV and enable access to TxDOT facilities as required by TxDMV business operations.

B. TxDMV will give TxDOT 180 days written notice of its intent to vacate a TxDOT facility (whether owned by or leased to TxDOT) unless agreed otherwise by the parties.

C. TxDMV employees will have access to internal TxDOT computer systems and support to the same extent as before November 1, 2009, including Crossroads and HROnline except to the extent that TxDOT replaces these systems. TxDOT will provide reasonable modifications for TxDMV. TxDOT may establish a mechanism to identify and channel access by TxDMV employees, and TxDOT may phase out access to its internal computer systems as TxDMV establishes its own systems or TxDOT replaces existing systems. Each TxDMV employee located in a TxDOT facility shall sign an agreement stating that the employee will adhere to all TxDOT policies governing the use of computer equipment. Use of TxDOT computer equipment by any TxDMV employee shall be conditioned on that employee's execution of and adherence to this agreement. TxDMV will take appropriate action to protect TxDOT's network and computer system from misuse.

D. TxDMV will obtain prior written approval from TxDOT before installing or maintaining hardware or software not included in the Planning and Justification System catalog on devices that are connected to TxDOT's network. If agreement cannot be reached between the TxDMV Chief Information Officer and the TxDOT Chief Information Officer, then the hardware or software will not be used on TxDOT's network or other technical infrastructure and TxDOT will supply TxDMV with a written reasoning as to why the hardware or software cannot be used. TxDOT may remove hardware or software placed into service that is not included in the Planning and Justification System catalog

and for which TxDOT did not provide prior written approval, or cause such hardware or software to cease to function.

E. Wherever and whenever TxDMV employees occupy space owned or leased by TxDOT, TxDMV and its employees shall follow facility management, building maintenance, parking, and security policies, procedures, and standards established by TxDOT. Requests for deviation from these policies, procedures, and standards will be reviewed as needed by a committee consisting of two persons appointed by TxDOT and two persons appointed by TxDMV. No deviation is permitted without TxDOT's advance written approval.

## **IX. SHARING OF INFORMATION**

The parties will share information as necessary to fulfill the terms of this agreement. Each party will promptly notify the other party of any changes that may reasonably affect the operations of the other party, and both parties will cooperate fully in managing those changes. TxDMV will promptly notify TxDOT of any significant changes in operations and will promptly provide TxDOT with copies of any required documentation. Each party shall keep the other party informed of any significant issues relating to contemplated or pending litigation or requests for information that may affect the responsibilities of the other party. Neither party is authorized to accept a public information request, service of a subpoena, or any other formal notice on behalf of the other party. The parties shall cooperate fully in preparing any reports required by state or federal law. To the extent permitted by law, each party will treat the other party's information as confidential. As provided in HB 3097, confidential information of one party shall remain confidential despite its disclosure to the other party, and disclosure between the parties shall not act as a waiver of confidentiality. TxDMV will continue to provide TxDOT with access to motor vehicle registration and titling information without charge.

## **X. SERVICES TO BE PROVIDED BY TXDOT**

A. At the request of TxDMV, TxDOT will provide support services to TxDMV in the same manner that those support services are provided to TxDOT divisions. TxDOT will provide detailed invoices with unit costs identified in accordance with Attachment A.

B. Without limitation, as requested, the services to be provided by TxDOT include the following.

1. Validation tests for license plates and other related registration and titling insignia per TxDMV specifications.
2. Facility maintenance support to include building maintenance, parking, and security.

3. Technology daily operations, including support for applications, Data Center Services, data and voice telecom, and other similar enterprise technology systems until such time as TxDMV will assume responsibility.

4. Facility support and access to shop services for the TxDMV regional office employees in the same manner as TxDOT employees.

## **XI. LITIGATION AND LIABILITY**

TxDMV shall also be solely responsible for any litigation that was managed before November 1, 2009, by one of the TxDMV divisions, without regard to when the litigation arose or was filed. With respect to any other litigation arising out of events that occurred before November 1, 2009, TxDOT shall retain responsibility, without regard to whether the litigation relates to activities or employees of TxDMV. Whenever one party is involved in litigation that relates to activities or employees of the other party or that may reasonably involve payments from appropriation strategies that are allocated to the other party, the party managing the litigation will provide the other party with timely copies of all pleadings and will not settle the litigation without the prior consent of the other party. Liability arising from litigation shall be charged to the appropriations strategy of the activity that gave rise to the litigation.

## **XII. RESPONSIBILITIES OF THE PARTIES**

This agreement does not create a partnership, joint venture, or other joint enterprise. It is an agreement between two independent state departments governing their mutual rights and obligations. Each party acknowledges that it is not an agent, servant, or employee of the other party. Each party is solely responsible for its own acts and deeds and for those of its agents, servants, or employees.

## **XIII. AMENDMENTS**

This agreement may only be amended by a written supplement executed by both parties prior to the expiration of the agreement.

**XIV. TERMINATION**

This agreement may be terminated by satisfactory completion of all services and obligations contained in this agreement, by mutual written agreement, or as provided by Section III of this agreement.

**XV. COMPLIANCE WITH LAWS**

The parties shall comply with all federal, state, and local laws, statutes, ordinances, rules, and regulations and with the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of this agreement.

**THE UNDERSIGNED PARTIES** bind their respective departments to the faithful performance of this agreement.

Texas Department of Transportation



\_\_\_\_\_  
Phil Wilson  
Executive Director

Date: 12-21-12

Texas Department of Motor Vehicles



\_\_\_\_\_  
Whitney Brewster  
Executive Director

Date: 12-21-12

## Attachment A

### Cost of Services Provided by TxDOT Generally to State Agencies

TxDOT provides some services to multiple state agencies, including flight services and printing services. These services will not be included or invoiced under this agreement, and TxDMV will be eligible to use these services in the same way and on the same terms as other state agencies.

### Cost of Operating and Maintaining Facilities

TxDOT will invoice TxDMV for time and materials associated with routine building operations, including utilities, routine building and grounds maintenance, janitorial services, security, and lease payments made by TxDOT on TxDMV's behalf unless the expense was included in TxDOT's appropriations. TxDMV will reimburse TxDOT for actual costs associated with requests for reconfiguration of cubicles or the relocation of fixed walls.

TxDMV will reimburse TxDOT for actual costs associated with utilities and rent for TxDMV space at TxDOT controlled facilities. TxDOT will invoice TxDMV and TxDMV will pay for those services to the extent that those services would have ordinarily been charged to appropriation strategies: Registration and Titling; Motor Vehicle Dealer Regulation; and Automobile Theft Prevention.

### Cost of Operating and Maintaining Computer Operations

TxDOT will invoice TxDMV for time and materials associated with routine information services operations beyond those identified below in Attachment A. These costs will be invoiced as actual costs on a monthly basis for information services operations based on TxDMV usage.

SERVICE	Unit COST
TSD Personnel support – 4.7 FTEs	actual hourly rate
Data Center Services	303,593/mo

Other Costs

NATURE OF COST	Unit COST
eLearning (iWay) (Cost per License for Each Employee)	\$7
eLearning (iWay) (Cost per License for Mindleader Online Courses for Each Employee)	\$7
eLearning (iWay) (Defensive Driving) (Cost Per Class)	\$7.05

All Other Costs

All other costs shall be billed on the basis of actual costs incurred by TxDOT. Time of TxDOT employees shall be invoiced on an hourly basis at their appropriate pay rate. Materials shall be invoiced on a unit basis and shall consist of the actual cost to TxDOT of those materials.

IAC Management

The Texas Department of Motor Vehicles (TxDMV) and the Texas Department of Transportation (TxDOT) agree to appoint a single point-of-contact and back-up personnel to facilitate the process for requesting services and invoicing for those services between the two agencies. The designated point-of-contact in each department shall act as the TXDMV and TxDOT project manager(s). All work to be performed under this MOU shall be requested and performed through the use of a "Work Authorization" (WA). A single WA will be issued on recurring services.

The TxDMV Project Manager (PM) will provide the TxDOT PM with a signed WA prior to any work being done. TxDOT shall have no obligation to provide any service for which TXDMV has not issued a WA. Any work done without a signed WA will not be billable under this MOU. All approvals regarding work to be done under this MOU shall occur between the TxDMV and TxDOT PM's.

The Project Managers are as follows:

TxDMV Project Manager: Sergio Rey, Director of Accounting

TxDMV Back-Up Project Manager: David Chambers, Director of Purchasing

TxDOT Project Manager: Casey Rowe

TxDOT Back-Up Project Manager: Sheila Craven



### Work Authorization

Each WA shall include the following information:

- a. the date of the request;
- b. the amount of time authorized for delivery of services;
- c. the amount of expenditure authorized;
- d. a description of the deliverables/services authorized;
- e. the physical location where the services are authorized to be performed;
- f. a WA number;
- g. the TxDMV division number;
- h. the TxDMV index to be charged; and
- i. in the case of a recurring service, the allocation methodology.

### Submitting Invoices

TxDOT will pay TxDMV on the basis of itemized invoices submitted to and approved by the TxDMV, showing:

- a. a copy of the WA;
- b. TxDOT's Identification Number;
- c. TxDOT's Project Manager e-mail address and phone number;
- d. the date range of work performed for the associated charge;
- e. copies of the original documentation that validates the charges, including third party invoices, and TxDOT Staff Name/Salary Rate/Hours Worked (third party vendor invoices which are not clear or illegible in description, or do not match the description of the WA would require re-submission and TxDOT will be notified appropriately that additional information is required);
- f. the USAS Comptroller Object of Expense;
- g. allocation methodology ; and
- h. a certification that the charges shown are reasonable and necessary, and all appropriate and required supporting documentation is attached.

The methodology for utilities as (i.e., gas, water, waste, electricity) and other service charges (i.e., security, janitorial, grounds maintenance, etc.) will be by square footage as indicated in the TxDMV and TxDOT annual financial reports).

All invoices and supporting documentation must be emailed to [DMV FIN-INVOICES@txdmv.gov](mailto:DMV_FIN-INVOICES@txdmv.gov) .

If the invoices are clear and complete, then TxDMV will process payment for all TxDOT invoices submitted in accordance with this MOU and Comptroller Post-Payment Audit guidelines and will make them payable to TxDOT within 30 calendar days of receipt. If the invoices are not clear and complete, then TxDMV will notify TxDOT of the need of

clarification or documentation. TxDMV may also request additional documentation necessary for post-payment audit purposes. In addition, the TxDMV will inform TxDOT of disputed items in any invoice within five (5) calendar days of receipt.

TEXAS PROJECT DELIVERY FRAMEWORK  
**PROJECT CLOSEOUT REPORT**



**Texas Department of Motor Vehicles**  
**AMSIT**  
**(Application Migration Server Infrastructure Transformation)**  
**816030**

VERSION: 1.0

REVISION DATE: 09/14/2017

Approval of the Project Closeout Report indicates an understanding and formal agreement that the project is ready to be closed. By signing this deliverable, each individual agrees all administrative, financial, and logistical aspects of the project should be concluded, executed, and documented as described herein.

Approver Name	Title	Signature	Date
Whitney Brewster	Agency Head	<i>Whitney H Brewster</i>	11-6-17
Shelly Mellott	Deputy Executive Director	Not available for signature <sup>awh</sup>	
Eric Obermier	Executive Sponsor	<i>Eric Obermier</i>	10/30/17
Jimmy Archer	Governance Team Member	<i>Jimmy Archer</i>	10/31/17
Daniel Avitia	Governance Team Member	<i>Daniel Avitia</i>	10/31/17
Ginny Booton	Governance Team Member	<i>Ginny Booton</i>	10/31/17
Sharon Brewer	Governance Team Member	<i>Sharon Brewer</i>	11/2/17
David Duncan	Governance Team Member	<i>David Duncan</i>	10/31/17
Linda Flores	Governance Team Member	<i>Linda M. Flores</i>	11/01/17
Corrie Thompson	Governance Team Member (Interim)	<i>Corrie Thompson</i>	10/31/17
Jeremiah Kuntz	Governance Team Member	<i>Jeremiah Kuntz</i>	11/1/17
Caroline Love	Governance Team Member	<i>Caroline Love</i>	10-31-17
Edward Sandoval	Governance Team Member	<i>Edward Sandoval</i>	10-31-17
Bryan Wilson	Governance Team Member	<i>Bryan Wilson</i>	10/31/17
Judy Sandberg	Director, EPMO	<i>Judy Sandberg</i>	10-30-17

### Section 1. General Information

Project Name		Date mm/dd/yy	
Application Migration Server Infrastructure Transformation (AMSIT)		08/31/17	
Agency			
TxDMV			
Contact	Phone	Email	Fax
Eric Obermier	512-465-4040	Eric.Obermier@txdmv.gov	
Project Manager	Phone	Email	Fax
Swati Dokka	512-465-5855	Swati.Dokka@txdmv.gov	None

### Section 2. Final Product and/or Service Acceptance Checklist

Respond to each question. For each "no" response, include an issue in Open Issues section.

Item	Question	Response
2.1	Did you sign the Acceptance to Deploy which indicated acceptance that the product and/or service was ready to be deployed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.2	Do you agree the product and/or service has sufficiently met the stated business goals and objectives?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.3	Do you fully understand and agree to accept all operational requirements, operational risks, maintenance costs, and other limitations and/or constraints imposed as a result of ongoing operations of the product and/or service?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.4	Do you agree the project should be closed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

### Section 3. Project Artifacts Checklist

Respond to each question. For each "no" response, include an issue in Open Issues section.

Item	Question	Response
3.1	Have project documentation and other items (e.g., Project Plan, code, financial records, status reports, memos) been prepared, collected, audited, archived, and/or disposed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3.2	Have project documentation and other items (e.g., original contract, contract amendments, administrative files) been prepared, collected, audited, archived, and/or disposed as described in the Acquisition Plan if contract closeout is involved?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3.3	Were audits (e.g., project closeout audit, contract audit) completed and results documented for future reference?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3.4	Are storage locations for all items not maintained under configuration management known (i.e., that are not identified in a Configuration Items Register)? Identify the storage location for these items:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Item	Question	Response
	<b>Storage Location</b>	
3.4	Electronic artifacts and documents are housed on the EPMO intranet site or in the T drive of T:\DMV\Enterprise Governance\4. Active Projects\816030 AMSIT per Standard Operating Procedures.	
No.	<b>Project Artifacts</b>	
1	<b>Initiation Folder</b> <ul style="list-style-type: none"> <li>• Executive Director Letter to QAT re: Business Case and Workbook 12/17/15</li> <li>• QAT Approval Letter 12/23/15 (AMSIT not required to provide Business Case and Workbook)</li> <li>• Project Charter 12/21/15</li> <li>• Acquisition Plan 12/21/15</li> <li>• Project Information Technical Sheet 12/2015</li> </ul>	
2	<b>Planning folder</b> <b>Project Plan Narrative Folder</b> <ul style="list-style-type: none"> <li>• Enterprise Project Plan 03/30/16</li> <li>• Enterprise Communications Register 03/30/16</li> <li>• Enterprise Configuration Register 03/30/16</li> <li>• Enterprise Performance Register 03/30/16</li> <li>• Enterprise Quality Register 03/30/16</li> <li>• Enterprise Risk Register 03/30/16</li> </ul> <b>Work Breakdown Structure Folder</b> <b>Human Resource Plan Folder</b> AMSIT Resource Plan 04/12/16 AMSIT Resource Plan 04/11/17 <b>Communications Plan Folder</b> <ul style="list-style-type: none"> <li>• Communications Plan 05/10/16</li> </ul> <b>Budget Folder</b>	
3	<b>Monitoring Folder contains the following sub-folders</b> <ul style="list-style-type: none"> <li>• ESC Slide Decks</li> <li>• Status Reports</li> <li>• Risk-Issues Log</li> <li>• Project Change Requests</li> <li>• Review Gate Log</li> <li>• Review Gate Documents:               <ul style="list-style-type: none"> <li>○ Business Justification Review Gate 02/08/16</li> <li>○ Contract Review Gate 02/08/17</li> </ul> </li> <li>• Closeout Report</li> <li>• Lessons Learned</li> <li>• Vendor Correspondence</li> <li>• Vendor Project Plan Updates</li> </ul>	

Item	Question	Response
4	<p>Working Document Folder contains the following sub-folders:</p> <ul style="list-style-type: none"> <li>• Comm Tracking (communications tracking log)</li> <li>• Project Plan</li> <li>• WBS</li> <li>• Business Requirements</li> <li>• Design Documents</li> <li>• Change Management Plan</li> <li>• COMM Plan</li> <li>• MG (Move Group) Summary</li> <li>• MG H Shareport</li> <li>• MG A LACE</li> <li>• MG N, K, LRORSL, Misc</li> <li>• MG F RTS</li> <li>• MG C, M, Q, eTAGS</li> <li>• Test Plan</li> <li>• NSOC</li> <li>• ForgeRock</li> <li>• 90-Day FTP logs</li> <li>• AMSIT Team Requests</li> <li>• Analysis – Active Directory</li> <li>• Contacts</li> <li>• Contract Docs</li> <li>• Disaster Recovery</li> <li>• Environment Set up – Prod</li> <li>• Environment Set up - Test</li> <li>• FTP to SFTP</li> <li>• FTP to SFTP Discovery</li> <li>• Leadership Team</li> <li>• Lessons Learned Notes</li> <li>• Meeting Notes – NTT</li> <li>• Meeting Notes-agendas</li> <li>• MG Applications UAT</li> <li>• Novell 2 Windows</li> <li>• Novell 2 Windows-Out of Scope</li> <li>• Org Change Management Plan</li> <li>• Procurement docs – ref</li> <li>• QAT Reporting</li> <li>• Quotes</li> <li>• Resource Plan</li> <li>• Scope Topics</li> <li>• Separation Tasks – Final</li> <li>• Share Drive Clean</li> <li>• Share Drive UAT</li> <li>• Vendor DELS-payment (This folder has sub-folders for each vendor payment deliverable.)</li> <li>• Vendor Kick Off</li> <li>• Vendor Wkly Status</li> <li>• VPN</li> <li>• WEBCOMMs</li> <li>• WebDealer – eTAG</li> <li>• WebDealer – eTAG special approach</li> <li>• WebSub</li> <li>• Work Product Dels (deliverables)</li> </ul>	

Item	Question	Response
3.5	Verify that final project delivery data for the project is attached or storage location is identified in 3.4.	
	Name	Attached?
	Project Quality	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	Product and/or Service Performance	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	Scope	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	Cost (Budget)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	Schedule	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

## Section 4. Resources

### a. Staff Resources

List resources specified in the Project Plan and used by the project. Identify plans for the resource (e.g., transfer, reassignment, contract termination, and return to normal duty) and the date the plan will become effective (e.g., turnover date, release date).

Resource	Resource Disposition	Effective Date mm/dd/yy
Abdeladim, Rita	Released	08/30/17
Bankhead, Renita	Returned to Normal Duty	08/21/17
Barnett, Michelle	Returned to Normal Duty	08/31/17
Barrada, Michal	Returned to Normal Duty	05/31/17
Bejarano, Rodrigo	Returned to Normal Duty	07/24/17
Bell, Elizabeth Noelle	Returned to Normal Duty	08/22/17
Benavides, Tom	Returned to Normal Duty	08/31/17
Booton, Ginny	Returned to Normal Duty	08/22/17
Brewster, Whitney	Returned to Normal Duty	08/31/17
Briggs, Tammy	Returned to Normal Duty	07/24/17
Brown, Ed	Returned to Normal Duty	08/21/17
Cano, Enrique	Left Agency	2017
Cantu, Felicia	Returned to Normal Duty	07/31/17
Carlin, Steve	Returned to Normal Duty	06/12/17
Carter, Adrienne	Returned to Normal Duty	08/31/17
Chambers, David	Returned to Normal Duty	08/31/17
Chambers, Lance	Returned to Normal Duty	05/31/17
Childers, David	Returned to Normal Duty	03/31/17
Dennis, Laura	Returned to Normal Duty	08/31/17

Resource	Resource Disposition	Effective Date mm/dd/yy
Dokka, Swati	Returned to Normal Duty	08/31/17
Doyle, Scott	Returned to Normal Duty	07/24/17
Duncan, David	Returned to Normal Duty	08/31/17
Eng, David	Returned to Normal Duty	08/21/17
Erickson, Jason	Returned to Normal Duty	07/24/17
Flathmann, David	Returned to Normal Duty	06/12/17
Flores, Linda	Returned to Normal Duty	08/31/17
Garcia, Geneva	Returned to Normal Duty	07/24/17
Guajardo, Rhonda	Returned to Normal Duty	07/24/17
Hamilton, Dan	Returned to Normal Duty	07/24/17
Harbeson, William	Returned to Normal Duty	08/31/17
Henson, Mari	Returned to Normal Duty	07/24/17
Hilton, George	Returned to Normal Duty	06/12/17
Hoke, Jason	Returned to Normal Duty	05/31/17
James, Cynthia	Returned to Normal Duty	07/24/17
Kanute, Christopher	Returned to Normal Duty	08/25/17
Kodali, Srikanth	Returned to Normal Duty	07/24/17
Koul, Amrita	Returned to Normal Duty	06/12/17
Kuntz, Jeremiah	Returned to Normal Duty	08/28/17
Kuntz, Joshua	Returned to Normal Duty	08/31/17
Lara, James	Returned to Normal Duty	05/31/17
Lelle, Richard	Returned to Normal Duty	07/31/17
Love, Caroline	Returned to Normal Duty	08/28/17
Loyd, Thomas	Returned to Normal Duty	07/24/17
Maude, Eric	Returned to Normal Duty	07/24/17
McCartney, John	Returned to Normal Duty	05/31/17
Menjivar-Suddeath, Sandra	Returned to Normal Duty	08/31/17
McKinley, Honey	Released from Agency	2016
McMullen, Kathy	Left Agency	2016
Miller, Derrick	Returned to Normal Duty	08/31/17
Navarro, Jesse	Returned to Normal Duty	07/24/17
Obermier, Eric	Returned to Normal Duty	08/31/17
Patschke, Reuben	Returned to Normal Duty	07/24/17



Resource	Resource Disposition	Effective Date mm/dd/yy
Pederson, Todd	Returned to Normal Duty	07/24/17
Quigley, Corby	Returned to Normal Duty	08/31/17
Ramsey, Paula	Returned to Normal Duty	08/31/17
Robertson, Patricia	Return to Normal Duty	07/24/17
Rowehl, Raymond	Returned to Normal Duty	07/24/17
Sandberg, Judy	Returned to Normal Duty	08/31/17
Scott, Douglas	Returned to Normal Duty	07/24/17
Sturm, Christopher	Returned to Normal Duty	2016
Templeton, Jeffrey	Returned to Normal Duty	08/21/17
Thompson, Timothy	Returned to Normal Duty	08/31/17
Thompson, Vincent	Returned to Normal Duty	07/24/17
Tuttle, Terri	Returned to Normal Duty	08/31/17
Vogiatzis, Frederico	Returned to Normal Duty	07/24/17
Waling, Timothy	Returned to Normal Duty	08/31/17
Walker, Richard	Left Agency	2016
Williams, Steve	Returned to Normal Duty	08/31/17
Wilson, Bryan	Returned to Normal Duty	08/31/17
Wilson, Charles	Returned to Normal Duty	07/24/17

b. Budget and Cost

Enter the correct amounts columns B, C, and D. Total each column (B, C, and D) individually and enter the columns' total in the Grand Total row.

A. Type of Expense	B. Budget Allocation	C. Amount Spent	D. Unspent Amount
Internal	\$0.00	\$367,934.62	(\$367,934.62)
External	\$7,353,955.00	\$2,613,003.13	\$4,740,951.87
Unpaid Invoices	NA	N/A	NA
<b>Grand Total</b>	<b>\$7,353,955.00</b>	<b>\$2,980,937.75</b>	<b>\$4,373,017.25</b>

GR  
10-31-17

Respond to each question. For each "no" response, include an issue in Open Issues section.

Item	Question	Response
4.1	What is/are the funding sources for this project?	Capital
4.1	Have all planned invoices been received and paid? If no, list the pending invoices in the Open Issues section.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
4.2	If additional invoices are expected, have sufficient funds been retained in the purchase order/budget to pay the invoice(s) when received? N/A	Yes <input type="checkbox"/> No <input type="checkbox"/>
4.2	Have open encumbrances been closed and unspent funds transferred to an approved funding account	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
4.3	Did the project finish within or under budget?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
4.4	What is the cost to budget ratio? Enter as a percentage over or under. Enter 0% if the project finished on budget.	59.5%

## Section 5. Project Lessons Learned

Identify lessons learned specifically for the project. State the lessons learned in terms of a problem (issue). Describe the problem and include any project documentation references (e.g., Project Plan, Issues Log) that provide additional details. Identify recommended improvements to correct a similar problem in the future.

### Introduction

The purpose of the lessons learned for the Application Migration Server Infrastructure Transformation (AMSIT) project is to capture the project's lessons learned for use by other similar projects. This document may be used as part of new project planning for similar projects in order to determine what problems occurred and how those problems were handled and may be avoided in the future. Additionally, this document details what went well with the project and why, so that other project managers may capitalize on these actions. Project managers may also use this document to determine who the project team members were in order to solicit feedback for planning their projects in the future.

### Lessons Learned Approach

It is important to note that the AMSIT project consisted of multiple projects efforts with distinct scope, timelines and deliverables. The following chart lists the lessons learned for the AMSIT Project based on input from stakeholders. These lessons are categorized by project knowledge area and specific project efforts. Recommendations are provided for consideration on similar future projects. It is important to note that opportunities for improvement are included as well as successes.

### Lessons Learned from AMSIT

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Scope Management	<p>What constituted a project deliverable was not always clear.</p> <p>Vendor bid response included several qualifying assumptions to limit scope in the case of unknowns.</p>	<p>Expectations of what should and should not be included as vendor scope required time to vet with the internal team(s) and vendor. Vendor often had a different interpretation of requirements.</p>	<p>Requirements should be sufficiently detailed so that there is minimal interpretation of what is and is not in scope.</p>
Scope Management	<p>Lack of specificity in the project charter led to misunderstandings between TxDMV divisions about what was in scope and what was not in scope for the project.</p>	<p>Added risks and issues to the project.</p>	<p>When writing charters, attempt to draw out as many specific deliverables, assumptions, and outcomes as possible from the executive sponsors, subject matter experts, team members, customers, and stakeholders and document expectations in the charter.</p> <p>Use change management before starting work on items not specified in the charter.</p>

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Procurement	The RFO had a broad scope that may have inhibited some vendors from responding.	The vendor did not actually have the level of expertise required or expected for the NSOC and other components of the RFO resulting in long lead times for the vendor to bring on subcontractors with the needed expertise.	<p>Have the selected vendors provide an onsite presentation of their approach to the project and require key vendor staff to be available for this presentation.</p> <p>The vendor must include their approach for integrating any subcontractors to provide a cohesive service/strategy for achieving the project as part of the evaluation process. [If subcontractors are part of the solution.]</p>
Vendor Performance	Vendor was selected based on knowledge and expertise. The vendor knowingly over-allocated their key staff to other project work outside of TxDMV; thus it appeared that TxDMV was not a priority for the vendor. Key staff also rolled off of the project.	Vendor did not engage on a timely basis, and did not provide the level of staffing on a consistent basis that was contractually agreed upon resulting in continual issues.	<p>Contractually require the vendor to start up and conduct a project kick off within 10 business days of contract award. And, require that key staff must be present.</p> <p>Kickoff was delayed. It should be noted the importance of kickoff, for resources involved, communications, and expectations of project.</p>
Vendor Performance	Vendor did not make their staff readily available to work on the AMSIT project due to other external commitments, e.g., TxDOT. Vendor could only meet at very limited times.	Complex tasks/activities were difficult to work with the vendor via email. Vendor reluctantly participated in meetings resulting in an atmosphere of <i>conflict</i> .	Contractually require vendor to work onsite, at minimum key staff, to foster communications, understanding as well as teamwork.

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Vendor Performance	Vendor staff appeared to prioritize other customers such as TxDOT over TxDMV work.	This resulted in conflicts with the TxDMV staff and delays in completing tasks on time.	Require key staff to work onsite (there was workspace allocated to the vendor). The vendor's on-site presence at TxDMV was minimal. There was not a contractual requirement for the vendor to be onsite.
Vendor Performance	Vendor staff operated as if they were staff augmentation versus a solution provider. The vendor often looked to TxDMV to tell them what to do versus the vendor presenting solution options.	Roles and responsibilities for work effort had to be repeatedly discussed/clarified taking project team time and inhibiting progress. For example, the vendor was responsible to install equipment at the NSOC, but refused to load or transport the equipment. TxDMV expected the vendor to load and transport equipment as part of their solution. Without a specific black/white contractual requirement, the vendor refused to do so resulting in TxDMV having to perform tasks that were thought to be outsourced to the vendor.	During RFO planning and requirements, prepare a roles/responsibilities matrix table for inclusion in the RFO based on key requirements and deliverables. Key team members should agree on what is expected of the vendor in advance of the RFO being released.

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Vendor Performance	Vendor did not promptly notify TxDMV when vendor staff left the project and did not replace departed staff in a timely manner. Often TxDMV learned of a vendor staff departure “through the grapevine.”	Project schedule and work effort was slowed or delayed.	Require vendor(s) to notify TxDMV with 24 hours of learning a staff person is leaving and require the vendor to start the replacement process as soon as a notice is given for key staff.
Vendor Performance	Vendor staff did not seem to have a sense of urgency or responsiveness to TxDMV; however, the vendor escalated and placed artificial deadlines on TxDMV staff when the vendor was not totally prepared on their side.	Added stress, adversely impacted working relationships, wasted time. TxDMV staff rose to the occasion multiple times on tight timelines only to find that the vendor was not ready to proceed on their side.	Escalate to executive vendor representative and utilize TxDMV procurement staff as needed to hold vendor accountable.

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Vendor Performance	The vendor did not provide any hand off, knowledge transfer or documentation of project effort to support staff	Vendor staff replacements appeared to be left on their own to sink or swim, resulting in errors, e.g., vendor made changes in production without going through proper change management or communications. TxDMV staff had to revisit project work with new vendor staff and provide documentation again that had already been provided to the vendor.	Although the vendor was requested to provide knowledge transfer or transition plan for replacement staff, it was evident from replacement staff themselves that transition did not occur as a best practice.
Vendor Performance	Vendor relied heavily on TxDMV to supplement vendor work effort throughout the project, e.g., analysis and hands on efforts.	TxDmv staff workload was impacted.	As part of vendor response to RFO, require vendor to identify what level of support is expected from the agency to support the project effort for each of the major deliverables.

Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Vendor Performance	<p>Lack of professionalism, and customer service.</p> <p>Vendor took too long to engage at the beginning of the project as well as throughout the project.</p> <p>Vendor has had to be forced to do what they said they would do, there were three cure periods.</p>	<p>Contentious, negative working relationship between the vendor core team and TxDMV teams. Confidence level that the vendor could accomplish the work effort was diminished.</p> <p>Required extra effort on part of in-house team.</p> <p>Demonstrated lack of initiative by vendor.</p>	<p>Provide formal feedback on vendor performance through existing procurement processes and procedures.</p>
Vendor Performance	<p>The vendor did not fully understand their responsibilities and underestimated their resources. The vendor did not realize they were responsible for moving the voice side to NSOC until scope meetings were held with the vendor to point out contractual obligations.</p>	<p>It took too long for the vendor to actively engage in project activities and to bring on subcontractors.</p>	<p>Continue to engage purchasing and legal; consider agency policy re: when it would be more beneficial to release the vendor; either award to the second vendor; remove scope, or bring in subcontractors.</p>
Human Resource Management	<p>TxDMV staff were overloaded with supporting multiple projects as well as operational duties.</p>	<p>Conflicting priorities; several high priorities.</p>	<p>If funds are available, use staff augmentation on the agency side to help support project efforts.</p> <p>If funds are available, e.g., in case of the service desk, plan staff contingencies or contract support for large deployments.</p>



Overall Project – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Human Resource Management	Key staff providing production support with critical skills are in demand for multiple projects.	Projects with overlapping timelines and work efforts are impacted resulting in escalation to Executive Leadership.	Identify key skills and abilities required as part of portfolio project planning and identify gaps. If funds are available plan to augment the key skills required; and use in-house staff as secondary resource or SME on an as needed basis versus an allocated percentage of time.
Human Resource Management	TxDMV staff is pulled in many directions and received conflicting messages about priorities from project managers and supervisors.	Staff are constantly shifting gears.	Overall coordination of work, timelines and priorities re: project effort, releases and production support would be beneficial in making staff resources more effective.  Holding joint planning and ESC meetings is a best practice that should be continued.

Overall Project - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Scope Management	Project Scope was clear and understood by the team, and the objectives of the project were met.	Minimal change requests.	Continue to include project scope in status updates.
Scope Management	Major milestones successfully completed on time such as NSOC, and Novell to Windows migration.	Project remained on schedule.	NA

Overall Project - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Timeline Management	Major Project Milestones were achieved on time due to TxDMV detailed planning and estimation of effort based on historical inputs, e.g., Move Group analysis.	Project remained on schedule.	Continue to collaborate with stakeholders and team members during project planning on a regular basis throughout the project lifecycle.
Budget Management	Budget was discussed early on in the project with the Executive Steering Committee and approved.	NSOC purchases went smoothly.	Educate team members on the project budget early in the project.
Procurement Management	Management was available as needed when issues arose.	Issues resolved quickly.	Continue to engage and establish leadership teams.
Project Leadership	Management team was integrated and worked well to achieve overall project goals and objectives.	Project support was very good.	Continue to engage and establish leadership teams.
Contract Management	Issues with the vendor were well documented and managed through proper channels.	Correct processes were followed.	Engage the Project Manager during the procurement process to start an understanding of scope and to glean an understanding of management expectations. Work closely with Purchasing.

Overall Project - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Human Resource Management	Collaboration and involvement of team members and managers was a success. Team members were integrated and a team was built.	Everyone on the same page; most issues resolved at the lowest level. Risks identified from all team members perspectives and areas of expertise.	Continue collaborative efforts and regular meetings with team members.
Human Resource Management	TxDMV staff stepped up to achieve the overall goal of separation by 8/31/17.	Goal achieved.	NA
Risk Management	Project risks/issues encountered during the project were reviewed throughout the duration of the project on a frequent basis.	Lessons learned were identified. Risks were managed and issues mitigated.	Use the same mitigation strategy as some of the same issues could arise in other projects.
Decision Making	Executive Steering Committee members were actively engaged and made timely decisions to support project progress.	Governance structure provides an escalation path for problem resolution.	Governance teams such as an Executive Steering Committee are best practice.

Communications – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Communications	Communications assumed that external audiences had a certain level of technical knowledge.	Communications were too lengthy and complex for external audiences to pay attention to or to understand.	<p>Communications should be simplified and specifically focus on what the end consumer needs to know and do. More pictures would be helpful.</p> <p>Communications should be vetted through the business groups who work directly with the external entities on a regular basis.</p>

Communications – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Communications	<p>Regular project status and updates to management did not necessarily filter down to staff.</p> <p><i>End users were not aware of what it meant to be out of Novell and in Windows.</i></p>	<p>Staff unaware or do not understand how projects may impact their work.</p>	<p>Educate staff on the various communications' vehicles that are available and where project information is shared, e.g., Intranet, notifications, Conversation Café, etc.</p> <p><i>An agency newsletter with an EPMO page would be helpful.</i></p> <p>Translate technical information into more plain information for general users.</p> <p>Consider using cascading communications as a best practice. Set expectation that agreed communications, decisions or key events are communicated within a specific timeframe, e.g., 24 hours by managers to their staffs.</p>
Communications	<p>Email is the predominant communications method.</p>	<p>TxDMV does not have valid email addresses for external entities in most instances, and thus not all external entities are informed.</p> <p>Assumes staff see and read emails.</p>	<p>For external entities, continue to use other methods of communications in addition to email, e.g., associations, external Webpage, etc.</p> <p>Consider use cascading communications to provide more personal and timely connection to employees for key decisions, events, etc.</p>
Communications - Deployments	<p>Enterprise coordination of deployment schedules</p>	<p>Alleviates last minute changes and resource conflicts.</p>	<p>IT CAB publish a monthly/quarterly calendar of deployment dates and time windows. Planned deployments should be posted as early as possible to assist IT and EPMO with Planning. The Quarterly calendar should be updated after every CAB meeting.</p>

Communications – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Communications	Gaps in communication occurred when communication responsibilities were spread across multiple divisions	Actual release of communications was not always known	The Project Manager (PM) should be the central point of contact/coordinator for all communication tasks. Tasks should be assigned, scheduled and reported to PM. PM should follow-up on all communication tasks to verify on time completion and should keep an archive of all communications released.

Communications - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Communications	The project team established a communications team and developed a communications plan.	The plan was followed and allowed flexibility to be adjusted as required.	Continue to have cross functional input into project communications.
Communications	External entities did respond to communications in the case of WebDealer/eTAG migration.	A large number of dealers updated their contact information indicating that they did receive and read the communications.	Develop an outreach process to ensure external entities periodically review and update their contact information for correctness.
Communications	<i>Although plans were made to provide support based on estimated call volume, the number of calls that the service desk actually received during eTAG was a surprise.</i>	Just in time communications were developed to address common issues that were reported.	Start support planning at the outset of large projects; give consideration to augmenting call support for large project implementations.

**Process Improvement Recommendations**

Project communications are segmented and the responsibility for releasing communications is spread across the PM, GSC, ITSD and within the business area making it difficult to track and follow up on communications. The line of strategic versus operational or program communications is blurred. The role, accountability, and control of communications should be clearly communicated at project outset to ensure communications are approved and sent out to meet project timelines.

Novell to Windows Migration – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Legacy File Structure and security	More time required to determine where files are and who owns them.	The file structure and security are moved as is; still not structured or improved.	Clean up of the file structure and security permissions was not in scope for AMSIT. It would be beneficial to establish an enterprise file structure to reflect current organizational structure and to ensure staff permissions are correct. Sufficient time must be allowed to perform this effort. File restructure should not be performed without the participation of staff who have a clear understanding of what the significant change to file structure would impact.
File Clean Up	File Clean up should occur prior to the file move.	File clean up and organization is still required post-move. Individual divisions do not know who needs access to files from across the agency for multiple reasons.	A collaborative working group may be required to identify cross-division needs for access to division files.
Naming Conventions	Standardized naming conventions are lacking making it difficult to discern if historical files are required.	File names are not reflective of the current agency structure.	Standardize naming conventions across the agency moving forward to facilitate understanding of content for records retention. And, obtain input from publications for naming conventions.

Novell to Windows Migration – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Permissions - access	Legacy permissions still exist for staff who have left divisions/agency.	Staff were unaware of who has access to current files.	Allow more time to provide detailed review of permissions within divisions.
Environment set up	TxDMV was unaware that they would need to set up a test conversion environment for the vendor until the last minute. The vendor did not know about the need for the test environment until the vendor brought on their subcontractors.	TxDMV staff had to take on the unplanned mini-project to set up a test conversion environment and engage ATOS in project work. <i>TxDMV was able to repurpose hardware from the Filenet project; otherwise, procuring and setting up hardware might have caused project delays.</i>	At project kick off and as part of the overall approach, vendor should identify what is required of TxDMV early on in the project and plan in time for activities such as set up of physical hardware environments.

Novell to Windows - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Communication	The initial overview of what to expect and subsequent direct communications and pre-work from the project team kept the business areas informed.	Customer expectations and participation in this effort was smooth.	NA

Testing Novell to Windows	Coordination, planning and communication as well as follow up with testers was very good.	Testing went well; not a large volume of tickets nor calls on day one of going live.	Continue to ensure there is thorough testing and sufficient time to test prior to deployments or cutovers as it contributes to success.
Novell to Windows Planning	Vendor subcontractor asked a lot of questions about TxDMV usage and this provided TxDMV an idea of what was using TxDMV drives.	TxDMV staff were able to prepare and be ready for cutover activities.	Plan early the entire phases of each major deliverable activity.
Reports	Having the opportunity to review long file path report multiple times was beneficial.	Divisions progressed on cleaning up files not needed and shortening file path names.	Cross-agency projects benefit from collaborative division reviews of the reports to identify interdependencies.

**Process Improvement Recommendations**

The agency may want to give consideration to establishing an agency initiative for an overall agency file structure and standardized naming conventions. This effort will require business resources from across the agency; and, sufficient time should be allowed for analysis with consideration of existing staff workload.

From a cultural change aspect, Novell is not in use, new processes for supporting Windows will need to be established; for example support of security accounts versus individual accounts that were used in Novell. Security staffs' jobs are now changed and will need to mature in supporting the new environment.

Overall the migration effort was truly a lift and shift effort. Now that TxDMV is managing its own environment, it would be worthwhile to establish strategic steps to mature the organization to a manageable state and to modernize. The agency may want to give consideration to quality improvement project(s) to implement new processes and best practices. Best practices would include maturity to ITIL standards for example.



ForgeRock (WebSub, WebDealer/eTAG) – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Dealer communications	Level of technical savvy among external users is a factor. Users did not know navigate or update a browser.	Resulted in a large volume of calls and tickets post migration.	<i>On-demand migration for future projects will eliminate call volume, and reduce external customer frustration.</i>  Work with business areas to establish a better profile of the external users for communications.
Dealer communications	Communications assumed that administrators could support their subcontractors.	Some administrators were also confused about what they needed to do and did not respond to emails.	Provide more time to engage and educate administrators about large system changes. Do not rely solely on the administrators to communicate with or assist their subcontractors.
Call Center Support	Call Center Staff were not initially equipped with the ability to resolve customer access issues. They were given elevated privileges after a couple of days to allow for customer account changes to be performed and enable them to access the system.	Staff answered calls and entered tickets, thus they were not able to provide first level support.	For large implementations, training staff in advance of the system changes and ensuring they have the ability to resolve customer issues directly would be helpful. Demos of key changes for staff that will provide call support would also be good practice.
Call Center Support	The amount of calls for eTAG was unexpected. eTAG users are not as technically savvy as expected.	Staff were not able to service the volume of calls.	The implementation of new eTAG and support should be planned early along with contingencies.

ForgeRock (WebSub, WebDealer/eTAG) – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Production change.	Last minute, unanticipated changes were required during migration.	Changes were made to the production environment.	Ensure changes go through proper UAT and change management to reduce risk.  Include a pilot program or period for widespread change to large systems. This will allow for issues to be identified early.
ForgeRock security	The eTag application architecture was not conducive to work with the ForgeRock security resulting in a larger scope of work than just password management.	Customization and exception handling required for each application; changes to stored procedures, data scripts, data code, application design and database changes were required.	Evaluate future applications to identify and analyze required changes for the application(s) to work with ForgeRock security; give consideration to interfaces and other systems databases. Leverage existing design with regard to realms.

ForgeRock - Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Migration	Migration went well based on several dry runs and tweaking.	Synchronization among eLICENSING and WebDEALER databases resulted from data cleanup setting the future stage for single sign on.	Project plans should build in sufficient time for analysis and testing, e.g., dry run(s).

Dealer account cleanup	Data issues were identified during the dealer account cleanup process and were corrected.	Number of accounts reduced from approximately 100,000 to 35,000 with updated contact information.	Continue to clean up the eLICENSING application side in preparation for the new eTAG.
Communications	Communications were adjusted and developed as issues were reported to the service desk.	The updated communications were timely and addressed common questions to the service desk.	For large implementations establish a communications SWAT team to quickly prepare, vet, approve communications as the need arises.

**Process Improvement Recommendations**

For the upcoming release of new eTAG, consider establishing an integrated communications plan and outreach processes for the eLicensing, eTAG/WebDealer end users. Many users of these systems are the same. The integrated system communications should start early to educate the user on what is coming and what to expect. Basic communications should include clear and succinct information about: who, what, when, where and how.

Consider establishing a cross-functional integration or architectural team to engage in initial design and architecture review when adding ForgeRock security functionality for other applications.

FTP/SFTP – Opportunities for Improvement			
Category	Lesson Learned – Issue Name	Impact	Recommendation
Vendor Participation	Vendor did not engage early enough in the FTP/SFTP project work assuming the effort was minimal. Vendor resources were over allocated; then the key resource left.	In-house staff did the majority of the work on FTP/SFTP.	Require staffing plan/assignments from vendor.

FTP/SFTP – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Vendor Participation	Vendor took too long to replace staff and did not focus experienced staff on the FTP/SFTP.	Mailman/Dropbox work effort took until 8/31/17 to complete and validate. Vendor staff assigned to perform this work did not have the skills to perform the work. The replacement staff person was pulled or redirected from the project.	Provide formal feedback on vendor performance through existing processes and procedures.

FTP/SFTP Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Migration of FTP/SFTP	Migration of Bash/Scofflaw; Python and Perl scripts occurred by project timelines based on in-house technical SME efforts.	Project timelines met based on in-house staff efforts.	NA

Network Security Operations Center (NSOC) – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
Scope Management	Vendor underestimated the level of effort for the NSOC and made incorrect assumptions.	Vendor minimally engaged in planning discussions to minimize resource time. And vendor provided limited high level designs.	Continue to escalate issues through project channels/leadership.

Network Security Operations Center (NSOC) – Opportunities for Improvement			
Category	Lesson Learned - Issue Name	Impact	Recommendation
		<p>Vendor subcontractors were brought on late.</p> <p>Vendor had to be continually reminded this was a deliverables based contract and not time and materials. The in-house team filled the vendor's expertise gap by bringing vendor experts for planning.</p>	
Project Planning	Start earlier in the project planning process since the NSOC scope was broader than the Austin Data Center.	Impacted existing TxDMV data center and resources.	Augment staff if funds are available to support pre-project readiness activities.
Collaboration	Vendor subcontractors were not available onsite to collaborate and for the TxDMV staff to obtain direct knowledge transfer.	TxDMV staff had to support WebEx sessions which tied up limited staff. Subcontractors had limited availability.	For technical infrastructure projects where there is equipment set up and configurations, require the vendor staff to work on site with the in-house team. Subcontractors were required to be available for WebEx sessions during business hours.

NSOC Successes			
Category	Lesson Learned/Success	Impact	Recommendation
Implementation	Cross-functional deployment planning and collaborative input from all teams. Teamwork was effective.	NSOC implementation was successful.	Regular touch points throughout the deployment keep all parties informed of progress.
Implementation	TxDMV staff had to perform the hands on work with vendor subcontractors' available offsite for consultation. Staff worked successfully to deploy the voice side.	NSOC implementation was successful.	NA

**Process Improvement Recommendations**

TxDMV now has full control of its own technical environment. TxDMV may want to give consideration to assessing what is required to provide ongoing operational support for this new enhanced environment. Maturation to the next level of support processes, e.g., ITIL, will require sufficient staffing and skills.

**Stakeholder participation in lessons learned.**

Note: Vendor was invited to participate and did not attend.

The following stakeholders participated in facilitated sessions for lessons learned and/or contributed input to the lessons learned.

Mary Menoskey	Renita Bankhead
Brian Cline	Meagan Ahmad
Melanie Nelon	Mari Aaron
Martha Yancey	Elizabeth Yang
Ann Pierce	Dawn McNabb
David Chambers	Ray Rowehl
Alice Carmona	Michelle Barnett
Patricia Ueckert	Tom Benavides
Gerri Ries	Adrienne Carter
Katie Drummond	Jeff Templeton
Beenish Khan	Ginny Booton
Laura Dennis	Jason Hoke
Pam Van Pelt	James Lara
Paula Ramsey	John McCartney

Tim Waling Judy Sandberg Corby Quigley Bobak Dean Scott Doyle Srikanth Kodali Kalyan Cheemaladhine Amrita Koul Todd Peterson Steve Carlin	Michal Barrada Steve Williams Jessica DeLaRosa Corby Quigley Rita Abdeladim
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## Section 6. Post-Implementation Plans

*Texas Government Code 2054.306 mandates a POST-IMPLEMENTATION REVIEW after implementation of a major information resources project. A state agency shall prepare a post-implementation review and provide the review to the agency's executive director and the quality assurance team. In this section, identify plans for completing post-implementation activities after project closeout. Refer to the Benefits Realization review gate for information about the Post-Implementation Review of Business Outcomes deliverable.*

Action	Planned Date mm/dd/yy	Assigned To	Frequency
Post-Implementation Review of Business Outcomes for all Business Areas (actual review) in one report	02/01/18	Jonathan O'Quinn Tom Benavides	Once
Post-Implementation Review of Business Outcomes (approval). <i>Report due to TxQAT 6 months after implementation on February 28, 2018.</i>	02/28/18 (Due to TxQAT)	Whitney Brewster Jonathan O'Quinn	Once
Post-Implementation Review of Business Outcomes (approval). <i>Report due to TxQAT 2 years after implementation on August 31, 2019.</i>	08/31/19 (Due to TxQAT)	Whitney Brewster Jonathan O'Quinn	Once

## Section 7. Open Issues

*Describe any open issues and plans for resolution within the context of project closeout. Include an open issue for any "no" responses in the Final Product and/or Service Acceptance Checklist and the Project Artifacts Checklist sections.*

Issue	Planned Resolution
<p>DropBox software has been implemented on 08/28/17, pending verification as of this report writing. A workaround has been identified for the business users in the interim.</p>	<p>Dropbox has been setup pending validation. Firewall rules need to be setup by Data Center Services (DCS) to complete testing. Ticket has been opened with DCS to complete firewall rules setup.</p>
<p>The FTP/SFTP POCN included the effort of Mailman/DropBox. The vendor's 45 day warranty starts effective the day after implementation 08/28/17. Per contractual requirements, vendor cannot invoice for work complete until after the 45 day warranty period has been successfully completed on 10/12/17.</p> <p>FTP/SFTP BASH, Perl and Python scripts effort has been completed by the vendor. Warranty periods vary as these scripts were placed into production. (See Table below). As of writing of this report there are no outstanding warranty issues related to the BASH, Perl and Python scripts.</p> <p>Invoices are required to be submitted to TxDMV through accounts payable per PO instructions.</p>	<p>Business Sponsor has agreed to manage the 45 day warranty period.</p>
<p>Novell to Windows migration cutover completed on 08/21/17. <b>The warranty period is through 10/05/17.</b> Warranty Issues are to be reported to the NTT PM.</p> <p>As of writing of this report, there are no outstanding warranty items.</p> <p>Per contractual requirements, vendor cannot invoice for work complete until after the 45 day warranty period has been successfully completed.</p> <p>Invoices are required to be submitted to TxDMV through accounts payable per PO instructions.</p>	<p>Business Sponsor has agreed to manage the 45 day warranty period.</p>



# **Legislative Appropriations Request**

**for Fiscal Years 2012 and 2013**

Submitted to the  
Governor's Office of Budget, Planning and Policy  
and the  
Legislative Budget Board



**Texas Department of Motor Vehicles**

HELPING TEXANS GO. HELPING TEXAS GROW.

August, 2010




## CERTIFICATE

**Agency Name** Texas Department of Motor Vehicles

This is to certify that the information contained in the agency Legislative Appropriations Request filed with the Legislative Budget Board (LBB) and the Governor's Office of Budget, Planning and Policy (GOBPP) is accurate to the best of my knowledge and that the electronic submission to the LBB via the Automated Budget and Evaluation System of Texas (ABEST) and the bound paper copies are identical.

Additionally, should it become likely at any time that unexpended balances will accrue for any account, the LBB and the GOBPP will be notified in writing in accordance with Article IX, Section 7.01 (2010-11 GAA).

**Chief Executive Office**


  
\_\_\_\_\_  
Signature

Edward Serna  
\_\_\_\_\_  
Printed Name

Executive Director  
\_\_\_\_\_  
Title

August 30, 2010  
\_\_\_\_\_  
Date

**Board or Commission Chair**

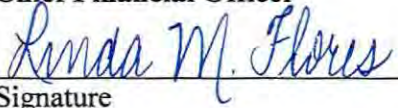
  
\_\_\_\_\_  
Signature

Victor Vandergriff  
\_\_\_\_\_  
Printed Name

Board Chairman  
\_\_\_\_\_  
Title

August 30, 2010  
\_\_\_\_\_  
Date

**Chief Financial Officer**

  
\_\_\_\_\_  
Signature

Linda M. Flores  
\_\_\_\_\_  
Printed Name

Chief Financial Officer  
\_\_\_\_\_  
Title

August 30, 2010  
\_\_\_\_\_  
Date

# Legislative Appropriations Request for Fiscal Years 2012 and 2013

Submitted to the  
Governor's Office of Budget, Planning and Policy  
and the Legislative Budget Board

by the



**Texas Department of Motor Vehicles**

HELPING TEXANS GO. HELPING TEXAS GROW.

**BOARD MEMBERS**

Victor Vandergriff, Chairman  
Cheryl Johnson, Vice-Chair  
Clifford Butler  
Jim Campbell  
Ramsay Gillman  
Victor Rodriguez  
Marvin Rush  
John Walker III

**TERM EXPIRES**

February 1, 2015  
February 1, 2013  
February 1, 2013  
February 1, 2011  
February 1, 2013  
February 1, 2015  
February 1, 2011  
February 1, 2011

**HOMETOWN**

Arlington, TX  
Friendswood, TX  
Mount Pleasant, TX  
Sachse, TX  
Houston, TX  
McAllen, TX  
San Antonio, TX  
Houston, TX

August 30, 2010

**ADMINISTRATOR'S STATEMENT**  
82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

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Agency code: **608** Agency name: **Department of Motor Vehicles**

This Legislative Appropriations Request was prepared after a detailed review by the Texas Department of Motor Vehicles' (TxDMV) Executive Director and input from the TxDMV governing board. We are submitting this budget request in accordance with the approved strategic plan and within the budget guidelines of the Legislative Budget Board and the Governor's Office of Budget, Planning and Policy.

**EXTERNALTIES:**

Texas has approximately 40,000 vehicle related companies doing business in Texas. This total includes almost 22,000 trucking companies, 1,400 new and 14,000 independent dealerships, 400 motorcycle dealerships, 350 recreational dealerships and 570 automotive manufacturing establishments. These sectors of the Texas economy are referred to collectively in this report as motor vehicle related industries. Motor vehicle related industries play a vital role in the Texas economy.

The motor vehicle related industry sector of Texas employs over one million people, pays \$40 billion annually in wages and benefits, contributes 20% of all retail sales activity, pays 43% of all motorist taxes and fees collected by the state, and generates over \$3 billion in total revenue to the state through the payment of taxes and fees from its business activities.

The motor vehicle related industries in Texas are increasing in size, have a wide range of diverse issues and challenges to address and face a growing number of complex concerns. In the wake of nationwide pressure on all operational and financial aspects of the motor vehicle related industries, there is a call for more active government involvement and oversight on a national level. As a result, there is a greater need than ever for state oversight to protect and promote consumer and business needs in the state of Texas as far as the motor vehicle related industries are concerned.

**GENERAL AGENCY INFORMATION:**

The TxDMV was created by the 81st Legislature effective September 1, 2009 with component parts (four divisions from the Texas Department of Transportation (TxDOT)) transferring to TxDMV on November 1, 2009. House Bill (HB) 3097 amended the Transportation Code to create the TxDMV as an agency of the state.

As required by Section 9.01(a) of HB 3097, TxDOT formed the Department of Motor Vehicles Transition Team to plan and make recommendations regarding the transfer of obligations, property, fulltime equivalent positions (FTEs), rights, powers, and duties from the TxDOT to the TxDMV. The team consisted of the division directors from Vehicle Titles and Registration (VTR), Motor Vehicles Division (MVD), Motor Carrier Division (MCD), Automobile Burglary & Theft Prevention Authority (ABTPA), and TxDOT administrative divisions (General Services, Technology Services, Human Resources, Maintenance, Legal, and Finance). The TxDOT Assistant Executive Director for Support Operations was selected as the Transition Team Chair.

The Transition Team, along with the appointed Chairman worked to develop a Memorandum of Understanding (MOU) as required by HB 3097. The MOU established the roles and responsibilities of TxDOT and the TxDMV as the agency transitions to independence. The MOU provides TxDOT support to the transferring divisions until such time as the TxDMV hires staff to take over these responsibilities; funding to support the new agency as no legislative appropriations were made to the TxDMV for the FY 2010-2011 biennium. This support includes facilities, security, technology infrastructure support, processing of financial transactions, purchasing, and other general support functions necessary to operate the TxDMV.

HB 3097 required the transfer of personnel, furniture, computers, other property and equipment, files and related materials used by the transferring divisions as well as the unobligated and unexpended balance of any appropriations made to TxDOT in connection with or relating to the transferring divisions and the Automobile Burglary and Theft Prevention Authority from the state fiscal biennium ending August 31, 2009. A contingency rider in the General Appropriations Act, Article IX, Section 17.30 (a) and (b) transferred all funds and FTE positions appropriated to TxDOT for fiscal years 2010 and 2011 that are directly associated with the programs and responsibilities required

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to be transferred under the provisions of HB 3097 plus any additional FTE positions and associated funding for personnel that primarily support the programs to be transferred to the TxDMV. These transfers were effective November 1, 2009.

Meyers v. Texas, 410 F.3d. 236 (5th Cir. 2005) (Order of Dismissal entered after remand pursuant to settlement agreement, No. A-00-CA-430-SS (W.D. Tex. Feb. 16, 2010)). The Meyers lawsuit is a class action suit filed against TxDOT, Vehicle Titles and Registration Division, regarding the fee paid for a blue parking placard by persons with permanent disabilities.

The lawsuit claimed the State of Texas \$5.00 fee for a blue parking placard utilized by persons with a permanent disability violated federal law. On July 7, 2008, a Federal Judge decided the fee was illegal and directed the parties to meet to discuss reimbursement to Class Members. The parties met and developed a plan that provided a settlement fund of \$20,200,816.17 to reimburse persons charged the \$5.00 fee between August 11, 1995 and July 7, 2008. During the first quarter of FY 2010, TxDOT paid \$20,200,816.17 to the Meyers Settlement Fund on behalf of the TxDMV. In April, 2010, \$2,062,357 was paid by TxDMV as attorney fees related to this lawsuit.

The enabling legislation required the board to organize the department into divisions to accomplish the department's functions and duties assigned to it. As a result, the agency has been organized into the following divisions: Automobile Burglary and Theft Prevention Authority, Administrative Services, Consumer Relations, Enforcement, Financial Services, Motor Carrier, Motor Vehicle, and Vehicle Titles and Registration. These divisions allow the agency to align program areas along functional lines to maximize operational efficiency and customer service.

- The Automobile Burglary and Theft Prevention Authority provides grants to law enforcement jurisdictions to support auto theft and burglary task forces as well as providing theft prevention awareness outreach and education.
- The Administrative Services Division supports the agency across all program areas with information technology, human resources support, imaging and scanning operations and general support functions.
- The Consumer Relations Division administers the Texas Lemon Law Program and supports our customers through the efforts of its calls centers and correspondence sections.
- The Enforcement Division regulates the motor vehicle sales and distribution industry, the motor carrier industry, leasing businesses and motor transportation brokers in order to protect the welfare of the public and ensure fair treatment of consumers by household goods carriers.
- The Financial Services Division provides accounting, budgeting and purchasing functions for the agency.
- The Motor Carrier Division provides credentialing services, the granting of operating authority, for motor carriers and household goods carriers and manages the International Registration Program for the state.
- The Motor Vehicle Division facilitates the licensing of motor vehicle dealers, manufacturers, and a variety of other entities engaged in the motor vehicle sales and distribution industry. Additionally, the Motor Vehicle Division also licenses salvage vehicle dealers.
- The Vehicle Titles and Registration Division provides vehicle title, registration and related services, including supporting the 254 county tax-assessor collectors and their agents that provide title, registration and license plate services to the public.

**STATUTORY AUTHORITY:**

- Transportation Code Chapter 501, Certificate of Title Act - The chapter establishes the Certificate of Title as an instrument issued by the department for the sale or transfer of a motor vehicle; also defines a lien as a security interest in a motor vehicle.
- Transportation Code Chapter 502, Registration of Vehicles - The owner of a motor vehicle, trailer, or semitrailer will apply for annual registration for vehicles used on a public highway. Registration is made to the department through the county in which the owner resides.

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- Transportation Code Chapter 503, Dealer's and Manufacturer's Vehicle License Plates - This chapter establishes licensing and business operation requirements for used vehicle dealers.
- Transportation Code Chapter 504, Specialty License Plates - Provisions of general applicability of specialty license plates including military plates, souvenir license plates and license plates used by persons with disabilities.
- Transportation Code Chapter 520, Miscellaneous Provisions - This chapter states that titling and registration is accomplished through partnership with county tax assessor-collectors and sets requirements for motor numbers and title services operating in certain counties.
- Transportation Code Chapter 551, Operation of Bicycles, Mopeds and Play Vehicles - Includes general operation and regulation of electric bicycles, neighborhood electric vehicles, and motor-assisted scooters.
- Transportation Code Chapter 642, Identifying Markings on Commercial Motor Vehicles - Commercial motor vehicles must bear the name of the owner or operator and the motor carrier registration number.
- Transportation Code Chapter 643, Motor Carrier Registration - This chapter sets registration requirements for commercial motor carriers.
- Transportation Code Chapter 645, Single State Registration - This chapter describes how Texas may participate in a federal motor carrier registration program under the unified carrier registration system or a single state registration system established under federal law.
- Transportation Code Chapter 646, Motor Transportation Brokers - A motor transportation broker who sells, offers for sale, provides, or negotiates for the transportation of cargo by a motor carrier operated by another person must be bonded.
- Transportation Code Chapter 648, Foreign Commercial Motor Transportation - This chapter prescribes requirements for regulation of foreign commercial vehicles operating in border commercial zones.
- Transportation Code Chapter 663, Certain Off-Highway Vehicles - Defines all-terrain vehicles and recreational off-highway vehicles; establishes required safety equipment.
- Transportation Code Chapter 681, Privileged Parking - Issuance of disabled parking placards, including duties of county tax assessor-collectors.
- Transportation Code Subtitle M (Chapters 1001 – 1005), Department of Motor Vehicles - These chapters contain the enabling statute for the TxDMV describing the organization's rulemaking authority, procedures, public access and standards of conduct.
- Occupations Code Chapter 2301, Sale/Lease of Motor Vehicles - New motor vehicle dealers, and manufacturers, distributors, converters, lessors, lease facilitators and their representatives must be licensed to operate in Texas and meet minimum business requirements. This chapter also contains protections for new motor vehicle dealers.
- Occupations Code Chapter 2302, Salvage Vehicle Dealers - This chapter requires licensure of salvage vehicle dealers and their agents.
- Texas Civil Statutes, Article 4413 (37), Automobile Burglary and Theft Prevention Authority (ABTPA)

**STATUTORY AUTHORITY TO CONDUCT BACKGROUND CHECKS AND AGENCY POLICY:**

Pursuant to the LAR instruction seeking information regarding the use of employee background checks, the agency's Executive Director is required to establish policies related to recruitment, evaluation, selection, training, and promotion of personnel in accordance with §411.084, Texas Government Code.

The TxDMV Human Resources Manual, Chapter 1, Section 8, allows for criminal background checks to be conducted on all final applicants and any transferring employees. In addition, all final applicants admitting a felony conviction on their application for employment are subject to a criminal background check.

TxDmv Automation (formerly VISION 21) Overview - represents a program to support continuous improvements of the agency's business processes and technology to achieve its goals to provide best-in-class customer service, comply quickly with legislative mandates, and support the safety of citizens and law enforcement through accurate and timely information.

Benefits - TxDMV's business processes and information systems have not kept pace with the expectations and needs of taxpayers, customers, and other stakeholders.

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Specifically contributing to these demands are Texas population growth, increased expectations due to technology advances, the constant need for cost-conscious efficiencies, and expectations of easy and open access to government services. The program will improve customer experience through one-touch, Web-enabled access to many customer transactions, as well as provide cost-efficiencies by streamlining and eliminating redundant business processes, forms, and data collection.

Progress to date -The program was originally initiated to modernize operations and technology for VTR under TxDOT. In April 2010, the scope was expanded to cover the entire agency. The following projects were completed in the current biennium:

Electronic Lien and Title (ELT) — Provides electronic exchange of lien and title information in lieu of paper title processing for lien holders, resulting in reduced costs, reduced administrative burden, reduced fraud, improved data accuracy and customer service, and timeliness of data exchange.

Fleet Management Application — Online registration program available to businesses operating intrastate commercial fleets in Texas.

Equipment Analysis Project (EAP) — Identified options to meet the equipment needs and determine the strategy to sustain, replace, and obtain Registration and Titling System (RTS) equipment in counties.

Electronic Placards — Improved disabled parking permit enforcement and reduced placard fraud.

Upcoming Activities - In the upcoming biennium, focus will be on analyzing current business processes to develop and implement improved and simplified processes. During the same period, current systems will be improved to support critical stakeholder needs. Business requirements will be gathered from a number of sources, including the business process analysis and stakeholder requirements, to drive future technology solutions.

Projected Project Completion Timeline The project received approval to proceed by the Legislature and Quality Assurance Team (QAT) in 2009. Coupling that with the passage of HB 3097, we are currently in the process of formulating the approach to Vision 21 that will allow us to make progress against our commitments as well as transition effectively to the new TxDMV. The projected completion date is August 31, 2013.

**10% REDUCTION EXPLANATION:**

TxDMV is dedicated to continuously identifying actions to enhance efficiency without sacrificing quality or essential services. The first step of TxDMV's LAR development initiated a comprehensive evaluation of all agency functions and operations that were funded with general revenue related funds. The areas identified as options for reductions represent a variety of registration and enforcement regulation services and law enforcement service-oriented grant programs. These programs provide support and services to people, businesses, and communities across Texas. The proposed funding reduction is an equal percentage across all programs.

Limitations on General Revenue related funds will impact our Automobile Burglary and Theft Prevention Authority (ABTPA) and the Motor Carrier Services Division. Both of these areas will be faced with significant challenges in continuing its efforts to meet its mission and measures due to these reductions. The department is requesting the reinstatement of these funds in order to maintain current levels of activity.

ABTPA grants to local law enforcement jurisdictions and auto theft task forces will be reduced another 10%. This further reduction of funds available for this grant program will create more significant public safety concerns for Texans, further reduce law enforcement presence for auto theft task force activities and further diminish the progress currently being made in reducing auto thefts.

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Reductions to Motor Carrier Services will significantly impact registration and enforcement regulations, and will also significantly impact staff salaries and enforcement travel budgets. The reduction will further reduce program operations and create public safety issues for the motoring public. The 10% reduction will also create diminished effectiveness of the mediation program for consumer complaints against household goods movers.

OVERVIEW OF BUDGET REQUEST: The FY 2010-2011 budget structure facilitated the transfer of appropriations from TxDOT to the TxDMV as required by the contingency rider in the General Appropriations Act (GAA), Article IX, Section 17.30 but combines program areas within a single appropriation strategy.

The TxDMV received no legislative appropriations for the FY 2010-2011 biennium. The agency will rely on appropriation transfers of approximately \$150 million per year from TxDOT through the remainder of this biennium.

The TxDMV is primarily supported by fee revenue deposited to State Highway Fund 6. The businesses and citizens served by the TxDMV generate over \$3 billion annually. These funds are deposited into the General Revenue Fund, State Highway Fund, the state's 254 counties, and to other states' for apportioned motor carriers. Approximately \$1 billion of these funds are directly related to the department's registration and titling function.

The FY 2012-2013 LAR outlines an agency budget that is independent of TxDOT support for the FY 2012-13 biennium.

**EXCEPTIONAL ITEMS:**

The department has reviewed numerous requests for additional funding. The prioritized requests are as follows:

1. Agency Relocation – The agency is currently co-located in several TxDOT buildings at Camp Hubbard and at TxDOT leased space on Riverside Drive. Moving to a new location would facilitate consolidation of Austin personnel and allow for efficiencies in processes and functions.
2. New Vehicles – The agency requests approximately seven multi-purpose alternative fuel vehicles in 2012 to perform field inspections and investigations, responding to public complaints and attending public meetings or training.
3. Regional Office Security – Security features such as cameras, badge entry, security alert systems to notify law enforcement of break-ins, courier service and credit/debit card equipment.
4. Regional Office Telecommunication Upgrade – upgrade telephone systems and hardware in four regional offices: Dallas, Fort Worth, El Paso and Waco.
5. Regional Office Repairs, Furnishings and Equipment – Construction and remodeling of state owned buildings, remodeling of leased facilities, and replacement office furniture and equipment.
6. Automobile Burglary Theft Prevention Authority 10% Budget Reduction Restoration – The ABTPA is funded by a legislatively mandated annual assessment fee paid by individual policyholders and collected by the Comptroller of Public Accounts. ABTPA grants to local law enforcement jurisdictions and auto theft task forces have been reduced by 10%, per instruction from the Legislative Budget Board and the Governor's Office of Budget, Policy, and Planning. This reduction of funds available for the grant program will create more significant public safety concerns for Texans, further reduce law enforcement presence for auto theft task force activities and further



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diminish the progress currently being made in reducing auto thefts.

7.Data Center Consolidation – The project consists of existing information technology infrastructure assets and functions. Services include provision and management of application and utility servers, storage, system software, backup and recovery, and most utility and application software except for mission-specific applications. Service functions include system administration, physical database administration, procurement, and technical support. These costs were paid directly to Department of Information Recourses by TxDOT during the FY 2010-2011 Biennium.

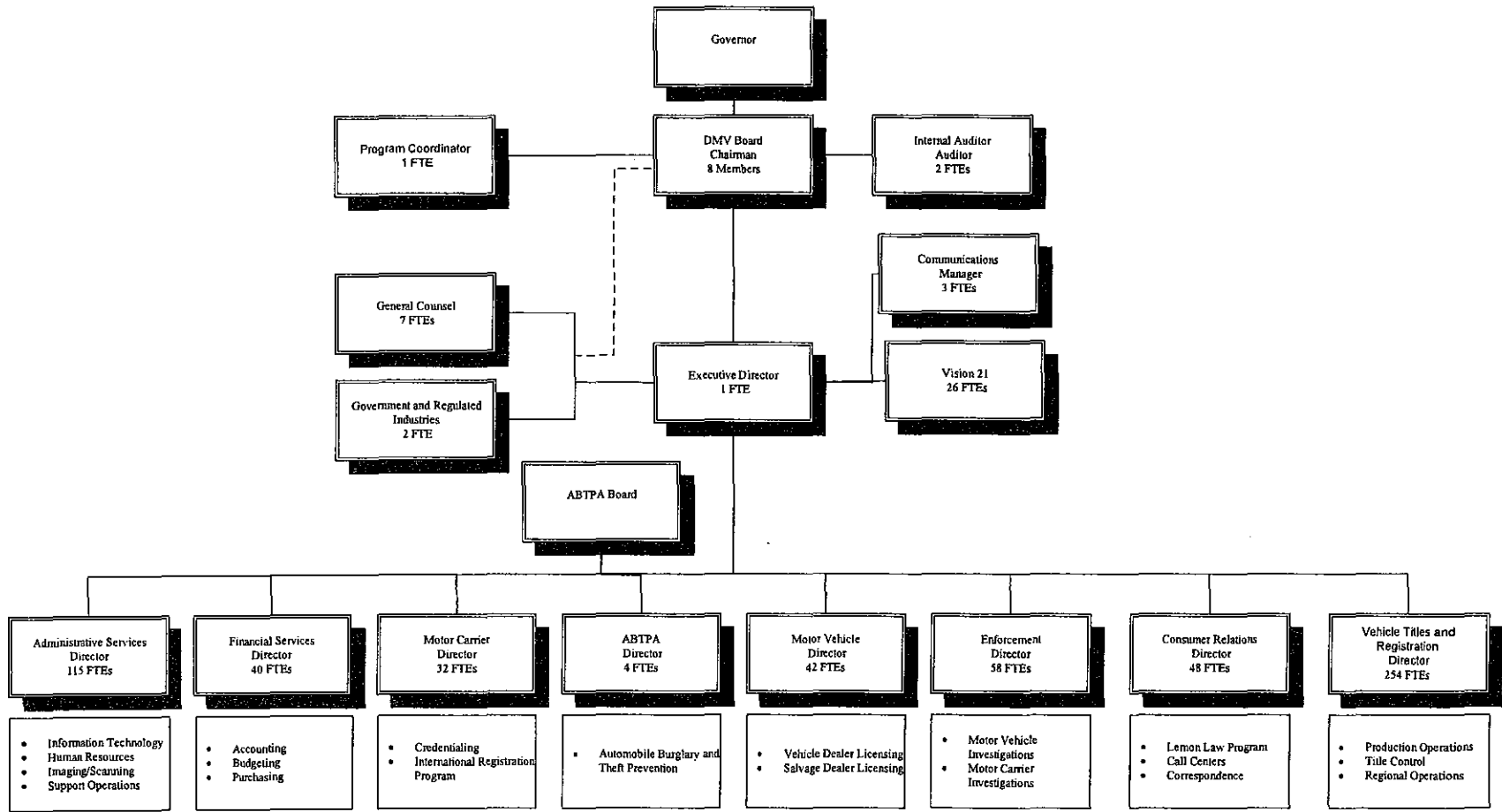
8.Automobile Burglary & Theft Prevention Authority E-Grants System – An Online grant system that enables ABTPA to manage grant programs online and with a more integrated grant tracking system.

9.Project One Financial Systems Maintenance, Human Resources and Payroll – The TxDMV currently uses the Uniform Statewide Accounting and payroll Systems (USAS and USPS) operated by the Comptroller of Public Accounts. The Comptroller's Office is currently developing a new statewide financial system (Project One). This request would fund the TxDMV's transition to Project One.

The remaining document details the TxDMV's 2012/2013 Legislative Appropriations Request. In submitting this LAR, TxDMV accepts and will always strive to meet the challenge of fulfilling its mission "to promote and protect the interests of the motoring public and all citizens in the state of Texas."

The department and governing board understand and respect the important responsibility you face in matching funding needs of critical state agency programs to projected state revenue.

# Texas Department of Motor Vehicles



**Organizational Structure**  
**82<sup>nd</sup> Regular Session, Agency Submission**

**Agency Code: 608**

**Agency Name: Texas Department of Motor Vehicles**

The Texas Department of Motor Vehicles is composed of an Executive director appointed by the board and other employees required to efficiently implement the duties which they are being given. The agency's primary programs and administrative offices are represented by eight major divisions.

**Board:** The nine-member board is appointed by the governor, who also designates one board member to serve as chairman. The board selects one of its members to serve as vice chairman. By law, board members must include:

- 1 county tax assessor-collector
- 2 franchised auto dealers
- 1 independent auto dealer
- 1 representative from the vehicle manufacturing or distribution industry
- 1 representative from the motor carrier industry
- 1 county or city law enforcement representative
- 2 customer (public) representatives

**Executive Director:** The executive director, who is hired by the board is responsible for managing the agency's day to day operations. Major responsibilities include directing operations of approximately 646 employees in 16 statewide offices, implementing board policies, making recommendations to promote customer service and efficient and effective program operations.

**Administrative Services Division:** supports the agency across all program areas with information technology, human resources support, imaging and scanning operations and general support functions.

**Financial Services Division:** provides accounting, budgeting and purchasing functions for the agency.

**Motor Carrier Division:** provides credentialing services, the granting of operating authority, for motor carriers and household goods carriers and manages the International Registration Program for the state.

**Automobile Burglary Theft Prevention Authority:** provide grants to law enforcement jurisdictions to support auto theft and burglary task forces as well as providing theft prevention awareness outreach and education.

**Motor Vehicle Division:** facilitates the licensing of motor vehicle dealers, manufacturers, and a variety of other entities engaged in the motor vehicle sales and distribution industry. Additionally, the Motor Vehicle division also licenses salvage vehicle dealers.

**Enforcement Division:** regulates the motor vehicle sales and distribution industry, the motor carrier industry, leasing businesses and motor transportation brokers in order to protect the welfare of the public and ensure fair treatment of consumers by household goods carriers.

**Consumer Relations Division:** administers the Texas Lemon Law Program and supports our customers through the efforts of its calls centers and correspondence sections.

**Vehicle Titles and Registration Division:** provides vehicle title, registration and related services, including supporting the 254 county tax-assessor collectors and their agents that provide title, registration and license plate services to the public.

**2.A. SUMMARY OF BASE REQUEST BY STRATEGY**  
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<b>Goal / Objective / STRATEGY</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>Req 2012</b>	<b>Req 2013</b>
<b>1 Department of Motor Vehicles</b>					
<b>1 Efficiently Provide Vehicle Title, Registration, and Related Services</b>					
<b>1 VEHICLE REGISTRATION AND TITLING</b>	76,295,551	80,201,920	167,785,703	119,567,451	119,552,322
<b>2 Promote the Health, Safety, and Welfare of the Public</b>					
<b>1 VEHICLE DEALER REGULATION</b>	6,749,291	6,989,055	7,983,882	8,422,688	8,432,485
<b>2 MOTOR CARRIER REGISTRATION</b>	2,446,883	2,543,432	2,875,294	3,927,740	3,927,740
<b>3 Automobile Burglary and Theft Prevention</b>					
<b>1 AUTOMOBILE THEFT PREVENTION</b>	14,505,806	16,388,612	14,911,870	14,911,870	14,911,870
<b>TOTAL, GOAL 1</b>	<b>\$99,997,531</b>	<b>\$106,123,019</b>	<b>\$193,556,749</b>	<b>\$146,829,749</b>	<b>\$146,824,417</b>
<b>2 Indirect Administration</b>					
<b>1 Indirect Administration</b>					
<b>1 INDIRECT ADMINISTRATION</b>	0	6,351,231	7,249,174	9,811,251	9,816,583
<b>TOTAL, GOAL 2</b>	<b>\$0</b>	<b>\$6,351,231</b>	<b>\$7,249,174</b>	<b>\$9,811,251</b>	<b>\$9,816,583</b>
<b>TOTAL, AGENCY STRATEGY REQUEST</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>
<b>TOTAL, AGENCY RIDER APPROPRIATIONS REQUEST*</b>				<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL, AGENCY REQUEST</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>

**2.A. SUMMARY OF BASE REQUEST BY STRATEGY**  
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<b>Goal / Objective / STRATEGY</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>Req 2012</b>	<b>Req 2013</b>
<b>METHOD OF FINANCING:</b>					
<b>General Revenue Funds:</b>					
1 General Revenue Fund	2,073,517	15,330,638	16,085,043	15,707,841	15,707,840
<b>SUBTOTAL</b>	<b>\$2,073,517</b>	<b>\$15,330,638</b>	<b>\$16,085,043</b>	<b>\$15,707,841</b>	<b>\$15,707,840</b>
<b>Federal Funds:</b>					
8082 Federal Reimbursements	2,877	51,675	665,700	171,000	171,000
<b>SUBTOTAL</b>	<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>Other Funds:</b>					
6 State Highway Fund	97,921,137	97,091,937	184,055,180	140,762,159	140,762,160
<b>SUBTOTAL</b>	<b>\$97,921,137</b>	<b>\$97,091,937</b>	<b>\$184,055,180</b>	<b>\$140,762,159</b>	<b>\$140,762,160</b>
<b>TOTAL, METHOD OF FINANCING</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>

\*Rider appropriations for the historical years are included in the strategy amounts.

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
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<b>METHOD OF FINANCING</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>Req 2012</b>	<b>Req 2013</b>
<b><u>GENERAL REVENUE</u></b>					
<b><u>1</u> General Revenue Fund</b>					
<i>REGULAR APPROPRIATIONS</i>					
RA - Regular Appropriations (2012-2013 GAA)					
	\$0	\$0	\$0	\$15,707,841	\$15,707,840
<i>RIDER APPROPRIATION</i>					
Art IX, sec 19.62(a) Contingency Appropriations HB3097 (2010-2011)					
	\$0	\$200,000	\$0	\$0	\$0
<i>TRANSFERS</i>					
Art. IX, Sec17.30(b) Contingency Appns HB 3097-TxDOT RA (2010-2011)					
	\$0	\$16,445,711	\$16,445,711	\$0	\$0
HB 3097, 81-R TxDOT Rider 28, ATP-Excess Collected Fee (2008-2009)					
	\$1,568,531	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Art IX, Sec19.62(a) Salary Increase (2008-2009)					
	\$67,055	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Regular Appns from MOF Table (2008-2009)					
	\$1,200,000	\$0	\$0	\$0	\$0
HB 4586, Sec 89, Retention Payments					
	\$20,800	\$0	\$0	\$0	\$0

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
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 TIME: 3:26:56PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

<b>METHOD OF FINANCING</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>Req 2012</b>	<b>Req 2013</b>
<b><u>GENERAL REVENUE</u></b>					
Transfer - TxDOT Rider 3 Appns	\$ (770,940)	\$ 0	\$ 0	\$ 0	\$ 0
<i>SUPPLEMENTAL, SPECIAL OR EMERGENCY APPROPRIATIONS</i>					
H.B. 3097, 81-R, Sec. 6.01(g)	\$ (11,929)	\$ 11,929	\$ 0	\$ 0	\$ 0
<i>LAPSED APPROPRIATIONS</i>					
Five Percent Reduction (2010-11 Biennium)	\$ 0	\$ (927,286)	\$ (727,285)	\$ 0	\$ 0
H.B. 3097, Article IX, Sec. 17.30	\$ 0	\$ (33,099)	\$ 0	\$ 0	\$ 0
<i>UNEXPENDED BALANCES AUTHORITY</i>					
Art IX, Sec 14.03(j), Capital Budget UB (2010-11 GAA)	\$ 0	\$ (2,500)	\$ 2,500	\$ 0	\$ 0
Art. VII-13-Automobile Theft Prevention Unexpended Balance Authority	\$ 0	\$ (364,117)	\$ 364,117	\$ 0	\$ 0
<b>TOTAL, General Revenue Fund</b>	<b>\$2,073,517</b>	<b>\$15,330,638</b>	<b>\$16,085,043</b>	<b>\$15,707,841</b>	<b>\$15,707,840</b>
<b>TOTAL, ALL GENERAL REVENUE</b>	<b>\$2,073,517</b>	<b>\$15,330,638</b>	<b>\$16,085,043</b>	<b>\$15,707,841</b>	<b>\$15,707,840</b>

**FEDERAL FUNDS**



**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:56PM**

METHOD OF FINANCING	Exp 2009	Est 2010	Bud 2011	Req 2012	Req 2013
<b><u>FEDERAL FUNDS</u></b>					
<b><u>8082</u> Federal Reimbursements</b>					
<i>REGULAR APPROPRIATIONS</i>					
RA - Regular Appropriations (2012- 2013 GAA)					
	\$0	\$0	\$0	\$171,000	\$171,000
<i>TRANSFERS</i>					
Art. IX, Sec17.30(b) Contingency Appn for HB 3097-TxDOT RA (2010-2011)					
	\$0	\$665,700	\$665,700	\$0	\$0
HB 3097, 81-R-TxDOT Regular Appn from MOF Table (2008-2009)					
	\$665,700	\$0	\$0	\$0	\$0
<i>LAPSED APPROPRIATIONS</i>					
HB 3097, 81-R-TxDOT Lapsed Appropriations					
	\$(662,823)	\$(614,025)	\$0	\$0	\$0
<b>TOTAL, Federal Reimbursements</b>	<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>TOTAL, ALL FEDERAL FUNDS</b>	<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>

**OTHER FUNDS**

**6 State Highway Fund No. 006**  
*REGULAR APPROPRIATIONS*

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:56PM

Agency code: 608 Agency name: Department of Motor Vehicles

METHOD OF FINANCING	Exp 2009	Est 2010	Bud 2011	Req 2012	Req 2013
<b><u>OTHER FUNDS</u></b>					
RA - Regular Appropriations (2012-2013 GAA)	\$0	\$0	\$0	\$140,762,159	\$140,762,160
<i>TRANSFERS</i>					
Art IX, Sec 17.30(b) Contingency Appn for HB 3097-TxDOT RA (2010-2011)	\$0	\$133,528,733	\$132,879,396	\$0	\$0
HB 3097, 81-R-TxDOT Art IX, Sec19.62(a), Salary Increase (2008-2010)	\$795,269	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Art VII-18, & UB (2008-2009))	\$1,473,143	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Art VII-21-Rider 8, Appn Bal HB 3014	\$1,104,217	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Art VII-28 & UB-Rider 36 Organ Donor (2010-2011)	\$451,200	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Art VII-28 & UB-Rider #35 (Motor Vehicle Fin)	\$6,639,338	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT HB 4586, Sec 89, Retention Payments	\$360,000	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT Regular Appn from MOF Table (2008-2009)	\$87,512,510	\$0	\$0	\$0	\$0

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:56PM

Agency code: 608 Agency name: Department of Motor Vehicles

METHOD OF FINANCING	Exp 2009	Est 2010	Bud 2011	Req 2012	Req 2013
<b><u>OTHER FUNDS</u></b>					
HB 3097, 81-R-TxDOT Rider 36 UB Organ Donor (2008-2009)	\$(451,200)	\$0	\$0	\$0	\$0
HB 3097, 81-R-TxDOT-Rider #8, Appropriation Balances (2008-2009)	\$4,588,511	\$0	\$0	\$0	\$0
Transfer OUT to TxDOT Appropriations	\$(118,677)	\$(3,283,249)	\$0	\$0	\$0
Transfers IN TxDOT Internal Appns, Rider #3	\$30,766,458	\$498,011	\$0	\$0	\$0
<i>SUPPLEMENTAL, SPECIAL OR EMERGENCY APPROPRIATIONS</i>					
H.B. 3097, 81-R, Sec. 6.01(g) Capital	\$(104,351)	\$104,351	\$0	\$0	\$0
H.B. 3097, 81-R, Sec. 6.01(g) Motor Vehicle Financial Responsibility	\$(7,124,303)	\$7,124,303	\$0	\$0	\$0
H.B. 3097, 81-R, Sec. 6.01(g) Operating	\$(26,644,372)	\$26,644,372	\$0	\$0	\$0
H.B. 3097, 81-R, Sec. 6.01(g) Organ Donor Program Voluntary Fee	\$0	\$451,200	\$0	\$0	\$0

*LAPSED APPROPRIATIONS*

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
 82nd Regular Session, Agency Submission, Version I  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:56PM**

METHOD OF FINANCING	Exp 2009	Est 2010	Bud 2011	Req 2012	Req 2013
Agency code: <b>608</b> Agency name: <b>Department of Motor Vehicles</b>					
<b><u>OTHER FUNDS</u></b>					
Art IX, Sec 14.03(j), Capital Budget UB (2008-2009)	\$ (1,326,606)	\$ 0	\$ 0	\$ 0	\$ 0
Lapsed Appropriations	\$ 0	\$ (1,800,000)	\$ (15,000,000)	\$ 0	\$ 0
<i>UNEXPENDED BALANCES AUTHORITY</i>					
H.B. 3097, Sec. 6.01 (g), Sec. 6.02 (b) Operating	\$ 0	\$ (24,728,431)	\$ 24,728,431	\$ 0	\$ 0
Rider 2, Capital Rider VII-14	\$ 0	\$ (4,444,560)	\$ 4,444,560	\$ 0	\$ 0
Rider 2, Capital Rider VII-14(a) Vision 21 Core System	\$ 0	\$ (30,016,194)	\$ 30,016,194	\$ 0	\$ 0
Rider 5 UB Motor Vehicle Financial Responsibility (2010-2011 GAA)	\$ 0	\$ (6,535,399)	\$ 6,535,399	\$ 0	\$ 0
Rider 6 UB Organ Donor Program - Voluntary Fee (2010-2011 GAA)	\$ 0	\$ (451,200)	\$ 451,200	\$ 0	\$ 0
<b>TOTAL, State Highway Fund No. 006</b>	<b>\$97,921,137</b>	<b>\$97,091,937</b>	<b>\$184,055,180</b>	<b>\$140,762,159</b>	<b>\$140,762,160</b>
<b>TOTAL, ALL OTHER FUNDS</b>	<b>\$97,921,137</b>	<b>\$97,091,937</b>	<b>\$184,055,180</b>	<b>\$140,762,159</b>	<b>\$140,762,160</b>

**2.B. SUMMARY OF BASE REQUEST BY METHOD OF FINANCE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:56PM**

Agency code: **608** Agency name: **Department of Motor Vehicles**

<b>METHOD OF FINANCING</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>Req 2012</b>	<b>Req 2013</b>
<b>GRAND TOTAL</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>

**FULL-TIME-EQUIVALENT POSITIONS**

<b>REGULAR APPROPRIATIONS</b>					
RA - Regular Appropriations (2012-2013 GAA)	0.0	0.0	0.0	647.0	647.0
<b>RIDER APPROPRIATION</b>					
Art IX, sec 19.62(a) Contingency Appropriations HB 3097 (2010-2011)	0.0	4.0	4.0	0.0	0.0
<b>TRANSFERS</b>					
SB 1, 81st Leg. R.S., GAA Article IX 17.30(b) and MOU	503.9	643.0	643.0	0.0	0.0
<b>UNAUTHORIZED NUMBER OVER (BELOW) CAP</b>					
Art IX, Sec 17.30(b) Contingency Appn for HB 3097 (2010-2011)	0.0	(142.8)	0.0	0.0	0.0
<b>TOTAL, ADJUSTED FTES</b>	<b>503.9</b>	<b>504.2</b>	<b>647.0</b>	<b>647.0</b>	<b>647.0</b>
<b>NUMBER OF 100% FEDERALLY FUNDED FTES</b>					
	0.0	0.0	0.0	0.0	0.0

**2.C. SUMMARY OF BASE REQUEST BY OBJECT OF EXPENSE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:55:07PM

Agency code: **608**

Agency name: **Department of Motor Vehicles**

<b>OBJECT OF EXPENSE</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>
1001 SALARIES AND WAGES	\$24,550,229	\$29,808,902	\$31,236,917	\$31,517,504	\$31,776,763
1002 OTHER PERSONNEL COSTS	\$923,116	\$1,030,287	\$1,133,337	\$1,235,687	\$1,243,367
2001 PROFESSIONAL FEES AND SERVICES	\$7,880,394	\$8,439,244	\$54,353,424	\$37,632,108	\$36,639,115
2003 CONSUMABLE SUPPLIES	\$494,388	\$722,525	\$1,311,650	\$1,303,678	\$1,321,831
2004 UTILITIES	\$346,893	\$406,270	\$468,603	\$487,638	\$503,313
2005 TRAVEL	\$548,121	\$673,004	\$748,483	\$765,441	\$740,763
2006 RENT - BUILDING	\$657,867	\$919,638	\$1,105,450	\$1,296,700	\$1,309,200
2007 RENT - MACHINE AND OTHER	\$218,953	\$238,944	\$254,149	\$282,977	\$289,717
2009 OTHER OPERATING EXPENSE	\$50,181,992	\$54,062,511	\$92,301,228	\$65,696,416	\$66,394,080
4000 GRANTS	\$13,400,382	\$15,222,475	\$13,727,388	\$13,861,870	\$13,861,870
5000 CAPITAL EXPENDITURES	\$795,196	\$950,450	\$4,165,294	\$2,560,981	\$2,560,981
<b>OOE Total (Excluding Riders)</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>
<b>OOE Total (Riders)</b>				<b>\$0</b>	<b>\$0</b>
<b>Grand Total</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>

**2.D. SUMMARY OF BASE REQUEST OBJECTIVE OUTCOMES**

82nd Regular Session, Agency Submission, Version I  
Automated Budget and Evaluation system of Texas (ABEST)

Date : 8/29/2010  
Time: 3:25:55PM

Agency code: 608

Agency name: Department of Motor Vehicles

Goal/ Objective / Outcome	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
1 Department of Motor Vehicles					
2 Promote the Health, Safety, and Welfare of the Public					
1 Percent of Motor Vehicle Consumer Complaints Resolved					
	0.00	0.00	0.00	69.00	69.00
3 Automobile Burglary and Theft Prevention					
1 Number of Cars Stolen Per 100,00 Registered Vehicles					
	0.00	0.00	0.00	303.00	300.00

**2.E. SUMMARY OF EXCEPTIONAL ITEMS REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 3:27:01PM

Agency code: 608

Agency name: **Department of Motor Vehicles**

Priority	Item	2012			2013			Biennium	
		GR and GR/GR Dedicated	All Funds	FTEs	GR and GR Dedicated	All Funds	FTEs	GR and GR Dedicated	All Funds
1	Agency Relocation		\$4,500,000		\$4,000,000			\$8,500,000	
2	Vehicles		\$168,000		\$0			\$168,000	
3	Regional Office Security		\$573,000		\$237,000			\$810,000	
4	Regional Office Telecommunications		\$900,000		\$0			\$900,000	
5	Regional Office Repairs Furnishings		\$357,000		\$85,000			\$442,000	
6	ABTPA Grants	\$1,454,525	\$1,454,525		\$1,454,525		\$2,909,050	\$2,909,050	
7	Data Center Consolidation		\$4,825,087		\$4,998,688			\$9,823,775	
8	ABTPA E-Grants System	\$120,000	\$120,000		\$30,000		\$150,000	\$150,000	
9	Project One		\$3,800,000		\$500,000			\$4,300,000	
<b>Total, Exceptional Items Request</b>		<b>\$1,574,525</b>	<b>\$16,697,612</b>		<b>\$1,484,525</b>	<b>\$11,305,213</b>	<b>\$3,059,050</b>	<b>\$28,002,825</b>	
<b>Method of Financing</b>									
	General Revenue	\$1,574,525	\$1,574,525		\$1,484,525	\$1,484,525	\$3,059,050	\$3,059,050	
	General Revenue - Dedicated								
	Federal Funds								
	Other Funds		15,123,087		9,820,688			24,943,775	
		<b>\$1,574,525</b>	<b>\$16,697,612</b>		<b>\$1,484,525</b>	<b>\$11,305,213</b>	<b>\$3,059,050</b>	<b>\$28,002,825</b>	

**Full Time Equivalent Positions**

**Number of 100% Federally Funded FTEs**

**0.0**

**0.0**



**2.F. SUMMARY OF TOTAL REQUEST BY STRATEGY**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE : 8/29/2010  
 TIME : 3:26:02PM

Agency code: 608	Agency name: Department of Motor Vehicles					
Goal/Objective/STRATEGY	Base 2012	Base 2013	Exceptional 2012	Exceptional 2013	Total Request 2012	Total Request 2013
<b>1</b> Department of Motor Vehicles						
1 <i>Efficiently Provide Vehicle Title, Registration, and Related Services</i>						
1 VEHICLE REGISTRATION AND TITLING	\$119,567,451	\$119,552,322	\$1,854,000	\$322,000	\$121,421,451	\$119,874,322
2 <i>Promote the Health, Safety, and Welfare of the Public</i>						
1 VEHICLE DEALER REGULATION	8,422,688	8,432,485	144,000	0	8,566,688	8,432,485
2 MOTOR CARRIER REGISTRATION	3,927,740	3,927,740	0	0	3,927,740	3,927,740
3 <i>Automobile Burglary and Theft Prevention</i>						
1 AUTOMOBILE THEFT PREVENTION	14,911,870	14,911,870	1,574,525	1,484,525	16,486,395	16,396,395
<b>TOTAL, GOAL 1</b>	<b>\$146,829,749</b>	<b>\$146,824,417</b>	<b>\$3,572,525</b>	<b>\$1,806,525</b>	<b>\$150,402,274</b>	<b>\$148,630,942</b>
<b>2</b> Indirect Administration						
1 <i>Indirect Administration</i>						
1 INDIRECT ADMINISTRATION	9,811,251	9,816,583	13,125,087	9,498,688	22,936,338	19,315,271
<b>TOTAL, GOAL 2</b>	<b>\$9,811,251</b>	<b>\$9,816,583</b>	<b>\$13,125,087</b>	<b>\$9,498,688</b>	<b>\$22,936,338</b>	<b>\$19,315,271</b>
<b>TOTAL, AGENCY STRATEGY REQUEST</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>	<b>\$16,697,612</b>	<b>\$11,305,213</b>	<b>\$173,338,612</b>	<b>\$167,946,213</b>
<b>TOTAL, AGENCY RIDER APPROPRIATIONS REQUEST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL, AGENCY REQUEST</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>	<b>\$16,697,612</b>	<b>\$11,305,213</b>	<b>\$173,338,612</b>	<b>\$167,946,213</b>

**2.F. SUMMARY OF TOTAL REQUEST BY STRATEGY**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE : 8/29/2010  
 TIME : 3:26:05PM

Agency code: 608 Agency name: Department of Motor Vehicles

<i>Goal/Objective/STRATEGY</i>	Base 2012	Base 2013	Exceptional 2012	Exceptional 2013	Total Request 2012	Total Request 2013
<b>General Revenue Funds:</b>						
1 General Revenue Fund	\$15,707,841	\$15,707,840	\$1,574,525	\$1,484,525	\$17,282,366	\$17,192,365
	<b>\$15,707,841</b>	<b>\$15,707,840</b>	<b>\$1,574,525</b>	<b>\$1,484,525</b>	<b>\$17,282,366</b>	<b>\$17,192,365</b>
<b>Federal Funds:</b>						
8082 Federal Reimbursements	171,000	171,000	0	0	171,000	171,000
	<b>\$171,000</b>	<b>\$171,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>Other Funds:</b>						
6 State Highway Fund	140,762,159	140,762,160	15,123,087	9,820,688	155,885,246	150,582,848
	<b>\$140,762,159</b>	<b>\$140,762,160</b>	<b>\$15,123,087</b>	<b>\$9,820,688</b>	<b>\$155,885,246</b>	<b>\$150,582,848</b>
<b>TOTAL, METHOD OF FINANCING</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>	<b>\$16,697,612</b>	<b>\$11,305,213</b>	<b>\$173,338,612</b>	<b>\$167,946,213</b>
<b>FULL TIME EQUIVALENT POSITIONS</b>	<b>647.0</b>	<b>647.0</b>	<b>0.0</b>	<b>0.0</b>	<b>647.0</b>	<b>647.0</b>

**2.G. SUMMARY OF TOTAL REQUEST OBJECTIVE OUTCOMES**

82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation system of Texas (ABEST)

Date : 8/29/2010  
Time: 3:27:10PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

Goal/ Objective / Outcome

	<b>BL 2012</b>	<b>BL 2013</b>	<b>Excp 2012</b>	<b>Excp 2013</b>	<b>Total Request 2012</b>	<b>Total Request 2013</b>
1 Department of Motor Vehicles						
2 <i>Promote the Health, Safety, and Welfare of the Public</i>						
<b>1 Percent of Motor Vehicle Consumer Complaints Resolved</b>						
	69.00	69.00			69.00	69.00
3 <i>Automobile Burglary and Theft Prevention</i>						
<b>1 Number of Cars Stolen Per 100,00 Registered Vehicles</b>						
	303.00	300.00			303.00	300.00

**3.A. STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:14PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

GOAL: 1 Department of Motor Vehicles Statewide Goal/Benchmark: 4 0  
 OBJECTIVE: 1 Efficiently Provide Vehicle Title, Registration, and Related Services Service Categories:  
 STRATEGY: 1 Vehicle Registration, Titling and Plates Service: 03 Income: A.2 Age: B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>Output Measures:</b>						
1	Number of Vehicle Titles Issued	5,432,481.00	5,497,671.00	6,528,656.00	5,630,407.00	5,697,971.00
2	Total Number of Registered Vehicles	21,446,721.00	21,768,422.00	23,271,018.00	22,426,372.00	22,762,768.00
<b>Objects of Expense:</b>						
1001	SALARIES AND WAGES	\$18,662,927	\$19,996,614	\$19,549,108	\$17,639,387	\$17,873,434
1002	OTHER PERSONNEL COSTS	\$670,400	\$689,460	\$690,400	\$700,000	\$700,000
2001	PROFESSIONAL FEES AND SERVICES	\$6,103,250	\$6,608,775	\$52,216,124	\$34,913,743	\$33,920,750
2003	CONSUMABLE SUPPLIES	\$465,198	\$637,778	\$1,134,400	\$1,097,008	\$1,115,161
2004	UTILITIES	\$295,611	\$327,865	\$315,207	\$325,619	\$340,652
2005	TRAVEL	\$189,650	\$198,298	\$195,834	\$195,259	\$170,581
2006	RENT - BUILDING	\$620,245	\$763,064	\$876,500	\$1,008,500	\$1,021,000
2007	RENT - MACHINE AND OTHER	\$148,659	\$165,530	\$174,879	\$154,977	\$161,717
2009	OTHER OPERATING EXPENSE	\$48,350,361	\$49,943,208	\$88,651,923	\$61,677,958	\$62,394,027
5000	CAPITAL EXPENDITURES	\$789,250	\$871,328	\$3,981,328	\$1,855,000	\$1,855,000
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$76,295,551</b>	<b>\$80,201,920</b>	<b>\$167,785,703</b>	<b>\$119,567,451</b>	<b>\$119,552,322</b>
<b>Method of Financing:</b>						
6	State Highway Fund	\$76,295,551	\$80,201,920	\$167,785,703	\$119,567,451	\$119,552,322
<b>SUBTOTAL, MOF (OTHER FUNDS)</b>		<b>\$76,295,551</b>	<b>\$80,201,920</b>	<b>\$167,785,703</b>	<b>\$119,567,451</b>	<b>\$119,552,322</b>
<b>Rider Appropriations:</b>						
6	State Highway Fund					
5	1 Unexpended Balance Appropriation Motor Vehicle Finan Responsibility				\$0	\$0
6	1 UB Appropriation: Organ Donor - Voluntary Fee				\$0	\$0
<b>TOTAL, RIDER &amp; UNEXPENDED BALANCES APPROP</b>					<b>\$0</b>	<b>\$0</b>

**3.A. STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: 608      Agency name: Department of Motor Vehicles

GOAL:            1   Department of Motor Vehicles      Statewide Goal/Benchmark:    4    0  
 OBJECTIVE:    1   Efficiently Provide Vehicle Title, Registration, and Related Services      Service Categories:  
 STRATEGY:     1   Vehicle Registration, Titling and Plates      Service: 03    Income: A.2    Age:    B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>TOTAL, METHOD OF FINANCE (INCLUDING RIDERS)</b>					\$119,567,451	\$119,552,322
<b>TOTAL, METHOD OF FINANCE (EXCLUDING RIDERS)</b>		\$76,295,551	\$80,201,920	\$167,785,703	\$119,567,451	\$119,552,322
<b>FULL TIME EQUIVALENT POSITIONS:</b>		388.2	340.2	402.0	376.0	376.0

**STRATEGY DESCRIPTION AND JUSTIFICATION:**

The Texas Department of Motor Vehicles (TxDMV) is authorized to collect fees for the issuance of titles and recording of vehicle ownership information. These fees are a source of revenue for building and maintaining the state's transportation system. Registration and titling functions are performed by Texas 254 county tax assessor-collectors at 457 sites statewide and by division employees located at the headquarters office, and in 17 regional offices. TxDMV provides oversight and administration for the manufacture of license plates and validation stickers by the Texas Department of Criminal Justice. TxDMV also administers the licensing of salvage dealers/agents in this strategy.

**EXTERNAL/INTERNAL FACTORS IMPACTING STRATEGY:**

Strategy activities include administering a system for collecting motor vehicle registration/titling fees, registering approximately 21.4 million vehicles, issuing 5.4 million titles, maintaining a statewide information system and database to which all 254 counties are linked operating in 518 separate locations, distributing renewal notices, responding to information requests, and law enforcement inquiries. Adequate resources must be available to support the Registration and Titling System (RTS), to integrate the subsystems, to enable TxDMV to meet increasing population and growing customer service demands. Challenges include printing insignia at the point of sale, placing registration renewals on the internet, electronically processing the recordings of liens, participation in the National Motor Vehicle Title Information system to reduce vehicle theft and title fraud, implementation of legislation, and improving services to an increasing number of customers with current resources.

**3.A. STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

GOAL: 1 Department of Motor Vehicles Statewide Goal/Benchmark: 4 0  
 OBJECTIVE: 2 Promote the Health, Safety, and Welfare of the Public Service Categories:  
 STRATEGY: 1 Motor Vehicle Dealer Licensing and Regulation Service: 16 Income: A.2 Age: B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>Output Measures:</b>						
1	Number of Motor Vehicle Consumer Complaints Resolved	601.00	617.00	623.00	550.00	550.00
<b>Efficiency Measures:</b>						
1	Avg Number of Weeks to Resolve a Motor Vehicle Complaint	25.39	26.81	24.00	26.00	26.00
<b>Objects of Expense:</b>						
1001	SALARIES AND WAGES	\$4,355,722	\$4,455,782	\$4,785,453	\$4,785,453	\$4,790,373
1002	OTHER PERSONNEL COSTS	\$189,597	\$196,257	\$217,857	\$222,057	\$223,977
2001	PROFESSIONAL FEES AND SERVICES	\$1,238,893	\$1,112,469	\$1,346,500	\$1,546,826	\$1,546,826
2003	CONSUMABLE SUPPLIES	\$10,514	\$48,620	\$50,250	\$50,470	\$50,470
2004	UTILITIES	\$29,850	\$35,905	\$95,396	\$96,019	\$96,661
2005	TRAVEL	\$190,550	\$198,500	\$239,800	\$243,082	\$243,082
2006	RENT - BUILDING	\$32,274	\$150,200	\$220,000	\$275,500	\$275,500
2007	RENT - MACHINE AND OTHER	\$56,300	\$58,240	\$63,690	\$67,000	\$67,000
2009	OTHER OPERATING EXPENSE	\$639,645	\$653,960	\$785,970	\$1,004,628	\$1,006,943
5000	CAPITAL EXPENDITURES	\$5,946	\$79,122	\$178,966	\$131,653	\$131,653
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$6,749,291</b>	<b>\$6,989,055</b>	<b>\$7,983,882</b>	<b>\$8,422,688</b>	<b>\$8,432,485</b>
<b>Method of Financing:</b>						
6	State Highway Fund	\$6,749,291	\$6,989,055	\$7,983,882	\$8,422,688	\$8,432,485
<b>SUBTOTAL, MOF (OTHER FUNDS)</b>		<b>\$6,749,291</b>	<b>\$6,989,055</b>	<b>\$7,983,882</b>	<b>\$8,422,688</b>	<b>\$8,432,485</b>



**3.A. STRATEGY REQUEST**  
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DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: **608**      Agency name: **Department of Motor Vehicles**

GOAL:	1	Department of Motor Vehicles	Statewide Goal/Benchmark:	4	0
OBJECTIVE:	2	Promote the Health, Safety, and Welfare of the Public	Service Categories:		
STRATEGY:	1	Motor Vehicle Dealer Licensing and Regulation	Service:	16	Income: A.2    Age: B.3

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>
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The motor vehicle dealer licensing application review and approval process is complex. Closer scrutiny of ownership information on license applications is necessary as the Texas Occupations Code prohibits manufacturer ownership of dealerships. Additionally contested cases brought under Occupations Code, Chapter 2301 and Transportation Code, Chapter 503 filed after September 1, 2007 by statute must be heard by the State Office of Administrative Hearings (SOAH). While SOAH has the responsibility for hearing these cases as provided by statute, the Motor Vehicle Division Director serves as the final order authority for these cases. The Motor Vehicle Division has no control over the timeliness of the hearing or quality of the case record but is responsible for the final disposition of the case. Texas has more dealers than any other state in the U.S. The ratio of licensees to investigators is over 1,000 to one, significantly higher than most states. Another factor impacting operations is the increased use of the Internet and e-commerce by the public and licensees, requiring regulation of an additional medium of advertising and marketing. Technology constraints within the Motor Vehicle Division make it difficult to maintain the same level of service to the public and the motor vehicle distribution industry under this additional workload.



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Agency code: **608**      Agency name: **Department of Motor Vehicles**

GOAL:	1	Department of Motor Vehicles	Statewide Goal/Benchmark:	4	0
OBJECTIVE:	2	Promote the Health, Safety, and Welfare of the Public	Service Categories:		
STRATEGY:	2	Motor Carrier Registration and Regulation	Service:	16	Income: A.2    Age: B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>Output Measures:</b>						
1	Number of Enforcement Actions Against Household Goods Carriers	0.00	0.00	0.00	498.00	498.00
<b>Explanatory/Input Measures:</b>						
1	Jurisdictional Complaints Received Against Household Goods Carriers	0.00	0.00	0.00	700.00	700.00
<b>Objects of Expense:</b>						
1001	SALARIES AND WAGES	\$1,328,900	\$1,458,400	\$1,583,400	\$2,156,046	\$2,156,046
1002	OTHER PERSONNEL COSTS	\$56,239	\$60,480	\$63,980	\$102,090	\$102,090
2001	PROFESSIONAL FEES AND SERVICES	\$249,600	\$278,000	\$330,000	\$671,539	\$671,539
2003	CONSUMABLE SUPPLIES	\$14,564	\$16,700	\$21,700	\$26,700	\$26,700
2004	UTILITIES	\$17,590	\$19,800	\$21,800	\$23,000	\$23,000
2005	TRAVEL	\$148,890	\$180,349	\$187,349	\$189,900	\$189,900
2007	RENT - MACHINE AND OTHER	\$10,200	\$11,000	\$11,000	\$26,000	\$26,000
2009	OTHER OPERATING EXPENSE	\$620,900	\$518,703	\$656,065	\$732,465	\$732,465
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$2,446,883</b>	<b>\$2,543,432</b>	<b>\$2,875,294</b>	<b>\$3,927,740</b>	<b>\$3,927,740</b>
<b>Method of Financing:</b>						
1	General Revenue Fund	\$504,986	\$1,152,003	\$1,173,173	\$795,971	\$795,970
<b>SUBTOTAL, MOF (GENERAL REVENUE FUNDS)</b>		<b>\$504,986</b>	<b>\$1,152,003</b>	<b>\$1,173,173</b>	<b>\$795,971</b>	<b>\$795,970</b>
<b>Method of Financing:</b>						
8082	Federal Reimbursements					
	20.218.000 Motor Carrier Safety Assi	\$2,877	\$51,675	\$665,700	\$171,000	\$171,000
CFDA Subtotal, Fund	8082	\$2,877	\$51,675	\$665,700	\$171,000	\$171,000

**3.A. STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
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DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

GOAL: 1 Department of Motor Vehicles  
 OBJECTIVE: 2 Promote the Health, Safety, and Welfare of the Public  
 STRATEGY: 2 Motor Carrier Registration and Regulation

Statewide Goal/Benchmark: 4 0  
 Service Categories:  
 Service: 16 Income: A.2 Age: B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>SUBTOTAL, MOF (FEDERAL FUNDS)</b>		<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>Method of Financing:</b>						
6	State Highway Fund	\$1,939,020	\$1,339,754	\$1,036,421	\$2,960,769	\$2,960,770
<b>SUBTOTAL, MOF (OTHER FUNDS)</b>		<b>\$1,939,020</b>	<b>\$1,339,754</b>	<b>\$1,036,421</b>	<b>\$2,960,769</b>	<b>\$2,960,770</b>
<b>TOTAL, METHOD OF FINANCE (INCLUDING RIDERS)</b>					<b>\$3,927,740</b>	<b>\$3,927,740</b>
<b>TOTAL, METHOD OF FINANCE (EXCLUDING RIDERS)</b>		<b>\$2,446,883</b>	<b>\$2,543,432</b>	<b>\$2,875,294</b>	<b>\$3,927,740</b>	<b>\$3,927,740</b>
<b>FULL TIME EQUIVALENT POSITIONS:</b>		<b>27.6</b>	<b>31.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**STRATEGY DESCRIPTION AND JUSTIFICATION:**

The TxDMV administers motor carrier and household movers registration, motor carrier insurance filings, consumer protection provision concerning household goods moving companies, and assessment of penalties of certain motor carrier laws.

**EXTERNAL/INTERNAL FACTORS IMPACTING STRATEGY:**

TxDmv conducts motor carrier registration and credentially from a centralized office, using 5 field locations for investigations. TxDMV maintains insurance filings on motor carriers and registration on commercial vehicles. Challenges include international registration issues with Mexico, placing motor carrier insurance filings and registration on the Internet, linking the database to international databases to reduce vehicle theft/fraud, implementing legislation and improving services to an increasing number of customers with current resources.

**3.A. STRATEGY REQUEST**  
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DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: 608      Agency name: Department of Motor Vehicles

GOAL:            1   Department of Motor Vehicles      Statewide Goal/Benchmark:    4    0  
 OBJECTIVE:    3   Automobile Burglary and Theft Prevention      Service Categories:  
 STRATEGY:    1   Automobile Burglary and Theft Prevention      Service: 35    Income: A.2    Age:    B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>Efficiency Measures:</b>						
1	ABTPA Admin & Support Costs as Percentage of Total Expenditures	9.19	6.91	6.00	8.00	8.00
<b>Objects of Expense:</b>						
1001	SALARIES AND WAGES	\$202,680	\$249,000	\$250,962	\$260,400	\$260,600
1002	OTHER PERSONNEL COSTS	\$6,880	\$8,440	\$10,320	\$10,800	\$11,520
2001	PROFESSIONAL FEES AND SERVICES	\$288,651	\$290,000	\$295,000	\$300,000	\$300,000
2003	CONSUMABLE SUPPLIES	\$4,112	\$5,427	\$5,800	\$6,000	\$6,000
2004	UTILITIES	\$3,842	\$4,200	\$9,000	\$11,000	\$11,000
2005	TRAVEL	\$19,031	\$25,357	\$27,000	\$32,400	\$32,400
2006	RENT - BUILDING	\$5,348	\$6,374	\$8,950	\$10,200	\$10,200
2007	RENT - MACHINE AND OTHER	\$3,794	\$4,174	\$4,580	\$5,000	\$5,000
2009	OTHER OPERATING EXPENSE	\$571,086	\$573,165	\$567,870	\$411,200	\$410,280
4000	GRANTS	\$13,400,382	\$15,222,475	\$13,727,388	\$13,861,870	\$13,861,870
5000	CAPITAL EXPENDITURES	\$0	\$0	\$5,000	\$3,000	\$3,000
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$14,505,806</b>	<b>\$16,388,612</b>	<b>\$14,911,870</b>	<b>\$14,911,870</b>	<b>\$14,911,870</b>
<b>Method of Financing:</b>						
1	General Revenue Fund	\$1,568,531	\$14,178,635	\$14,911,870	\$14,911,870	\$14,911,870
<b>SUBTOTAL, MOF (GENERAL REVENUE FUNDS)</b>		<b>\$1,568,531</b>	<b>\$14,178,635</b>	<b>\$14,911,870</b>	<b>\$14,911,870</b>	<b>\$14,911,870</b>
<b>Method of Financing:</b>						
6	State Highway Fund	\$12,937,275	\$2,209,977	\$0	\$0	\$0
<b>SUBTOTAL, MOF (OTHER FUNDS)</b>		<b>\$12,937,275</b>	<b>\$2,209,977</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**3.A. STRATEGY REQUEST**  
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DATE: 8/29/2010  
 TIME: 3:26:17PM

Agency code: **608** Agency name: **Department of Motor Vehicles**

GOAL: 2 Indirect Administration Statewide Goal/Benchmark: 4 0  
 OBJECTIVE: 1 Indirect Administration Service Categories:  
 STRATEGY: 1 Indirect Administration Service: 09 Income: A.2 Age: B.3

CODE	DESCRIPTION	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>Objects of Expense:</b>						
1001	SALARIES AND WAGES	\$0	\$3,649,106	\$5,067,994	\$6,676,218	\$6,696,310
1002	OTHER PERSONNEL COSTS	\$0	\$75,650	\$150,780	\$200,740	\$205,780
2001	PROFESSIONAL FEES AND SERVICES	\$0	\$150,000	\$165,800	\$200,000	\$200,000
2003	CONSUMABLE SUPPLIES	\$0	\$14,000	\$99,500	\$123,500	\$123,500
2004	UTILITIES	\$0	\$18,500	\$27,200	\$32,000	\$32,000
2005	TRAVEL	\$0	\$70,500	\$98,500	\$104,800	\$104,800
2006	RENT - BUILDING	\$0	\$0	\$0	\$2,500	\$2,500
2007	RENT - MACHINE AND OTHER	\$0	\$0	\$0	\$30,000	\$30,000
2009	OTHER OPERATING EXPENSE	\$0	\$2,373,475	\$1,639,400	\$1,870,165	\$1,850,365
5000	CAPITAL EXPENDITURES	\$0	\$0	\$0	\$571,328	\$571,328
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$0</b>	<b>\$6,351,231</b>	<b>\$7,249,174</b>	<b>\$9,811,251</b>	<b>\$9,816,583</b>
<b>Method of Financing:</b>						
6	State Highway Fund	\$0	\$6,351,231	\$7,249,174	\$9,811,251	\$9,816,583
<b>SUBTOTAL, MOF (OTHER FUNDS)</b>		<b>\$0</b>	<b>\$6,351,231</b>	<b>\$7,249,174</b>	<b>\$9,811,251</b>	<b>\$9,816,583</b>
<b>TOTAL, METHOD OF FINANCE (INCLUDING RIDERS)</b>					<b>\$9,811,251</b>	<b>\$9,816,583</b>
<b>TOTAL, METHOD OF FINANCE (EXCLUDING RIDERS)</b>		<b>\$0</b>	<b>\$6,351,231</b>	<b>\$7,249,174</b>	<b>\$9,811,251</b>	<b>\$9,816,583</b>
<b>FULL TIME EQUIVALENT POSITIONS:</b>		<b>0.0</b>	<b>37.0</b>	<b>104.0</b>	<b>130.0</b>	<b>130.0</b>

**STRATEGY DESCRIPTION AND JUSTIFICATION:**

This strategy provides centralized support activities for the agency, program activities and the governing board; supports and maintains the development of the agency's technology infrastructure, enterprise projects and telecommunications network. The Indirect Administration Strategy includes the Offices of the TxDMV Board, a portion of the Executive Director, and the divisions of Administrative Services and Financial Services.

**3.A. STRATEGY REQUEST**  
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DATE: 8/29/2010  
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Agency code: **608**      Agency name: **Department of Motor Vehicles**

GOAL:	2	Indirect Administration	Statewide Goal/Benchmark:	4	0
OBJECTIVE:	1	Indirect Administration	Service Categories:		
STRATEGY:	1	Indirect Administration	Service:	09	Income: A.2    Age: B.3

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>
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**EXTERNAL/INTERNAL FACTORS IMPACTING STRATEGY:**

The amount of money appropriated to the Indirect Administration strategy directly affects the outcomes and outputs listed in the agency's other strategies. The divisions included in this strategy either provide executive leadership or support services for each of the TxDMV strategies. This strategy includes those administrative costs which are common for a comparable size state agency. There is a direct relationship to the TxDMV's other strategies which would be impacted by changes in funding in this strategy.

**3.A. STRATEGY REQUEST**  
82nd Regular Session, Agency Submission, Version I  
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**SUMMARY TOTALS:**

<b>OBJECTS OF EXPENSE:</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>
<b>METHODS OF FINANCE (INCLUDING RIDERS):</b>				<b>\$156,641,000</b>	<b>\$156,641,000</b>
<b>METHODS OF FINANCE (EXCLUDING RIDERS):</b>	<b>\$99,997,531</b>	<b>\$112,474,250</b>	<b>\$200,805,923</b>	<b>\$156,641,000</b>	<b>\$156,641,000</b>
<b>FULL TIME EQUIVALENT POSITIONS:</b>	<b>503.9</b>	<b>504.2</b>	<b>647.0</b>	<b>647.0</b>	<b>647.0</b>

### 3.B. Rider Revisions and Additions Request

<b>Agency Code:</b> 608	<b>Agency Name:</b> Texas Department of Motor Vehicles	<b>Prepared By:</b> Linda M. Flores	<b>Date:</b> August 30, 2010	<b>Request Level:</b> Baseline
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Current Rider Number	Page Number in 2010-11 GAA	Proposed Rider Language
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1

VII-14

**Performance Measure Targets.** The following is a listing of the key performance target levels for the Department of Motor Vehicles. It is the intent of the Legislature that appropriations made by this Act be utilized in the most efficient and effective manner possible to achieve the intended mission of the Department of Motor Vehicles. In order to achieve the objectives and service standards established by this Act, the Department of Motor Vehicles shall make every effort to attain the following designated key performance target levels associated with each item of appropriation.

	FY 2012	FY 2013
<b>A. Goal: DEPARTMENT OF MOTOR VEHICLES</b>		
<b>A.1.1. Strategy: Registration and Titling</b>		
<b>Output (Volume):</b>		
Number of Vehicle Titles Issued	5,630,407	5,697,971
Total Number of Registered Vehicles	22,426,372	22,762,768
<b>A.2.1. Strategy: Motor Vehicle Dealer Regulation</b>		
<b>Outcome (Results/Impact):</b>		
Percent of Motor Vehicle Consumer Complaints Resolved	69%	69%
<b>Output (Volume):</b>		
Number of Motor Vehicle Consumer Complaints Resolved	550	550
<b>A.2.2. Strategy: Motor Carrier Registration</b>		
<b>Output (Volume):</b>		
Number of Enforcement Actions filed against Household Goods Carriers	700	700
<b>A.3.1. Strategy: Automobile Burglary and Theft Prevention</b>		
<b>Efficiency:</b>		
ABTPA Administrative and Support Costs as Percentage of Total Expenditures	8%	8%



**3.B. Rider Revisions and Additions Request  
(continued)**

2 VII-14, 15

Capital Budget. None of the funds appropriated above may be expended for capital budget items except as listed below. The amounts shown below shall be expended only for the purposes shown and are not available for expenditure for other purposes. Amounts appropriated above and identified in this provision as appropriations either for "Lease Payments to the Master Lease Purchase Program" or for items with a "(MLPP)" notation shall be expended only for the purpose of making lease-purchase payments to the Texas Public Finance Authority pursuant to the provisions of Government Code 1232.103. Upon approval from the Legislative Budget Board, capital budgeted funds listed below under "Acquisition of Information Resource Technologies" may be used to leave information resources hardware and/or software, if determined by agency management to be in the best interest of the State of Texas.

	2012	2010	2013	2011
a. Acquisition of Resource Technologies				
(1) Texas DMV Automation (formerly Vision 21 – Core System)	\$31,116,193	\$0	\$30,100,000	\$30,073,136
(2) Growth and Enhancements	\$705,681	\$0	\$705,681	\$0
(3) Technology Replacement & Upgrade	\$7,332,000	\$0	\$7,382,000	\$0
Total, Capital Budget	\$39,151,065	\$0	\$38,158,008	\$38,158,008
Method of Financing (Capital Budget):				
State Highway Fund No. 006	\$39,153,874	\$0	\$38,187,681	\$30,073,136
Total Method of Financing	\$39,153,874	\$0	\$38,187,671	\$30,073,136

*This rider has been changed to reflect the 2012-2013 Capital Budget Request.*

3 VII-15

**Appropriation Balances: Registration and Titling**

Any unobligated balance remaining after the first year of the biennium in Strategy A.1.1 Registration and Titling, above for the purpose of purchasing insignia stickers for registration and vehicle license plates, and enhancing the automated registration and titling systems in accordance with the provisions of Transportation Code, Chapter 502, may be used for the same purpose during the second year of the biennium. Any expended amounts from revenue collected as a result of Transportation Code 502.1705 may be used to enhance the department's automated registration and titling systems, and the capital budget appropriations may be increased by a like amount.

*The rider has been changed to reflect enterprise planning for the TxDMV's automation systems.*

**3.B. Rider Revisions and Additions Request  
(continued)**

- 4                    VII-15                    **Auto Burglary and Theft Prevention**  
The Department of Motor Vehicles shall prioritize awarding Auto Burglary and Theft Prevention program grants to areas of the state based on a geographic distribution and shall include language in grant applications clarifying that funding from each grant is only awarded for the life of the grant.
- No change.*
- 5                    VII-15                    **~~Unexpended Balance Authority: Motor Vehicle Financial Responsibility~~**  
~~Any unexpended balances in State Highway Fund No. 006 remaining as of August 31, 2009-2011 (estimated to be \$0), from the appropriation made to the Department of Transportation in Rider 35, Unexpended Balance Appropriation: Motor Vehicle Financial Responsibility, House Bill 1, General Appropriations Act, Eightieth Legislature, 2007, for the implementation of a motor vehicle financial responsibility verification program, are hereby appropriated to the Department of Motor Vehicles in Strategy A.1.1, Registration and Titling, in the fiscal year beginning September 1, 2009-2011, for the same purpose. Any unexpended balances of these funds remaining as of August 31, 2010-2012 are hereby appropriated to the Department of Motor Vehicles in Strategy A.1.1, Registration and Titling, in the fiscal year beginning September 1, 2010-2012, for the same purpose.~~
- This rider is recommended for deletion - The funds are expended by Texas Department of Insurance (TDI). TDI informed TxDMV that TDI's LAR will include a funding request for this program.*
- 6                    VII-15                    **~~Unexpended Balance Authority: Organ Donor Program – Voluntary Fee~~**  
~~Any unexpended balances in State Highway Fund No. 006 remaining as of August 31, 2009-2011 (estimated to be \$0), from the appropriation made to the Department of Transportation in Rider 36, Unexpended Balance Appropriation: Organ Donor Program – Voluntary Fee, Article VII, Department of Transportation, House Bill 1, General Appropriations Act, Eightieth Legislature, 2007, for the creation of a donor education, awareness, and registry program and tissue council and anatomical gift donation, are hereby appropriated to the Department of Motor Vehicles in Strategy A.1.1, Registration and Titling, in the fiscal year beginning September 1, 2009-2011 for the same purpose. Any unexpended balances of these funds remaining as of August 31, 2010-2012 are hereby appropriated to the Department of Motor Vehicles in Strategy A.1.1, Registration and Titling, in the fiscal year beginning September 1, 2010, 2012, for the same purpose.~~
- The rider is recommended for deletion. The creation of a donor education awareness, and registry program and tissue council and anatomical gift donation is better aligned with the Department of Health.*

**3.B. Rider Revisions and Additions Request  
(continued)**

7

VII-15

**Appropriation of Special License Plate Fees.**

In addition to amounts appropriated above in Strategy A.1.1, Registration and Titling, fees collected from the sale of personalized and specialty license plates (Object Code 3014) and deposited to the credit of State Highway Fund No. 006 for the purpose of making contract payments to the vendor selected by the Department of Motor Vehicles for the marketing and sale of personalized and specialty license plates pursuant to Transportation Code 504.851 and 504.852 are hereby appropriated for the same purpose. Any unobligated or unexpended balances of these funds remaining as of August 31, 2010 2012, are hereby appropriated in the fiscal year beginning September 1, 2010 2012 for the same purpose.

*Rider revised to reflect update in fiscal years.*

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**Unexpended Balance Authority within the Biennium.**

**Any unexpended balances on August 31, 2012 in the appropriations made above to the Texas Department of Motor Vehicles are hereby appropriated for the same purposes for the fiscal year beginning on September 1, 2012.**

*Request rider to restore the agency's unexpended balances authority for the 2012-2013 biennium. The carryforward authority assists the agency in its ability to expend funds previously reappropriated by HB 3097, 81st Session (Transportation Code Article 1, Title 7, Subtitle M, Chapter 1001 Section 1001.002), for the purpose of implementing the powers, duties, obligations, and rights of action transferred to the department. Approval of the rider facilitates expenditures associated with the separation of programs areas and transfer of functions from TxDOT to the newly formed TxDMV which was not fully staffed upon creation.*

**3.C. RIDER APPROPRIATIONS AND UNEXPENDED BALANCES REQUEST**

82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
TIME: 3:26:03PM

Agency code: 608      Agency name: Department of Motor Vehicles

RIDER	STRATEGY	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
5 1	UB Appropriation 1-1-1 VEHICLE REGISTRATION AND TITLING	\$6,639,338	\$7,124,303	\$6,535,339	\$0	\$0
<b>OBJECT OF EXPENSE:</b>						
	2009 OTHER OPERATING EXPENSE	\$6,639,338	\$7,124,303	\$6,535,339	\$0	\$0
<b>Total, Object of Expense</b>		<b>\$6,639,338</b>	<b>\$7,124,303</b>	<b>\$6,535,339</b>	<b>\$0</b>	<b>\$0</b>
<b>METHOD OF FINANCING:</b>						
	6 State Highway Fund	\$6,639,338	\$7,124,303	\$6,535,339	\$0	\$0
<b>Total, Method of Financing</b>		<b>\$6,639,338</b>	<b>\$7,124,303</b>	<b>\$6,535,339</b>	<b>\$0</b>	<b>\$0</b>

**Description/Justification for continuation of existing riders or proposed new rider**

The agency carried forward funds authorized by the rider related to the TexSure Verification Program.

**3.C. RIDER APPROPRIATIONS AND UNEXPENDED BALANCES REQUEST**

82nd Regular Session, Agency Submission, Version I  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
TIME: 3:26:03PM

Agency code: 608      Agency name: Department of Motor Vehicles

RIDER	STRATEGY	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
6 1	UB Appropriation: Organ Donor 1-1-1 VEHICLE REGISTRATION AND TITLING	\$451,200	\$451,200	\$451,200	\$0	\$0
<b>OBJECT OF EXPENSE:</b>						
	2009 OTHER OPERATING EXPENSE	\$451,200	\$451,200	\$451,200	\$0	\$0
<b>Total, Object of Expense</b>		<b>\$451,200</b>	<b>\$451,200</b>	<b>\$451,200</b>	<b>\$0</b>	<b>\$0</b>
<b>METHOD OF FINANCING:</b>						
	6 State Highway Fund	\$451,200	\$451,200	\$451,200	\$0	\$0
<b>Total, Method of Financing</b>		<b>\$451,200</b>	<b>\$451,200</b>	<b>\$451,200</b>	<b>\$0</b>	<b>\$0</b>

**Description/Justification for continuation of existing riders or proposed new rider**

The agency has collected approximately \$15,000 from the voluntary fee since the inception of the program. The agency has not collected funds needed to create a donor aware program for the State estimated to cost \$451,200.

**3.C. RIDER APPROPRIATIONS AND UNEXPENDED BALANCES REQUEST**

82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
TIME: 3:25:50PM

Agency code: 608 Agency name: Department of Motor Vehicles

RIDER	STRATEGY	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>SUMMARY:</b>						
<b>OBJECT OF EXPENSE TOTAL</b>		\$7,090,538	\$7,575,503	\$6,986,539	\$0	\$0
<b>METHOD OF FINANCING TOTAL</b>		\$7,090,538	\$7,575,503	\$6,986,539	\$0	\$0

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:26PM

Agency code: 608

Agency name:  
**Department of Motor Vehicles**

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**Item Name:** Agency Relocation (New Facility)

**Item Priority:** 1

**Includes Funding for the Following Strategy or Strategies:** 02-01-01 Indirect Administration

**OBJECTS OF EXPENSE:**

2006	RENT - BUILDING	3,600,000	4,000,000
5000	CAPITAL EXPENDITURES	900,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$4,500,000</b>	<b>\$4,000,000</b>

**METHOD OF FINANCING:**

6	State Highway Fund	4,500,000	4,000,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$4,500,000</b>	<b>\$4,000,000</b>

**DESCRIPTION / JUSTIFICATION:**

The agency is currently located in several TxDOT buildings at Camp Hubbard and at TxDOT leased space on Riverside Drive. Moving to a new location would facilitate consolidation of Austin personnel and allow for efficiencies in processes and functions. Amounts include annual lease and telecommunications. Year 1 includes approximately \$900K for furniture.

**EXTERNAL/INTERNAL FACTORS:**

The TxDMV is co-located in facilities owned and maintained by the TxDOT. The DMV is located at two different campuses--4000 Jackson Ave, Austin, Texas 78731 and 150 East Riverside. Central headquarters is located at 4000 Jackson Avenue, Austin Texas commonly referred to as Camp Hubbard and provides space for approximately 55% of the TxDMV staff. The TxDOT Riverside campus provides space for approximately 15 of the TxDMV staff. Remaining staff are housed in facilities located in 16 regions across the state. Thirteen (13) of these regional offices are owned and maintained by TxDOT.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:30PM**

Agency code: **608**

Agency name:  
**Department of Motor Vehicles**

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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	<b>Item Name:</b>	Vehicles	
	<b>Item Priority:</b>	2	
<b>Includes Funding for the Following Strategy or Strategies:</b>	01-01-01	Vehicle Registration, Titling and Plates	
	01-02-01	Motor Vehicle Dealer Licensing and Regulation	

**OBJECTS OF EXPENSE:**

	5000 CAPITAL EXPENDITURES	168,000	0
	<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$168,000</b>	<b>\$0</b>

**METHOD OF FINANCING:**

	6 State Highway Fund	168,000	0
	<b>TOTAL, METHOD OF FINANCING</b>	<b>\$168,000</b>	<b>\$0</b>

**DESCRIPTION / JUSTIFICATION:**

Request for 7 multi purpose alternative fuel vehicles in 2012 to perform such job tasks as conducting field inspections and nvestigations, responding to public complaints and attending public meetings or training seminars. Average cost per vehicle is estimated to be \$24,000.

**EXTERNAL/INTERNAL FACTORS:**

The request for replacing the 7 multi purpose vehicles meets the Comptroller's replacement guidelines for years of services and miles driven. In addition, the 7 multi purpose vehicles also meets TxDOT's more stringent guidelines for replacement vehicles. Mileage exceeds 90,000 and Years of Service are +8 years.



**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:30PM

Agency code: 608

Agency name:  
**Department of Motor Vehicles**

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**Item Name:** Regional Office Security  
**Item Priority:** 3

**Includes Funding for the Following Strategy or Strategies:** 01-01-01 Vehicle Registration, Titling and Plates

**OBJECTS OF EXPENSE:**

2001	PROFESSIONAL FEES AND SERVICES	237,000	237,000
5000	CAPITAL EXPENDITURES	336,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$573,000</b>	<b>\$237,000</b>

**METHOD OF FINANCING:**

6	State Highway Fund	573,000	237,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$573,000</b>	<b>\$237,000</b>

**DESCRIPTION / JUSTIFICATION:**

This funding request includes security features such as cameras, badge entry, emergency door release, security monitoring, security alert systems to notify law enforcement of break-ins, courier service, and credit/debit card equipment. First year cost includes software, equipment and training. Second year cost is an annual security monitoring expense.

Request covers security guards and courier services in Dallas, Fort Worth, and Houston. It also provides alarm monitoring for 16 region offices.

**EXTERNAL/INTERNAL FACTORS:**

The regional offices accept money for titles, registration and plates on a daily basis. Daily transactions can amount to thousands of dollars. The regional offices lack appropriate security measures to mitigate the risk of robbery and protect the lives of customers and staff.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:30PM

Agency code: 608

Agency name:  
 Department of Motor Vehicles

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**Item Name:** Regional Office - Telecommunications Upgrade

**Item Priority:** 4

**Includes Funding for the Following Strategy or Strategies:** 01-01-01 Vehicle Registration, Titling and Plates

**OBJECTS OF EXPENSE:**

5000	CAPITAL EXPENDITURES	900,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$900,000</b>	<b>\$0</b>

**METHOD OF FINANCING:**

6	State Highway Fund	900,000	0
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$900,000</b>	<b>\$0</b>

**DESCRIPTION / JUSTIFICATION:**

The region offices and headquarters telephone systems and networks are all independent of one another. Each region answer calls independently and are not able to connect to a greater network which could provide support to other regions or headquarters during periods of high call volume or service disruptions. The request would provide an integrated agency telecommunications network.

The amount requested includes an increase in bandwidth for offices that have insufficient network connectivity. Four offices have a serious need (Dallas, Ft Worth, El Paso and Waco).

**EXTERNAL/INTERNAL FACTORS:**

The regional offices rely upon a variety of telephone systems and hardware to perform their daily functions; answering customer calls, responding to Tax Assessor Collectors (TACs) and interfacing with the Registration and Titling System mainframe for transaction processing. The regional offices currently utilize phone systems and mainframe connectivity via TxDOT districts offices.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:30PM

Agency code: 608

Agency name:  
**Department of Motor Vehicles**

<u>CODE</u>	<u>DESCRIPTION</u>	<u>Excp 2012</u>	<u>Excp 2013</u>
	Item Name: Regional Office Repairs, Furnishing and Equipment		
	Item Priority: 5		
	Includes Funding for the Following Strategy or Strategies: 01-01-01 Vehicle Registration, Titling and Plates		
<b>OBJECTS OF EXPENSE:</b>			
5000	CAPITAL EXPENDITURES	357,000	85,000
	<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$357,000</b>	<b>\$85,000</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	357,000	85,000
	<b>TOTAL, METHOD OF FINANCING</b>	<b>\$357,000</b>	<b>\$85,000</b>

**DESCRIPTION / JUSTIFICATION:**

Construction and Remodeling of State Owned Buildings, Remodeling of Leased Facilities, Office Furniture and Equipment. Renovations would include lowering modular walls and opening doorways between lobbies and offices. These changes would facilitate immediate interaction with the public and improve customer service.

**EXTERNAL/INTERNAL FACTORS:**

Some regional offices contain high cube walls which prevent staff from greeting the public as they enter the department's offices. Remodeling is needed to accommodate visual contact with the public as they enter the offices.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:30PM**

Agency code: **608**

Agency name:

**Department of Motor Vehicles**

<u>CODE</u>	<u>DESCRIPTION</u>	<u>Exp 2012</u>	<u>Exp 2013</u>
	<b>Item Name:</b> Automobile Burglary Theft and Prevention Authority Grants		
	<b>Item Priority:</b> 6		
	<b>Includes Funding for the Following Strategy or Strategies:</b> 01-03-01 Automobile Burglary and Theft Prevention		
 <b>OBJECTS OF EXPENSE:</b>			
4000	GRANTS	1,454,525	1,454,525
	<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>
 <b>METHOD OF FINANCING:</b>			
1	General Revenue Fund	1,454,525	1,454,525
	<b>TOTAL, METHOD OF FINANCING</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>

**DESCRIPTION / JUSTIFICATION:**

Restoration of the proposed 10% reduction of Automobile Burglary Theft and Prevention Authority Grants to law enforcement and community based programs. The program implemented a 5% reduction to its grant program in FY 10-11. Further reductions erode the program's effectiveness in their efforts to prevent auto burglary and theft in Texas.

**EXTERNAL/INTERNAL FACTORS:**

Since the program's inception vehicle theft rates in Texas have been reduced by 66%. This translates into lower automobile insurance rates for all Texas drivers.

The grants provide financial support to law enforcement, local prosecutors, judicial agencies, and neighborhood, community, business, and non profit organizations for programs designed to reduce the incidence of economic motor vehicle theft and burglary.

ABTPA grants fund the statewide vehicle theft recovery registration program and establishes a uniform program to prevent stolen motor vehicles from entering Mexico.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:30PM

Agency code: 608

Agency name:

**Department of Motor Vehicles**

<u>CODE</u>	<u>DESCRIPTION</u>	<u>Excp 2012</u>	<u>Excp 2013</u>
	<b>Item Name:</b> Data Center Consolidation Services		
	<b>Item Priority:</b> 7		
	<b>Includes Funding for the Following Strategy or Strategies:</b> 02-01-01 Indirect Administration		
 <b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	4,825,087	4,998,688
	<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$4,825,087</b>	<b>\$4,998,688</b>
 <b>METHOD OF FINANCING:</b>			
6	State Highway Fund	4,825,087	4,998,688
	<b>TOTAL, METHOD OF FINANCING</b>	<b>\$4,825,087</b>	<b>\$4,998,688</b>

**DESCRIPTION / JUSTIFICATION:**

The Data Center Consolidation Services project consists of existing information technology infrastructure assets and functions. Services include provision and management of application and utility servers, storage, system software, backup and recovery, and most utility and application software except for mission-specific applications. Service functions include system administration, physical database administration, procurement, and technical support.

These costs were paid directly to Department of Information Resources by TxDOT during the FY 2010-2011 Biennium.

**EXTERNAL/INTERNAL FACTORS:**

House Bill 1516, 79th Regular Legislature, amended Government Code provisions relating to management of state electronic services by the Department of Information Resources. State agencies are required to use the Data Center for information technology services. These services are used by all agency programs and usage is affected by the agency's business cycles and by changes in state and federal statutes and rules.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:26:30PM**

Agency code: **608**

Agency name:  
**Department of Motor Vehicles**

<u>CODE</u>	<u>DESCRIPTION</u>	<u>Excp 2012</u>	<u>Excp 2013</u>
	<b>Item Name:</b> Automobile Burglary Theft Prevention Authority (ABTPA) E-Grants System		
	<b>Item Priority:</b> 8		
	<b>Includes Funding for the Following Strategy or Strategies:</b> 01-03-01 Automobile Burglary and Theft Prevention		
 <b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	120,000	30,000
	<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$120,000</b>	<b>\$30,000</b>
 <b>METHOD OF FINANCING:</b>			
1	General Revenue Fund	120,000	30,000
	<b>TOTAL, METHOD OF FINANCING</b>	<b>\$120,000</b>	<b>\$30,000</b>

**DESCRIPTION / JUSTIFICATION:**

An Online grant system that enables ABTPA to manage grant programs online and with a more integrated grant tracking system. The E-Grants System will develop and provide increased services for the Texas ABTPA's current grant management process and will integrate the ABTPA grant program into the current E-Grants grant management system.

This is an online grant system that will enable ABTPA to manage grant programs online and provides a more integrated grant tracking system. This project facilitates the configuration and implementation of IntelliGrants for the State of Texas, Auto Burglary and Theft Prevention Authority.

This implementation will include:

- Business analysis services for defining the functional requirements for the configuration of the grant program.
- Development of functional requirements, project plan and workflow documentation to be used for configuration based on the analysis pertaining to the grant program(s) specified by Texas ABTPA.
- Configuration services pertaining to the overall grant management of one (1) grant program specified by the Texas ABTPA.
- Data integration and conversion for the ABTPA Grant system in regards to meet the technical requirements of the agency.

**EXTERNAL/INTERNAL FACTORS:**

The ABTPA is funded by a legislatively mandated annual assessment fee paid by individual policyholders and collected by the Comptroller of Public Accounts. ABTPA functions as the lead organization in a statewide network of law enforcement agencies, prosecutors, insurance industry representatives, local tax assessor-collectors, community organizations, and concerned citizen groups. In addition to providing guidance and oversight, the ABTPA awards grant funds to agencies, organizations, and concerned parties in an effort to raise public awareness of vehicle theft and burglary and implement education and prevention initiatives.

**4.A. EXCEPTIONAL ITEM REQUEST SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:30PM

Agency code: 608

Agency name:  
**Department of Motor Vehicles**

<b>CODE</b>	<b>DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**Item Name:** Project One - Financial, Human Resources, and Payroll Applications  
**Item Priority:** 9  
**Includes Funding for the Following Strategy or Strategies:** 02-01-01 Indirect Administration

**OBJECTS OF EXPENSE:**

2001	PROFESSIONAL FEES AND SERVICES	3,474,000	500,000
2009	OTHER OPERATING EXPENSE	23,000	0
5000	CAPITAL EXPENDITURES	303,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$3,800,000</b>	<b>\$500,000</b>

**METHOD OF FINANCING:**

6	State Highway Fund	3,800,000	500,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$3,800,000</b>	<b>\$500,000</b>

**DESCRIPTION / JUSTIFICATION:**

The TxDMV must rely on TxDOT's Financial and Human Resources and Payroll systems for support. The TxDMV is an internal user of the Texas Uniform Statewide Accounting System (USAS) and does not possess any automated financial applications to prepare its legislative appropriations request, annual operating budget or year end financial statements.

The TxDMV does not possess any automated applications to administer salary, position control and employee changes for 647 FTEs.

**EXTERNAL/INTERNAL FACTORS:**

For Texas state government, ERP includes the administration of general ledger, accounts payable, accounts receivable, budgeting, inventory, asset management, billing, projects, grants and procurement. By establishing a common system for all these functions, Project One reduces conflicting data and gives decision-makers at the division, agency and state level access to accurate and timely information.

Project One Human Resources and Payroll functions are grouped together as Human Capital Management (HCM). Functions covered by HCM include innovative programs to manage talent acquisition and enterprise learning as well as traditional HR tasks such as benefit and salary administration, absence tracking and regulatory reporting.

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010

TIME: 3:27:27PM

Agency code: 608                      Agency name: Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Agency Relocation (New Facility)			
<b>Allocation to Strategy:</b> 2-1-1 Indirect Administration			
<b>OBJECTS OF EXPENSE:</b>			
2006	RENT - BUILDING	3,600,000	4,000,000
5000	CAPITAL EXPENDITURES	900,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$4,500,000</b>	<b>\$4,000,000</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	4,500,000	4,000,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$4,500,000</b>	<b>\$4,000,000</b>



**4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE**

82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
TIME: **3:27:30PM**

Agency code: **608**                      Agency name **Department of Motor Vehicles**

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b>	Vehicles		
<b>Allocation to Strategy:</b>	1-1-1      Vehicle Registration, Titling and Plates		
<b>OBJECTS OF EXPENSE:</b>			
5000	CAPITAL EXPENDITURES	24,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$24,000</b>	<b>\$0</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	24,000	0
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$24,000</b>	<b>\$0</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b>	Vehicles		
<b>Allocation to Strategy:</b>	1-2-1 Motor Vehicle Dealer Licensing and Regulation		
<b>OBJECTS OF EXPENSE:</b>			
5000 CAPITAL EXPENDITURES		144,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$144,000</b>	<b>\$0</b>
<b>METHOD OF FINANCING:</b>			
6 State Highway Fund		144,000	0
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$144,000</b>	<b>\$0</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010

TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Regional Office Security			
<b>Allocation to Strategy:</b> 1-1-1 Vehicle Registration, Titling and Plates			
<b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	237,000	237,000
5000	CAPITAL EXPENDITURES	336,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$573,000</b>	<b>\$237,000</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	573,000	237,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$573,000</b>	<b>\$237,000</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Regional Office - Telecommunications Upgrade			
<b>Allocation to Strategy:</b> 1-1-1 Vehicle Registration, Titling and Plates			
<b>OBJECTS OF EXPENSE:</b>			
5000	CAPITAL EXPENDITURES	900,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$900,000</b>	<b>\$0</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	900,000	0
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$900,000</b>	<b>\$0</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010

TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Regional Office Repairs, Furnishing and Equipment			
<b>Allocation to Strategy:</b> 1-1-1 Vehicle Registration, Titling and Plates			
<b>OBJECTS OF EXPENSE:</b>			
5000	CAPITAL EXPENDITURES	357,000	85,000
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$357,000</b>	<b>\$85,000</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	357,000	85,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$357,000</b>	<b>\$85,000</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010

TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code Description	Excp 2012	Excp 2013
<b>Item Name:</b> Automobile Burglary Theft and Prevention Authority Grants		
<b>Allocation to Strategy:</b> 1-3-1 Automobile Burglary and Theft Prevention		
<b>STRATEGY IMPACT ON OUTCOME MEASURES:</b>		
<u>1</u> Number of Cars Stolen Per 100,00 Registered Vehicles	20.10	26.80
<b>OBJECTS OF EXPENSE:</b>		
4000 GRANTS	1,454,525	1,454,525
<b>TOTAL, OBJECT OF EXPENSE</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>
<b>METHOD OF FINANCING:</b>		
1 General Revenue Fund	1,454,525	1,454,525
<b>TOTAL, METHOD OF FINANCING</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>

4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010

TIME: 3:27:30PM

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Agency code: **608**                      Agency name **Department of Motor Vehicles**

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b>	Data Center Consolidation Services		
<b>Allocation to Strategy:</b>	2-1-1 Indirect Administration		
<b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	4,825,087	4,998,688
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$4,825,087</b>	<b>\$4,998,688</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	4,825,087	4,998,688
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$4,825,087</b>	<b>\$4,998,688</b>

**4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE**

82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**

TIME: **3:27:30PM**

Agency code: **608**

Agency name **Department of Motor Vehicles**

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Automobile Burglary Theft Prevention Authority (ABTPA) E-Grants System			
<b>Allocation to Strategy:</b> 1-3-1 Automobile Burglary and Theft Prevention			
<b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	120,000	30,000
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$120,000</b>	<b>\$30,000</b>
<b>METHOD OF FINANCING:</b>			
1	General Revenue Fund	120,000	30,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$120,000</b>	<b>\$30,000</b>



4.B. EXCEPTIONAL ITEMS STRATEGY ALLOCATION SCHEDULE

82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:27:30PM

Agency code: 608 Agency name Department of Motor Vehicles

Code	Description	Excp 2012	Excp 2013
<b>Item Name:</b> Project One - Financial, Human Resources, and Payroll Applications			
<b>Allocation to Strategy:</b> 2-1-1 Indirect Administration			
<b>OBJECTS OF EXPENSE:</b>			
2001	PROFESSIONAL FEES AND SERVICES	3,474,000	500,000
2009	OTHER OPERATING EXPENSE	23,000	0
5000	CAPITAL EXPENDITURES	303,000	0
<b>TOTAL, OBJECT OF EXPENSE</b>		<b>\$3,800,000</b>	<b>\$500,000</b>
<b>METHOD OF FINANCING:</b>			
6	State Highway Fund	3,800,000	500,000
<b>TOTAL, METHOD OF FINANCING</b>		<b>\$3,800,000</b>	<b>\$500,000</b>

**4.C. EXCEPTIONAL ITEMS STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

**DATE:** 8/29/2010  
**TIME:** 3:26:35PM

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

GOAL: 1 Department of Motor Vehicles Statewide Goal/Benchmark: 4 - 0  
 OBJECTIVE: 1 Efficiently Provide Vehicle Title, Registration, and Related Services Service Categories:  
 STRATEGY: 1 Vehicle Registration, Titling and Plates Service: 03 Income: A.2 Age: B.3

<b>CODE DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**OBJECTS OF EXPENSE:**

2001 PROFESSIONAL FEES AND SERVICES	237,000	237,000
5000 CAPITAL EXPENDITURES	1,617,000	85,000
<b>Total, Objects of Expense</b>	<b>\$1,854,000</b>	<b>\$322,000</b>

**METHOD OF FINANCING:**

6 State Highway Fund	1,854,000	322,000
<b>Total, Method of Finance</b>	<b>\$1,854,000</b>	<b>\$322,000</b>

**EXCEPTIONAL ITEM(S) INCLUDED IN STRATEGY:**

Vehicles  
 Regional Office Security  
 Regional Office - Telecommunications Upgrade  
 Regional Office Repairs, Furnishing and Equipment

**4.C. EXCEPTIONAL ITEMS STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

**DATE:** 8/29/2010  
**TIME:** 3:26:38PM

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

GOAL: 1 Department of Motor Vehicles Statewide Goal/Benchmark: 4 - 0  
 OBJECTIVE: 2 Promote the Health, Safety, and Welfare of the Public Service Categories:  
 STRATEGY: 1 Motor Vehicle Dealer Licensing and Regulation Service: 16 Income: A.2 Age: B.3

<b>CODE DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**OBJECTS OF EXPENSE:**

5000 CAPITAL EXPENDITURES	144,000	0
<b>Total, Objects of Expense</b>	<b>\$144,000</b>	<b>\$0</b>

**METHOD OF FINANCING:**

6 State Highway Fund	144,000	0
<b>Total, Method of Finance</b>	<b>\$144,000</b>	<b>\$0</b>

**EXCEPTIONAL ITEM(S) INCLUDED IN STRATEGY:**

Vehicles

**4.C. EXCEPTIONAL ITEMS STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

**DATE:** 8/29/2010  
**TIME:** 3:26:38PM

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

GOAL: 1 Department of Motor Vehicles Statewide Goal/Benchmark: 4 - 0  
 OBJECTIVE: 3 Automobile Burglary and Theft Prevention Service Categories:  
 STRATEGY: 1 Automobile Burglary and Theft Prevention Service: 35 Income: A.2 Age: B.3

<b>CODE DESCRIPTION</b>	<b>Exep 2012</b>	<b>Exep 2013</b>
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**OBJECTS OF EXPENSE:**

2001 PROFESSIONAL FEES AND SERVICES	120,000	30,000
4000 GRANTS	1,454,525	1,454,525
<b>Total, Objects of Expense</b>	<b>\$1,574,525</b>	<b>\$1,484,525</b>

**METHOD OF FINANCING:**

1 General Revenue Fund	1,574,525	1,484,525
<b>Total, Method of Finance</b>	<b>\$1,574,525</b>	<b>\$1,484,525</b>

**EXCEPTIONAL ITEM(S) INCLUDED IN STRATEGY:**

Automobile Burglary Theft and Prevention Authority Grants  
 Automobile Burglary Theft Prevention Authority (ABTPA) E-Grants System

**4.C. EXCEPTIONAL ITEMS STRATEGY REQUEST**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

**DATE:** 8/29/2010  
**TIME:** 3:26:38PM

Agency Code: **608**

Agency name: **Department of Motor Vehicles**

GOAL: 2 Indirect Administration  
 OBJECTIVE: 1 Indirect Administration  
 STRATEGY: 1 Indirect Administration

Statewide Goal/Benchmark: 4 - 0  
 Service Categories:  
 Service: 09 Income: A.2 Age: B.3

<b>CODE DESCRIPTION</b>	<b>Excp 2012</b>	<b>Excp 2013</b>
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**OBJECTS OF EXPENSE:**

2001 PROFESSIONAL FEES AND SERVICES	8,299,087	5,498,688
2006 RENT - BUILDING	3,600,000	4,000,000
2009 OTHER OPERATING EXPENSE	23,000	0
5000 CAPITAL EXPENDITURES	1,203,000	0
<b>Total, Objects of Expense</b>	<b>\$13,125,087</b>	<b>\$9,498,688</b>

**METHOD OF FINANCING:**

6 State Highway Fund	13,125,087	9,498,688
<b>Total, Method of Finance</b>	<b>\$13,125,087</b>	<b>\$9,498,688</b>

**EXCEPTIONAL ITEM(S) INCLUDED IN STRATEGY:**

Agency Relocation (New Facility)  
 Data Center Consolidation Services  
 Project One - Financial, Human Resources, and Payroll Applications

Agency code: 608

Agency name: Department of Motor Vehicles

Category Code / Category Name

Project Sequence/Project Id/ Name

OOE / TOF / MOF CODE

Est 2010

Bud 2011

BL 2012

BL 2013

**5005 Acquisition of Information Resource Technologies**

*1/1 TxDMV Automation System (Formerly Vision  
 21-Core System)*

**OBJECTS OF EXPENSE**

Capital

General	2001	PROFESSIONAL FEES AND SERVICES	\$1,099,999	\$38,739,330	\$25,366,193	\$24,323,200
General	2009	OTHER OPERATING EXPENSE	\$0	\$5,150,000	\$5,150,000	\$5,176,800
General	5000	CAPITAL EXPENDITURES	\$0	\$1,200,000	\$600,000	\$600,000
Capital Subtotal OOE, Project 1			\$1,099,999	\$45,089,330	\$31,116,193	\$30,100,000
Subtotal OOE, Project 1			<b>\$1,099,999</b>	<b>\$45,089,330</b>	<b>\$31,116,193</b>	<b>\$30,100,000</b>

**TYPE OF FINANCING**

Capital

General	CA	6 State Highway Fund	\$1,099,999	\$45,089,330	\$31,116,193	\$30,100,000
Capital Subtotal TOF, Project 1			\$1,099,999	\$45,089,330	\$31,116,193	\$30,100,000
Subtotal TOF, Project 1			<b>\$1,099,999</b>	<b>\$45,089,330</b>	<b>\$31,116,193</b>	<b>\$30,100,000</b>

*2/2 GROWTH AND ENHANCEMENTS*

**OBJECTS OF EXPENSE**

Capital

General	5000	CAPITAL EXPENDITURES	\$650,450	\$755,294	\$705,681	\$705,681
Capital Subtotal OOE, Project 2			\$650,450	\$755,294	\$705,681	\$705,681
Subtotal OOE, Project 2			<b>\$650,450</b>	<b>\$755,294</b>	<b>\$705,681</b>	<b>\$705,681</b>

**TYPE OF FINANCING**

Capital

General	CA	1 General Revenue Fund	\$571,328	\$5,000	\$3,000	\$3,000
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5.A. CAPITAL BUDGET PROJECT SCHEDULE  
 82nd Regular Session, Agency Submission, Version I  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:26:23PM

Agency code: 608

Agency name: Department of Motor Vehicles

Category Code / Category Name

Project Sequence/Project Id/ Name

OOE / TOF / MOF CODE

Est 2010

Bud 2011

BL 2012

BL 2013

General CA	6	State Highway Fund	\$79,122	\$750,294	\$702,681	\$702,681
Capital Subtotal TOF, Project	2		\$650,450	\$755,294	\$705,681	\$705,681
Subtotal TOF, Project	2		\$650,450	\$755,294	\$705,681	\$705,681

3/3 Technology Replacement & Upgrades

OBJECTS OF EXPENSE

Capital

General 2001		PROFESSIONAL FEES AND SERVICES	\$2,587,440	\$9,616,560	\$6,077,000	\$6,127,000
General 5000		CAPITAL EXPENDITURES	\$300,000	\$2,210,000	\$1,255,000	\$1,255,000
Capital Subtotal OOE, Project	3		\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000
Subtotal OOE, Project	3		\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000

TYPE OF FINANCING

Capital

General CA	6	State Highway Fund	\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000
Capital Subtotal TOF, Project	3		\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000
Subtotal TOF, Project	3		\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000

8/8 Data Center Consolidation

OBJECTS OF EXPENSE

Capital

General 2001		PROFESSIONAL FEES AND SERVICES	\$0	\$0	\$0	\$0
Capital Subtotal OOE, Project	8		\$0	\$0	\$0	\$0
Subtotal OOE, Project	8		\$0	\$0	\$0	\$0

TYPE OF FINANCING

5.A. CAPITAL BUDGET PROJECT SCHEDULE  
82nd Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
TIME: 3:26:23PM

Agency code: 608

Agency name: Department of Motor Vehicles

Category Code / Category Name

Project Sequence/Project Id/ Name

OOE / TOF / MOF CODE

Est 2010

Bud 2011

BL 2012

BL 2013

Capital

General CA 6 State Highway Fund

\$0

\$0

\$0

\$0

Capital Subtotal TOF, Project 8

\$0

\$0

\$0

\$0

Subtotal TOF, Project 8

\$0

\$0

\$0

\$0

10/10 Project One Financial, Human Resources, and  
Payroll Applications

**OBJECTS OF EXPENSE**

Capital

General 5000 CAPITAL EXPENDITURES

\$0

\$0

\$0

\$0

Capital Subtotal OOE, Project 10

\$0

\$0

\$0

\$0

Informational

General 2001 PROFESSIONAL FEES AND SERVICES

\$0

\$0

\$0

\$0

General 2009 OTHER OPERATING EXPENSE

\$0

\$0

\$0

\$0

Informational Subtotal OOE, Project 10

\$0

\$0

\$0

\$0

Subtotal OOE, Project 10

\$0

\$0

\$0

\$0

**TYPE OF FINANCING**

Capital

General CA 6 State Highway Fund

\$0

\$0

\$0

\$0

Capital Subtotal TOF, Project 10

\$0

\$0

\$0

\$0

Informational

General CA 6 State Highway Fund

\$0

\$0

\$0

\$0

Informational Subtotal TOF, Project 10

\$0

\$0

\$0

\$0



Agency code: 608

Agency name: Department of Motor Vehicles

**Category Code / Category Name**

*Project Sequence/Project Id/ Name*

**OOE / TOF / MOF CODE**

**Est 2010**

**Bud 2011**

**BL 2012**

**BL 2013**

Subtotal TOF, Project	10	\$0	\$0	\$0	\$0
Capital Subtotal, Category	5005	\$4,637,889	\$57,671,184	\$39,153,874	\$38,187,681
Informational Subtotal, Category	5005	\$0	\$0	\$0	\$0
<b>Total, Category</b>	<b>5005</b>	<b>\$4,637,889</b>	<b>\$57,671,184</b>	<b>\$39,153,874</b>	<b>\$38,187,681</b>

**5006 Transportation Items**

*5/5 Vehicles*

**OBJECTS OF EXPENSE**

Capital

General 5000 CAPITAL EXPENDITURES		\$0	\$0	\$0	\$0
Capital Subtotal OOE, Project	5	\$0	\$0	\$0	\$0
Subtotal OOE, Project	5	\$0	\$0	\$0	\$0

**TYPE OF FINANCING**

Capital

General CA 6 State Highway Fund		\$0	\$0	\$0	\$0
Capital Subtotal TOF, Project	5	\$0	\$0	\$0	\$0
Subtotal TOF, Project	5	\$0	\$0	\$0	\$0
Capital Subtotal, Category	5006	\$0	\$0	\$0	\$0
Informational Subtotal, Category	5006	\$0	\$0	\$0	\$0
<b>Total, Category</b>	<b>5006</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**5007 Acquisition of Capital Equipment and Items**

*4/4 Agency Relocation-Furnishings & Equipment*

**OBJECTS OF EXPENSE**

**5.A. CAPITAL BUDGET PROJECT SCHEDULE**  
**82nd Regular Session, Agency Submission, Version 1**  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
TIME: **3:26:23PM**

Agency code: **608**

Agency name: **Department of Motor Vehicles**

**Category Code / Category Name**

*Project Sequence/Project Id/ Name*

<b>OOE / TOF / MOF CODE</b>		<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>
<u>Capital</u>					
General 5000	CAPITAL EXPENDITURES	\$0	\$0	\$0	\$0
	Capital Subtotal OOE, Project 4	\$0	\$0	\$0	\$0
<u>Informational</u>					
General 2006	RENT - BUILDING	\$0	\$0	\$0	\$0
	Informational Subtotal OOE, Project 4	\$0	\$0	\$0	\$0
	Subtotal OOE, Project 4	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TYPE OF FINANCING</b>					
<u>Capital</u>					
General CA 6	State Highway Fund	\$0	\$0	\$0	\$0
	Capital Subtotal TOF, Project 4	\$0	\$0	\$0	\$0
<u>Informational</u>					
General CA 6	State Highway Fund	\$0	\$0	\$0	\$0
	Informational Subtotal TOF, Project 4	\$0	\$0	\$0	\$0
	Subtotal TOF, Project 4	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>6/6 Regional Office Security</i>					
<b>OBJECTS OF EXPENSE</b>					
<u>Capital</u>					
General 5000	CAPITAL EXPENDITURES	\$0	\$0	\$0	\$0
	Capital Subtotal OOE, Project 6	\$0	\$0	\$0	\$0
<u>Informational</u>					
General 2001	PROFESSIONAL FEES AND SERVICES	\$0	\$0	\$0	\$0

Agency code: 608

Agency name: Department of Motor Vehicles

Category Code / Category Name

*Project Sequence/Project Id/ Name*

OOE / TOF / MOF CODE		Est 2010	Bud 2011	BL 2012	BL 2013
Informational Subtotal OOE, Project	6	\$0	\$0	\$0	\$0
Subtotal OOE, Project	6	\$0	\$0	\$0	\$0
<b>TYPE OF FINANCING</b>					
<u>Capital</u>					
General CA	6 State Highway Fund	\$0	\$0	\$0	\$0
Capital Subtotal TOF, Project	6	\$0	\$0	\$0	\$0
<u>Informational</u>					
General CA	6 State Highway Fund	\$0	\$0	\$0	\$0
Informational Subtotal TOF, Project	6	\$0	\$0	\$0	\$0
Subtotal TOF, Project	6	\$0	\$0	\$0	\$0
<i>7/7 Regional Office - Telecommunications Upgrade</i>					
<b>OBJECTS OF EXPENSE</b>					
<u>Capital</u>					
General	5000 CAPITAL EXPENDITURES	\$0	\$0	\$0	\$0
Capital Subtotal OOE, Project	7	\$0	\$0	\$0	\$0
Subtotal OOE, Project	7	\$0	\$0	\$0	\$0
<b>TYPE OF FINANCING</b>					
<u>Capital</u>					
General CA	6 State Highway Fund	\$0	\$0	\$0	\$0
Capital Subtotal TOF, Project	7	\$0	\$0	\$0	\$0
Subtotal TOF, Project	7	\$0	\$0	\$0	\$0

**5.A. CAPITAL BUDGET PROJECT SCHEDULE**  
**82nd Regular Session, Agency Submission, Version 1**  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
TIME: **3:26:23PM**

Agency code: **608**

Agency name: **Department of Motor Vehicles**

**Category Code / Category Name**

*Project Sequence/Project Id/ Name*

**OOE / TOF / MOF CODE**

**Est 2010**

**Bud 2011**

**BL 2012**

**BL 2013**

*9/9 Automobile Burglary Theft Prevention Authority  
(ABTPA) E-Grants System*

**OBJECTS OF EXPENSE**

Informational

General 2001 PROFESSIONAL FEES AND SERVICES

\$0

\$0

\$0

\$0

Informational Subtotal OOE, Project 9

\$0

\$0

\$0

\$0

Subtotal OOE, Project 9

**\$0**

**\$0**

**\$0**

**\$0**

**TYPE OF FINANCING**

Informational

General CA 1 General Revenue Fund

\$0

\$0

\$0

\$0

Informational Subtotal TOF, Project 9

\$0

\$0

\$0

\$0

Subtotal TOF, Project 9

**\$0**

**\$0**

**\$0**

**\$0**

Capital Subtotal, Category 5007

\$0

\$0

\$0

\$0

Informational Subtotal, 5007

\$0

\$0

\$0

\$0

Category  
**Total, Category 5007**

**\$0**

**\$0**

**\$0**

**\$0**

**AGENCY TOTAL -CAPITAL**

**\$4,637,889**

**\$57,671,184**

**\$39,153,874**

**\$38,187,681**

**AGENCY TOTAL -INFORMATIONAL**

**\$0**

**\$0**

**\$0**

**\$0**

**AGENCY TOTAL**

**\$4,637,889**

**\$57,671,184**

**\$39,153,874**

**\$38,187,681**

**5.A. CAPITAL BUDGET PROJECT SCHEDULE**  
**82nd Regular Session, Agency Submission, Version 1**  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
TIME: **3:26:23PM**

Agency code: **608**

Agency name: **Department of Motor Vehicles**

**Category Code / Category Name**

*Project Sequence/Project Id/ Name*

<b>OOE / TOF / MOF CODE</b>		<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>
<b>METHOD OF FINANCING:</b>					
<u>Capital</u>					
General	1 General Revenue Fund	\$571,328	\$5,000	\$3,000	\$3,000
General	6 State Highway Fund	\$4,066,561	\$57,666,184	\$39,150,874	\$38,184,681
Total, Method of Financing-Capital		\$4,637,889	\$57,671,184	\$39,153,874	\$38,187,681
<u>Informational</u>					
General	1 General Revenue Fund	\$0	\$0	\$0	\$0
General	6 State Highway Fund	\$0	\$0	\$0	\$0
Total, Method of Financing-Informational		\$0	\$0	\$0	\$0
<b>Total, Method of Financing</b>		<b>\$4,637,889</b>	<b>\$57,671,184</b>	<b>\$39,153,874</b>	<b>\$38,187,681</b>
<b>TYPE OF FINANCING:</b>					
<u>Capital</u>					
General CA	CURRENT APPROPRIATIONS	\$4,637,889	\$57,671,184	\$39,153,874	\$38,187,681
Total, Type of Financing-Capital		\$4,637,889	\$57,671,184	\$39,153,874	\$38,187,681
<u>Informational</u>					
General CA	CURRENT APPROPRIATIONS	\$0	\$0	\$0	\$0
Total, Type of Financing-Informational		\$0	\$0	\$0	\$0
<b>Total, Type of Financing</b>		<b>\$4,637,889</b>	<b>\$57,671,184</b>	<b>\$39,153,874</b>	<b>\$38,187,681</b>

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5005</b>	Category Name:	<b>ACQUISITN INFO RES TECH.</b>
Project number:	<b>1</b>	Project Name:	<b>TxDMV Automation System</b>

**PROJECT DESCRIPTION**

**General Information**

This project will redefine all the business processes for the Texas Department of Motor Vehicles. New technology will be implemented to enhance and/or replace the existing Registration & Titling system applications and other integrated applications.

<b>Number of Units / Average Unit Cost</b>	0						
<b>Estimated Completion Date</b>	August 31, 2013						
<b>Additional Capital Expenditure Amounts Required</b>	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">0</td> <td align="center">0</td> </tr> </table>		<b>2014</b>	<b>2015</b>		0	0
	<b>2014</b>	<b>2015</b>					
	0	0					
<b>Type of Financing</b>	CA CURRENT APPROPRIATIONS						
<b>Projected Useful Life</b>	10 Years						
<b>Estimated/Actual Project Cost</b>	\$ 0						
<b>Length of Financing/ Lease Period</b>							

**ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total over project life</b>
	0	0	0	0	0

**REVENUE GENERATION / COST SAVINGS**

<u>REVENUE COST FLAG</u>	<u>MOF CODE</u>	<u>AVERAGE AMOUNT</u>

**Explanation:** Potential to save \$10M - \$20M per year after full implementation.

**Project Location:** Statewide

**Beneficiaries:** TxDMV, Tax Assessor-Collectors

**Frequency of Use and External Factors Affecting Use:**

Used on a daily basis.

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5005</b>	Category Name:	<b>ACQUISITN INFO RES TECH.</b>
Project number:	<b>2</b>	Project Name:	<b>GROWTH AND ENHANCEMENTS</b>

**PROJECT DESCRIPTION**

**General Information**

Growth and Enhancements are defined as those information resource activities that enhance or expand the current level of information resource services in TxDMV's individual business areas.

TxDMV policy defines the structure, distribution of responsibilities to prevent redundant efforts and voids in user support coverage. Integrated planning, budgeting, and resource allocation and acquisition systems ensure that adequate funding is available to TxDMV and that each division receives its approved share of resources. Each TxDMV business area is responsible for determining their needs related to information resources.

This project includes: the replacement of desktop microcomputers, desktop printers, laptops, and peripheral devices; the replacement of registration and titling equipment located at and used by county tax offices; telephone system replacements and upgrades; replacement and upgrades of network equipment; the development of a VOIP infrastructure; and the purchase of software licenses for enterprise applications. Additionally, the project includes division office document imaging and document management initiatives; and the development of workgroup applications.

Number of Units / Average Unit Cost	0						
Estimated Completion Date	Ongoing						
Additional Capital Expenditure Amounts Required							
	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">571,328</td> <td align="center">571,328</td> </tr> </table>		<b>2014</b>	<b>2015</b>		571,328	571,328
	<b>2014</b>	<b>2015</b>					
	571,328	571,328					
Type of Financing	CA CURRENT APPROPRIATIONS						
Projected Useful Life							
Estimated/Actual Project Cost	\$ 0						
Length of Financing/ Lease Period							

**ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total over project life</b>
	0	0	0	0	0

**REVENUE GENERATION / COST SAVINGS**

<b><u>REVENUE COST FLAG</u></b>	<b><u>MOF CODE</u></b>	<b><u>AVERAGE AMOUNT</u></b>
---------------------------------	------------------------	------------------------------

**Explanation:**

**Project Location:**

**Beneficiaries:**

**Frequency of Use and External Factors Affecting Use:**

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5005</b>	Category Name:	<b>ACQUISITN INFO RES TECH.</b>
Project number:	<b>3</b>	Project Name:	<b>Technology Replacement &amp; Upgrades</b>

**PROJECT DESCRIPTION**

**General Information**

This project is limited to:

- The life-cycle replacement of PCs, monitors, printers, laptops, and peripheral devices.
- Upgrade or replacement of network communications hardware, including routers, switches, hubs, expansion ports, and related software.
- Voice telecom systems, including PBX, key systems, voice mail, VoIP initiatives, and related software.
- GPS receiver upgrades and satellite survey hardware and software.
- Upgrades to the Wireless infrastructure.
- Replacement of other functionally obsolete equipment.
- New software licenses, and upgrade of software licenses for enterprise applications.
- Document imaging conversion and document management enhancements.

Number of Units / Average Unit Cost	0						
Estimated Completion Date	Ongoing						
Additional Capital Expenditure Amounts Required							
	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">7,332,000</td> <td align="center">7,382,000</td> </tr> </table>		<b>2014</b>	<b>2015</b>		7,332,000	7,382,000
	<b>2014</b>	<b>2015</b>					
	7,332,000	7,382,000					
Type of Financing	CA CURRENT APPROPRIATIONS						
Projected Useful Life							
Estimated/Actual Project Cost	\$ 0						
Length of Financing/ Lease Period							

**ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS**

	2012	2013	2014	2015	Total over project life
	0	0	0	0	0

**REVENUE GENERATION / COST SAVINGS**

<u>REVENUE</u>	<u>COST FLAG</u>	<u>MOF CODE</u>	<u>AVERAGE AMOUNT</u>

**Explanation:**

**Project Location:** Statewide

**Beneficiaries:** TxDMV

**Frequency of Use and External Factors Affecting Use:**

Used on a daily basis.



**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5007</b>	Category Name:	<b>ACQUISITN CAP EQUIP ITEMS</b>
Project number:	<b>4</b>	Project Name:	<b>Agency Relocation</b>

**PROJECT DESCRIPTION**

**General Information**

Agency Relocation-Furnishings & Equipment  
 Modular furniture and other furnishings.

**Number of Units / Average Unit Cost**

0

**Estimated Completion Date**

August 31, 21013

**Additional Capital Expenditure Amounts Required**

**2014**

**2015**

0

0

**Type of Financing**

CA CURRENT APPROPRIATIONS

**Projected Useful Life**

**Estimated/Actual Project Cost**

\$ 0

**Length of Financing/ Lease Period**

**ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS**

**2012**

**2013**

**2014**

**2015**

**Total over  
project life**

0

0

0

0

0

**REVENUE GENERATION / COST SAVINGS**

**REVENUE COST FLAG**

**MOF CODE**

**AVERAGE AMOUNT**

<u>REVENUE COST FLAG</u>	<u>MOF CODE</u>	<u>AVERAGE AMOUNT</u>

**Explanation:**

**Project Location:** Austin Headquarters.

**Beneficiaries:** TxDMV

**Frequency of Use and External Factors Affecting Use:**

On a daily basis.

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	608	Agency name:	Department of Motor Vehicles
Category Number:	5006	Category Name:	TRANSPORTATION ITEMS
Project number:	5	Project Name:	Vehicles

**PROJECT DESCRIPTION**

**General Information**

This equipment is comprised of automobiles/sedans/trucks for program activities. Equipment necessary to replace units(s) which meet usage, age and repair costs criteria for retirement.

<b>Number of Units / Average Unit Cost</b>	Average cost per vehicle \$24,000										
<b>Estimated Completion Date</b>	August 31, 2012										
<b>Additional Capital Expenditure Amounts Required</b>	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">0</td> <td align="center">0</td> </tr> </table>		<b>2014</b>	<b>2015</b>		0	0				
	<b>2014</b>	<b>2015</b>									
	0	0									
<b>Type of Financing</b>	CA CURRENT APPROPRIATIONS										
<b>Projected Useful Life</b>	9 Years										
<b>Estimated/Actual Project Cost</b>	\$ 0										
<b>Length of Financing/ Lease Period</b>											
<b><u>ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS</u></b>	<b>Total over project life</b>										
<table border="0"> <tr> <td><b>2012</b></td> <td><b>2013</b></td> <td><b>2014</b></td> <td><b>2015</b></td> <td></td> </tr> <tr> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> </tr> </table>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>		0	0	0	0	0	
<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>								
0	0	0	0	0							

**REVENUE GENERATION / COST SAVINGS**

<b><u>REVENUE COST FLAG</u></b>	<b><u>MOF CODE</u></b>	<b><u>AVERAGE AMOUNT</u></b>
---------------------------------	------------------------	------------------------------

**Explanation:**

**Project Location:** Statewide

**Beneficiaries:** TxDMV

**Frequency of Use and External Factors Affecting Use:**

Vehicles will support daily operations in the Regional Offices & Headquarters with field inspections and investigations, responding to public complaints and attending public meetings or training seminars.

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5007</b>	Category Name:	<b>ACQUISITN CAP EQUIP ITEMS</b>
Project number:	<b>6</b>	Project Name:	<b>Regional Office Security</b>

**PROJECT DESCRIPTION**

**General Information**

This equipment includes security features such as cameras, badge entry, emergency door release, security monitoring, security alert systems to notify law enforcement of break-ins, courier service, and credit/debit card equipment. First year cost includes software, equipment and training. Second year cost is an annual security monitoring expense.

Number of Units / Average Unit Cost	0												
Estimated Completion Date	August 31, 2013												
Additional Capital Expenditure Amounts Required	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">0</td> <td align="center">0</td> </tr> </table>		<b>2014</b>	<b>2015</b>		0	0						
	<b>2014</b>	<b>2015</b>											
	0	0											
Type of Financing	CA CURRENT APPROPRIATIONS												
Projected Useful Life													
Estimated/Actual Project Cost	\$ 0												
Length of Financing/ Lease Period													
<b><u>ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS</u></b>	<table border="0"> <tr> <td></td> <td align="center"><b>2012</b></td> <td align="center"><b>2013</b></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> <td align="center"><b>Total over project life</b></td> </tr> <tr> <td></td> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> <td align="center">0</td> </tr> </table>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total over project life</b>		0	0	0	0	0
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total over project life</b>								
	0	0	0	0	0								

**REVENUE GENERATION / COST SAVINGS**

<u>REVENUE</u>	<u>COST FLAG</u>	<u>MOF CODE</u>	<u>AVERAGE AMOUNT</u>
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**Explanation:** The regional offices accept money for titles, registration and plates on a daily basis. Daily transactions can amount to thousands of dollars. The regional offices lack appropriate security measures to mitigate the risk of robbery and protect the lives of customers and staff.

**Project Location:** Regional Offices

**Beneficiaries:** TxDMV

**Frequency of Use and External Factors Affecting Use:**  
 On a daily basis.

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	608	Agency name:	Department of Motor Vehicles
Category Number:	5007	Category Name:	ACQUISITN CAP EQUIP ITEMS
Project number:	7	Project Name:	Regional Office Telecommunications

**PROJECT DESCRIPTION**

**General Information**

Upgrade telephone systems and hardware in regional offices. Includes increase in bandwidth for offices that have insufficient network connectivity. Four region offices have a serious need, Dallas, Fort Worth, El Paso and Waco.

<b>Number of Units / Average Unit Cost</b>	0			
<b>Estimated Completion Date</b>	August 31, 2013			
<b>Additional Capital Expenditure Amounts Required</b>		<b>2014</b>		<b>2015</b>
		0		0
<b>Type of Financing</b>	CA	CURRENT APPROPRIATIONS		
<b>Projected Useful Life</b>				
<b>Estimated/Actual Project Cost</b>	\$ 0			
<b>Length of Financing/ Lease Period</b>				
<b><u>ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS</u></b>				<b>Total over project life</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	0	0	0	0

<b><u>REVENUE GENERATION / COST SAVINGS</u></b>		
<b><u>REVENUE COST FLAG</u></b>	<b><u>MOF CODE</u></b>	<b><u>AVERAGE AMOUNT</u></b>

**Explanation:**

**Project Location:** Regional offices.

**Beneficiaries:** TxDMV and the Texas motoring public.

**Frequency of Use and External Factors Affecting Use:**

On a daily basis.

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5005</b>	Category Name:	<b>ACQUISITN INFO RES TECH.</b>
Project number:	<b>8</b>	Project Name:	<b>DCS</b>

**PROJECT DESCRIPTION**

**General Information**

In November 2006, DIR executed a contract with International Business Machines Corporation (IBM) to provide data center services for 27 Texas state agencies. The contract commenced in April 2007, and expires in August 2014, with three optional, one-year extensions. TxDMV entered into an Interagency Agreement with DIR for these services. In FY 2010 and 2011 TxDOT covered the expenditures for the services provided by IBM.

The agreement includes transition of in-scope services in legacy data centers, consolidation of these services into two commercial-grade facilities. The state retains ownership of all assets until end of life and retains ownership of all data on the in-scope systems.

IBM's partners in the contract, collectively called Team for Texas, are Unisys, Pitney Bowes, and Xerox. In addition, the contract contains additional subcontractors with more than 20 percent of contract value subcontracted to Historically Underutilized Businesses (HUBs). IBM provides overall program management for the contract and has responsibility for strategic planning, IT operations, risk management, communications, and training.

The state's goals for the data center services (DCS) contract include effective management of in-place services, migration of services to the consolidated data centers, and improvements to services, security, and disaster recovery capability. IBM organizes these activities into three phases: transition, transformation, and consolidation.

Number of Units / Average Unit Cost	0						
Estimated Completion Date	August 31, 2014						
Additional Capital Expenditure Amounts Required	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="right">4,998,688</td> <td align="right">0</td> </tr> </table>		<b>2014</b>	<b>2015</b>		4,998,688	0
	<b>2014</b>	<b>2015</b>					
	4,998,688	0					
Type of Financing	CA CURRENT APPROPRIATIONS						
Projected Useful Life	Ongoing						
Estimated/Actual Project Cost	\$ 0						
Length of Financing/ Lease Period							

<b><u>ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS</u></b>					<b>Total over project life</b>
<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>		
0	0	0	0		0

<b><u>REVENUE GENERATION / COST SAVINGS</u></b>		
<b><u>REVENUE COST FLAG</u></b>	<b><u>MOF CODE</u></b>	<b><u>AVERAGE AMOUNT</u></b>

**Explanation:** No cost savings identified.

**Project Location:** Statewide

**Beneficiaries:** Department of Information Resources

**Frequency of Use and External Factors Affecting Use:**

Used on a daily basis.

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5007</b>	Category Name:	<b>ACQUISITN CAP EQUIP ITEMS</b>
Project number:	<b>9</b>	Project Name:	<b>ABTPA E-Grants System</b>

**PROJECT DESCRIPTION**

**General Information**

Equipment will enables ABTPA to manage grant programs online and provides a more integrated grant tracking system.

Number of Units / Average Unit Cost	0						
Estimated Completion Date	August 31, 2012						
Additional Capital Expenditure Amounts Required	<table border="0"> <tr> <td></td> <td align="center"><b>2014</b></td> <td align="center"><b>2015</b></td> </tr> <tr> <td></td> <td align="center">0</td> <td align="center">0</td> </tr> </table>		<b>2014</b>	<b>2015</b>		0	0
	<b>2014</b>	<b>2015</b>					
	0	0					
Type of Financing	CA CURRENT APPROPRIATIONS						
Projected Useful Life							
Estimated/Actual Project Cost	\$ 0						
Length of Financing/ Lease Period							

**ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total over project life</b>
	0	0	0	0	0

**REVENUE GENERATION / COST SAVINGS**

<b><u>REVENUE COST FLAG</u></b>	<b><u>MOF CODE</u></b>	<b><u>AVERAGE AMOUNT</u></b>
---------------------------------	------------------------	------------------------------

**Explanation:** This system is an online grant system that enables ABTPA to manage grant programs online and provides a more integrated grant tracking system. This project facilitates the configuration and implementation of IntelliGrants for the State of Texas, Auto Burglary and Theft Prevention Authority.

**Project Location:** TxDMV Headquarters

**Beneficiaries:** Law enforcement agencies, prosecutors, insurance industry representatives, local tax assessor-collectors, community organizations, and concerned citizen groups.

**Frequency of Use and External Factors Affecting Use:**  
 On a daily basis.

**5.B. CAPITAL BUDGET PROJECT INFORMATION**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 4:59:24PM

Agency Code:	<b>608</b>	Agency name:	<b>Department of Motor Vehicles</b>
Category Number:	<b>5005</b>	Category Name:	<b>ACQUISITN INFO RES TECH.</b>
Project number:	<b>10</b>	Project Name:	<b>Project One</b>

**PROJECT DESCRIPTION**

**General Information**

Equipment includes the administration of general ledger, accounts payable, accounts receivable, budgeting, inventory, asset management, billing, projects, grants and procurement. By establishing a common system for all these functions, Project One reduces conflicting data and gives decision-makers at the division, agency and state level access to accurate and timely information.

Project One Human Resources and Payroll functions are grouped together as Human Capital Management (HCM). Functions covered by HCM include innovative programs to manage talent acquisition and enterprise learning as well as traditional HR tasks such as benefit and salary administration, absence tracking and regulatory reporting.

<b>Number of Units / Average Unit Cost</b>	0			
<b>Estimated Completion Date</b>	August 31, 2013			
<b>Additional Capital Expenditure Amounts Required</b>		<b>2014</b>		<b>2015</b>
		0		0
<b>Type of Financing</b>	CA	CURRENT APPROPRIATIONS		
<b>Projected Useful Life</b>				
<b>Estimated/Actual Project Cost</b>	\$ 0			
<b>Length of Financing/ Lease Period</b>				
<b><u>ESTIMATED/ACTUAL DEBT OBLIGATION PAYMENTS</u></b>				<b>Total over project life</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	0	0	0	0

**REVENUE GENERATION / COST SAVINGS**

<u>REVENUE COST FLAG</u>	<u>MOF CODE</u>	<u>AVERAGE AMOUNT</u>

**Explanation:**

**Project Location:** Statewide

**Beneficiaries:** TxDMV

**Frequency of Use and External Factors Affecting Use:**

On a daily basis.



Agency code: 608 Agency name: Department of Motor Vehicles

Category Code/Name

Project Sequence/Project Id/Name

Goal/Obj/Str	Strategy Name	Est 2010	Bud 2011	BL 2012	BL 2013
<b>5005 Acquisition of Information Resource Technologies</b>					
<i>1/1 TxDMV Automation System</i>					
<b><u>GENERAL BUDGET</u></b>					
Capital	1-1-1 VEHICLE REGISTRATION AND TITLING	1,099,999	45,089,330	\$31,116,193	\$30,100,000
	TOTAL, PROJECT	\$1,099,999	\$45,089,330	\$31,116,193	\$30,100,000
<i>2/2 GROWTH AND ENHANCEMENTS</i>					
<b><u>GENERAL BUDGET</u></b>					
Capital	1-1-1 VEHICLE REGISTRATION AND TITLING	571,328	571,328	0	0
	1-2-1 VEHICLE DEALER REGULATION	79,122	178,966	131,353	131,353
	1-3-1 AUTOMOBILE THEFT PREVENTION	0	5,000	3,000	3,000
	2-1-1 INDIRECT ADMINISTRATION	0	0	571,328	571,328
	TOTAL, PROJECT	\$650,450	\$755,294	\$705,681	\$705,681
<i>3/3 Technology Replacement &amp; Upgrades</i>					
<b><u>GENERAL BUDGET</u></b>					
Capital	1-1-1 VEHICLE REGISTRATION AND TITLING	2,887,440	11,826,560	7,332,000	7,382,000
	TOTAL, PROJECT	\$2,887,440	\$11,826,560	\$7,332,000	\$7,382,000
<i>8/8 DCS</i>					
<b><u>GENERAL BUDGET</u></b>					
Capital	2-1-1 INDIRECT ADMINISTRATION	0	0	0	0
	TOTAL, PROJECT	\$0	\$0	\$0	\$0

Agency code: 608 Agency name: Department of Motor Vehicles

Category Code/Name

Project Sequence/Project Id/Name

Goal/Obj/Str	Strategy Name	Est 2010	Bud 2011	BL 2012	BL 2013	
<b>10/10</b>	<b>Project One</b>					
<b>GENERAL BUDGET</b>						
Capital	2-1-1	INDIRECT ADMINISTRATION	0	0	\$0	\$0
Informational	2-1-1	INDIRECT ADMINISTRATION	0	0	0	0
TOTAL, PROJECT			\$0	\$0	\$0	\$0

5006 Transportation Items

5/5 Vehicles

GENERAL BUDGET

Capital	1-1-1	VEHICLE REGISTRATION AND TITLING	0	0	0	0
	1-2-1	VEHICLE DEALER REGULATION	0	0	0	0
TOTAL, PROJECT			\$0	\$0	\$0	\$0

5007 Acquisition of Capital Equipment and Items

4/4 Agency Relocation

GENERAL BUDGET

Capital	2-1-1	INDIRECT ADMINISTRATION	0	0	0	0
Informational	2-1-1	INDIRECT ADMINISTRATION	0	0	0	0
TOTAL, PROJECT			\$0	\$0	\$0	\$0

6/6 Regional Office Security

GENERAL BUDGET

Capital	1-1-1	VEHICLE REGISTRATION AND TITLING	0	0	0	0
Informational	1-1-1	VEHICLE REGISTRATION AND TITLING	0	0	0	0

**5.C. CAPITAL BUDGET ALLOCATION TO STRATEGIES (BASELINE)**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME: 3:27:00PM

Agency code: 608      Agency name: Department of Motor Vehicles

**Category Code/Name**

*Project Sequence/Project Id/Name*

Goal/Obj/Str	Strategy Name	Est 2010	Bud 2011	BL 2012	BL 2013
	TOTAL, PROJECT	\$0	\$0	\$0	\$0
7/7	<i>Regional Office Telecommunications</i>				
<b><u>GENERAL BUDGET</u></b>					
Capital	1-1-1 VEHICLE REGISTRATION AND TITLING	0	0	\$0	\$0
	TOTAL, PROJECT	\$0	\$0	\$0	\$0
9/9	<i>ABTPA E-Grants System</i>				
<b><u>GENERAL BUDGET</u></b>					
Informational	1-3-1 AUTOMOBILE THEFT PREVENTION	0	0	0	0
	TOTAL, PROJECT	\$0	\$0	\$0	\$0
	<b>TOTAL CAPITAL, ALL PROJECTS</b>	<b>\$4,637,889</b>	<b>\$57,671,184</b>	<b>\$39,153,874</b>	<b>\$38,187,681</b>
	<b>TOTAL INFORMATIONAL, ALL PROJECTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>TOTAL, ALL PROJECTS</b>	<b>\$4,637,889</b>	<b>\$57,671,184</b>	<b>\$39,153,874</b>	<b>\$38,187,681</b>

**CAPITAL BUDGET PROJECT SCHEDULE - EXCEPTIONAL**  
**82nd Regular Session, Agency Submission, Version 1**  
Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
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Agency code: **608** Agency name: **Department of Motor Vehicles**

<b>Category Code / Category Name</b>		<b>Excp 2012</b>	<b>Excp 2013</b>
<i>Project Number / Name</i>			
<b>OOE / TOF / MOF CODE</b>			
5005	Acquisition of Information Resource Technologies		
	<u>8</u> DCS		
	Objects of Expense		
	2001 PROFESSIONAL FEES AND SERVICES	4,825,087	4,998,688
	Subtotal OOE, Project 8	<b>4,825,087</b>	<b>4,998,688</b>
	Type of Financing		
CA	6 State Highway Fund	4,825,087	4,998,688
	Subtotal TOF, Project 8	<b>4,825,087</b>	<b>4,998,688</b>
	<u>10</u> Project One		
	Objects of Expense		
	2001 PROFESSIONAL FEES AND SERVICES	3,474,000	500,000
	2009 OTHER OPERATING EXPENSE	23,000	0
	5000 CAPITAL EXPENDITURES	303,000	0
	Subtotal OOE, Project 10	<b>3,800,000</b>	<b>500,000</b>
	Type of Financing		
CA	6 State Highway Fund	303,000	0
CA	6 State Highway Fund	3,497,000	500,000
	Subtotal TOF, Project 10	<b>3,800,000</b>	<b>500,000</b>
	Subtotal Category 5005	<b>8,625,087</b>	<b>5,498,688</b>
5006	Transportation Items		
	<u>5</u> Vehicles		
	Objects of Expense		
	5000 CAPITAL EXPENDITURES	168,000	0
	Subtotal OOE, Project 5	<b>168,000</b>	<b>0</b>
	Type of Financing		

**CAPITAL BUDGET PROJECT SCHEDULE - EXCEPTIONAL**  
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Agency code: **608** Agency name: **Department of Motor Vehicles**

<b>Category Code / Category Name</b>		<b>Excp 2012</b>	<b>Excp 2013</b>
<i>Project Number / Name</i>			
<b>OOE / TOF / MOF CODE</b>			
CA	6 State Highway Fund	168,000	0
<b>Subtotal TOF, Project</b>	<b>5</b>	<b>168,000</b>	<b>0</b>
<b>Subtotal Category</b>	<b>5006</b>	<b>168,000</b>	<b>0</b>
<b>5007 Acquisition of Capital Equipment and Items</b>			
<b>4 Agency Relocation</b>			
<b>Objects of Expense</b>			
2006	RENT - BUILDING	3,600,000	4,000,000
5000	CAPITAL EXPENDITURES	900,000	0
<b>Subtotal OOE, Project</b>	<b>4</b>	<b>4,500,000</b>	<b>4,000,000</b>
<b>Type of Financing</b>			
CA	6 State Highway Fund	900,000	0
CA	6 State Highway Fund	3,600,000	4,000,000
<b>Subtotal TOF, Project</b>	<b>4</b>	<b>4,500,000</b>	<b>4,000,000</b>
<b>6 Regional Office Security</b>			
<b>Objects of Expense</b>			
2001	PROFESSIONAL FEES AND SERVICES	237,000	237,000
5000	CAPITAL EXPENDITURES	336,000	0
<b>Subtotal OOE, Project</b>	<b>6</b>	<b>573,000</b>	<b>237,000</b>
<b>Type of Financing</b>			
CA	6 State Highway Fund	237,000	237,000
CA	6 State Highway Fund	336,000	0
<b>Subtotal TOF, Project</b>	<b>6</b>	<b>573,000</b>	<b>237,000</b>
<b>7 Regional Office Telecommunications</b>			
<b>Objects of Expense</b>			
5000	CAPITAL EXPENDITURES	900,000	0

**CAPITAL BUDGET PROJECT SCHEDULE - EXCEPTIONAL**  
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Agency code: **608** Agency name: **Department of Motor Vehicles**

Category Code / Category Name Project Number / Name OOE / TOF / MOF CODE		Excp 2012	Excp 2013
<b>Subtotal OOE, Project</b>	<b>7</b>	<b>900,000</b>	<b>0</b>
<b>Type of Financing</b>			
CA	6 State Highway Fund	900,000	0
<b>Subtotal TOF, Project</b>	<b>7</b>	<b>900,000</b>	<b>0</b>
<u>9 ABTPA E-Grants System</u>			
<b>Objects of Expense</b>			
	2001 PROFESSIONAL FEES AND SERVICES	120,000	30,000
<b>Subtotal OOE, Project</b>	<b>9</b>	<b>120,000</b>	<b>30,000</b>
<b>Type of Financing</b>			
CA	1 General Revenue Fund	120,000	30,000
<b>Subtotal TOF, Project</b>	<b>9</b>	<b>120,000</b>	<b>30,000</b>
<b>Subtotal Category</b>	<b>5007</b>	<b>6,093,000</b>	<b>4,267,000</b>
<b>AGENCY TOTAL</b>		<b>14,886,087</b>	<b>9,765,688</b>
<b>METHOD OF FINANCING:</b>			
	1 General Revenue Fund	120,000	30,000
	6 State Highway Fund	14,766,087	9,735,688
<b>Total, Method of Financing</b>		<b>14,886,087</b>	<b>9,765,688</b>
<b>TYPE OF FINANCING:</b>			
CA	CURRENT APPROPRIATIONS	14,886,087	9,765,688
<b>Total, Type of Financing</b>		<b>14,886,087</b>	<b>9,765,688</b>

**CAPITAL BUDGET ALLOCATION TO STRATEGIES BY PROJECT - EXCEPTIONAL**  
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Agency code: 608 Agency name: Department of Motor Vehicles

**Category Code/Name**

**Project Number/Name**

Goal/Obj/Str	Strategy Name	Excp 2012	Excp 2013
<b>5005 Acquisition of Information Resource Technologies</b>			
8	DCS		
2 1 1	INDIRECT ADMINISTRATION	4,825,087	4,998,688
	TOTAL, PROJECT	4,825,087	4,998,688
<b>10 Project One</b>			
2 1 1	INDIRECT ADMINISTRATION	3,474,000	500,000
2 1 1	INDIRECT ADMINISTRATION	23,000	0
2 1 1	INDIRECT ADMINISTRATION	303,000	0
	TOTAL, PROJECT	3,800,000	500,000
<b>5006 Transportation Items</b>			
5	Vehicles		
1 1 1	VEHICLE REGISTRATION AND TITLING	24,000	0
1 2 1	VEHICLE DEALER REGULATION	144,000	0
	TOTAL, PROJECT	168,000	0
<b>5007 Acquisition of Capital Equipment and Items</b>			
4	Agency Relocation		
2 1 1	INDIRECT ADMINISTRATION	3,600,000	4,000,000
2 1 1	INDIRECT ADMINISTRATION	900,000	0
	TOTAL, PROJECT	4,500,000	4,000,000
6	Regional Office Security		
1 1 1	VEHICLE REGISTRATION AND TITLING	237,000	237,000
1 1 1	VEHICLE REGISTRATION AND TITLING	336,000	0

**CAPITAL BUDGET ALLOCATION TO STRATEGIES BY PROJECT - EXCEPTIONAL**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

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Agency code: 608                      Agency name: **Department of Motor Vehicles**

**Category Code/Name**

**Project Number/Name**

Goal/Obj/Str	Strategy Name	Excp 2012	Excp 2013
	TOTAL, PROJECT	573,000	237,000
7	Regional Office Telecommunications		
1 1 1	VEHICLE REGISTRATION AND TITLING	900,000	0
	TOTAL, PROJECT	900,000	0
9	ABTPA E-Grants System		
1 3 1	AUTOMOBILE THEFT PREVENTION	120,000	30,000
	TOTAL, PROJECT	120,000	30,000
	<b>TOTAL, ALL PROJECTS</b>	<b>14,886,087</b>	<b>9,765,688</b>



**6.C. FEDERAL FUNDS SUPPORTING SCHEDULE**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: **8/29/2010**  
 TIME: **3:27:48PM**

Agency code:	608	Agency name	Department of Motor Vehicles					
CFDA NUMBER/ STRATEGY				Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>20.218.000</b>	Motor Carrier Safety Assi							
1 - 2 - 2	MOTOR CARRIER REGISTRATION			2,877	51,675	665,700	171,000	171,000
<b>TOTAL, ALL STRATEGIES</b>				<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>ADDL FED FNDS FOR EMPL BENEFITS</b>				0	0	0	0	0
<b>TOTAL, FEDERAL FUNDS</b>				<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>ADDL GR FOR EMPL BENEFITS</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Agency code: <b>608</b>	Agency name: Department of Motor Vehicles					
<b>CFDA NUMBER/ STRATEGY</b>		<b>Exp 2009</b>	<b>Est 2010</b>	<b>Bud 2011</b>	<b>BL 2012</b>	<b>BL 2013</b>

**SUMMARY LISTING OF FEDERAL PROGRAM AMOUNTS**

20.218.000 Motor Carrier Safety Assi	2,877	51,675	665,700	171,000	171,000
<b>TOTAL, ALL STRATEGIES</b>	<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>TOTAL , ADDL FED FUNDS FOR EMPL BENEFITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL, FEDERAL FUNDS</b>	<b>\$2,877</b>	<b>\$51,675</b>	<b>\$665,700</b>	<b>\$171,000</b>	<b>\$171,000</b>
<b>TOTAL, ADDL GR FOR EMPL BENEFITS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**SUMMARY OF SPECIAL CONCERNS/ISSUES**

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**Assumptions and Methodology:**

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**Potential Loss:**

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6.E. ESTIMATED REVENUE COLLECTIONS SUPPORTING SCHEDULE

DATE: 8/29/2010

82nd Regular Session, Agency Submission, Version 1

TIME: 4:52:45PM

Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: 608

Agency name: Department of Motor Vehicles

FUND/ACCOUNT	Act 2009	Exp 2010	Exp 2011	Bud 2012	Est 2013
<b>6 State Highway Fund</b>					
Beginning Balance (Unencumbered):	\$0	\$0	\$0	\$0	\$0
Estimated Revenue:					
3012 Motor Vehicle Certificates	0	25,566,759	25,822,427	26,080,651	26,341,457
3014 Mtr Vehicle Registration Fees	0	1,115,958,796	1,164,000,000	1,217,000,000	1,272,000,000
3035 Commercial Transportation Fees	0	8,054,950	8,135,500	8,216,854	8,299,023
Subtotal: Actual/Estimated Revenue	0	1,149,580,505	1,197,957,927	1,251,297,505	1,306,640,480
<b>Total Available</b>	<b>\$0</b>	<b>\$1,149,580,505</b>	<b>\$1,197,957,927</b>	<b>\$1,251,297,505</b>	<b>\$1,306,640,480</b>
<b>DEDUCTIONS:</b>					
Regular Appropriations	0	0	0	(140,762,000)	(140,762,000)
Transfer - Employee Benefits	0	(24,075,100)	(25,278,900)	(26,542,800)	(26,542,800)
Deductions	0	(98,891,937)	(199,055,180)	0	0
Lapsed Amounts	0	1,800,000	15,000,000	0	0
<b>Total, Deductions</b>	<b>\$0</b>	<b>\$(121,167,037)</b>	<b>\$(209,334,080)</b>	<b>\$(167,304,800)</b>	<b>\$(167,304,800)</b>
<b>Ending Fund/Account Balance</b>	<b>\$0</b>	<b>\$1,028,413,468</b>	<b>\$988,623,847</b>	<b>\$1,083,992,705</b>	<b>\$1,139,335,680</b>

REVENUE ASSUMPTIONS:

**6.E. ESTIMATED REVENUE COLLECTIONS SUPPORTING SCHEDULE**

**DATE: 8/29/2010**

82nd Regular Session, Agency Submission, Version 1

**TIME: 4:52:48PM**

Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: 608

Agency name: Department of Motor Vehicles

**FUND/ACCOUNT**

**Act 2009**

**Exp 2010**

**Exp 2011**

**Bud 2012**

**Est 2013**

1)The Texas Department of Transportation (TxDOT) is the Fund Administrator for Fund 006. See Agency 601 TxDOT 2012-2013 Legislative Appropriations Request for a Complete Estimated Revenue Collections Supporting Schedule for State Highway Fund 006.

2)TxDOT Estimates for Vehicle Registration Fees include a growth rate of 4.5% annually (object code 3014).

3) FY 2009 is not depicted because the Department of Motor Vehicles was created by the 81st Legislature effective Sept 1, 2010. FY 2009 is depicted in TxDOT Estimated Revenue Collections Supporting Schedule.

4) Object Code 3014 includes:

\$1 TxDMV Automation Fee-authorized by H.B. 3014, 76th Leg., RS; \$1 Texas Insurance Verification Fee, HB 3588, 78th Leg., R.S.; Registration Fees Collected by Counties; Registration Fees Not Collected by Counties; Apportioned Fees and miscellaneous fees.

5) Object Code 3035 includes Motor Vehicle Business License for each motor vehicle manufacturer, distributor, dealer and for each representative. Licenses are for a 1 year period.

**CONTACT PERSON:**

Linda M. Fores

**6.I 10 PERCENT BIENNIAL BASE REDUCTION OPTIONS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

Date: 8/29/2010  
 Time: 3:26:42PM

Agency code: 608 Agency name: Department of Motor Vehicles

Item Priority and Name/ Method of Financing	REVENUE LOSS			REDUCTION AMOUNT			TARGET
	2012	2013	Biennial Total	2012	2013	Biennial Total	

**1 Automobile Burglary and Theft Prevention Authority (ABTPA)**

**Category:** Programs - Grant/Loan/Pass-through Reductions

**Item Comment:** ABTPA grants to local law enforcement jurisdictions and auto theft task forces will be reduced another 10%. This further reduction of funds available for this grant program will create more significant public safety concerns for Texans, further reduce law enforcement presence for auto theft task force activities and, and further diminish the progress currently being made in reducing auto thefts.

Limitations on General Revenue related funds will impact our Automobile Burglary and Theft Prevention Authority (ABTPA) and the Motor Carrier Services Division. Both of these areas will be faced with significant challenges in continuing its efforts to meet its mission and measures due to these reductions. The department is requesting the reinstatement of these funds in order to continue with current levels of activity.

Strategy: 1-2-2 Motor Carrier Registration and Regulation

General Revenue Funds

1 General Revenue Fund	\$0	\$0	\$0
<b>General Revenue Funds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Strategy: 1-3-1 Automobile Burglary and Theft Prevention

General Revenue Funds

1 General Revenue Fund	\$1,454,525	\$1,454,525	\$2,909,050	\$1,454,525	\$1,454,525	\$2,909,050
<b>General Revenue Funds Total</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>	<b>\$2,909,050</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>	<b>\$2,909,050</b>

Other Funds

6 State Highway Fund	\$0	\$0	\$0
<b>Other Funds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Strategy: 2-1-1 Indirect Administration

General Revenue Funds

1 General Revenue Fund	\$0	\$0	\$0
<b>General Revenue Funds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**6.1 10 PERCENT BIENNIAL BASE REDUCTION OPTIONS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

Date: 8/29/2010  
 Time: 3:26:48PM

Agency code: 608 Agency name: Department of Motor Vehicles

Item Priority and Name/ Method of Financing	REVENUE LOSS			REDUCTION AMOUNT			TARGET
	2012	2013	Biennial Total	2012	2013	Biennial Total	
<b>Item Total</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>	<b>\$2,909,050</b>	<b>\$1,454,525</b>	<b>\$1,454,525</b>	<b>\$2,909,050</b>	
<b>FTE Reductions (From FY 2012 and FY 2013 Base Request)</b>							
<b>2 Motor Carrier Registration and Regulation</b>							
<b>Category: Programs - Service Reductions (Other)</b>							
<b>Item Comment:</b> Reductions to Motor Carrier Services will significantly impact registration and enforcement regulations, and will also significantly impact staff salaries and enforcement travel budgets. The reduction will further reduce program operations and create public safety issues for the motoring public. The 10% reduction will also create diminished effectiveness of the mediation program for consumer complaints against household goods movers.							
Limitations on General Revenue related funds will impact our Automobile Burglary and Theft Prevention Authority (ABTPA) and the Motor Carrier Services Division. Both of these areas will be faced with significant challenges in continuing its efforts to meet its mission and measures due to these reductions. The department is requesting the reinstatement of these funds in order to continue with current levels of activity.							
Strategy: 1-2-2 Motor Carrier Registration and Regulation							
<u>General Revenue Funds</u>							
1 General Revenue Fund	\$116,259	\$116,259	\$232,518	\$116,259	\$116,259	\$232,518	
<b>General Revenue Funds Total</b>	<b>\$116,259</b>	<b>\$116,259</b>	<b>\$232,518</b>	<b>\$116,259</b>	<b>\$116,259</b>	<b>\$232,518</b>	
<b>Item Total</b>	<b>\$116,259</b>	<b>\$116,259</b>	<b>\$232,518</b>	<b>\$116,259</b>	<b>\$116,259</b>	<b>\$232,518</b>	
<b>FTE Reductions (From FY 2012 and FY 2013 Base Request)</b>							
<b>AGENCY TOTALS</b>							
<b>General Revenue Total</b>	<b>\$1,570,784</b>	<b>\$1,570,784</b>	<b>\$3,141,568</b>	<b>\$1,570,784</b>	<b>\$1,570,784</b>	<b>\$3,141,568</b>	<b>\$3,141,568</b>
<b>Agency Grand Total</b>	<b>\$1,570,784</b>	<b>\$1,570,784</b>	<b>\$3,141,568</b>	<b>\$1,570,784</b>	<b>\$1,570,784</b>	<b>\$3,141,568</b>	
<b>Difference, Options Total Less Target</b>							
<b>Agency FTE Reductions (From FY 2012 and FY 2013 Base Request)</b>							

**7.A. INDIRECT ADMINISTRATIVE AND SUPPORT COSTS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 5:14:07PM

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-1-1</b>	<b>Vehicle Registration, Titling and Plates</b>				
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 0	\$ 2,657,162	\$ 3,751,996	\$ 4,855,431	\$ 4,870,044
1002 OTHER PERSONNEL COSTS	0	55,086	111,627	145,993	149,658
2001 PROFESSIONAL FEES AND SERVICES	0	109,225	122,747	145,455	145,455
2003 CONSUMABLE SUPPLIES	0	10,194	73,663	89,818	89,818
2004 UTILITIES	0	13,471	20,137	23,273	23,273
2005 TRAVEL	0	51,336	72,923	76,218	76,218
2006 RENT - BUILDING	0	0	0	1,818	1,818
2007 RENT - MACHINE AND OTHER	0	0	0	21,818	21,818
2009 OTHER OPERATING EXPENSE	0	1,728,288	1,213,699	1,360,120	1,345,720
5000 CAPITAL EXPENDITURES	0	0	0	415,511	415,511
<b>Total, Objects of Expense</b>	<b>\$ 0</b>	<b>\$ 4,624,762</b>	<b>\$ 5,366,792</b>	<b>\$ 7,135,455</b>	<b>\$ 7,139,333</b>
<b>METHOD OF FINANCING:</b>					
6 State Highway Fund	0	4,624,762	5,366,792	7,135,455	7,139,333
<b>Total, Method of Financing</b>	<b>\$ 0</b>	<b>\$ 4,624,762</b>	<b>\$ 5,366,792</b>	<b>\$ 7,135,455</b>	<b>\$ 7,139,333</b>
<b>FULL TIME EQUIVALENT POSITIONS</b>	<b>0.0</b>	<b>26.9</b>	<b>76.9</b>	<b>94.5</b>	<b>94.5</b>
<b>Method of Allocation</b>					

Indirect administrative and support costs and FTEs are allocated proportionately between all strategies on the basis of full-time exempt and classified expended/estimated/budgeted/requested FTEs. The following percentages apply to the strategy: 01-01-01 is 77.039% - 72.727%.

**7.A. INDIRECT ADMINISTRATIVE AND SUPPORT COSTS**  
 82nd Regular Session, Agency Submission, Version I  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 5:14:07PM

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-2-1 Motor Vehicle Dealer Licensing and Regulation</b>					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 0	\$ 710,763	\$ 895,999	\$ 1,239,685	\$ 1,243,415
1002 OTHER PERSONNEL COSTS	0	14,735	26,657	37,275	38,211
2001 PROFESSIONAL FEES AND SERVICES	0	29,217	29,313	37,137	37,137
2003 CONSUMABLE SUPPLIES	0	2,727	17,591	22,932	22,932
2004 UTILITIES	0	3,603	4,809	5,942	5,942
2005 TRAVEL	0	13,732	17,414	19,460	19,460
2006 RENT - BUILDING	0	0	0	464	464
2007 RENT - MACHINE AND OTHER	0	0	0	5,571	5,571
2009 OTHER OPERATING EXPENSE	0	462,299	289,839	347,265	343,588
5000 CAPITAL EXPENDITURES	0	0	0	106,088	106,088
<b>Total, Objects of Expense</b>	<b>\$ 0</b>	<b>\$ 1,237,076</b>	<b>\$ 1,281,622</b>	<b>\$ 1,821,819</b>	<b>\$ 1,822,808</b>
<b>METHOD OF FINANCING:</b>					
6 State Highway Fund	0	1,237,076	1,281,622	1,821,819	1,822,808
<b>Total, Method of Financing</b>	<b>\$ 0</b>	<b>\$ 1,237,076</b>	<b>\$ 1,281,622</b>	<b>\$ 1,821,819</b>	<b>\$ 1,822,808</b>
<b>FULL TIME EQUIVALENT POSITIONS</b>	<b>0.0</b>	<b>7.2</b>	<b>18.3</b>	<b>24.1</b>	<b>24.1</b>
<b>Method of Allocation</b>					

Indirect administrative and support costs and FTEs are allocated proportionately between all strategies on the basis of full-time exempt and classified expended/estimated/budgeted/requested FTEs. The following percentages apply to the strategy: 01-02-01 is 16.511% - 18.569%.



**7.A. INDIRECT ADMINISTRATIVE AND SUPPORT COSTS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 5:14:07PM

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-2-2 Motor Carrier Registration and Regulation</b>					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 0	\$ 242,128	\$ 373,333	\$ 516,535	\$ 518,090
1002 OTHER PERSONNEL COSTS	0	5,020	11,107	15,531	15,921
2001 PROFESSIONAL FEES AND SERVICES	0	9,953	12,214	15,474	15,474
2003 CONSUMABLE SUPPLIES	0	929	7,330	9,555	9,555
2004 UTILITIES	0	1,228	2,004	2,476	2,476
2005 TRAVEL	0	4,678	7,256	8,108	8,108
2006 RENT - BUILDING	0	0	0	193	193
2007 RENT - MACHINE AND OTHER	0	0	0	2,321	2,321
2009 OTHER OPERATING EXPENSE	0	157,487	120,766	144,694	143,162
5000 CAPITAL EXPENDITURES	0	0	0	44,203	44,203
<b>Total, Objects of Expense</b>	<b>\$ 0</b>	<b>\$ 421,423</b>	<b>\$ 534,010</b>	<b>\$ 759,090</b>	<b>\$ 759,503</b>
<b>METHOD OF FINANCING:</b>					
6 State Highway Fund	0	421,423	534,010	759,090	759,503
<b>Total, Method of Financing</b>	<b>\$ 0</b>	<b>\$ 421,423</b>	<b>\$ 534,010</b>	<b>\$ 759,090</b>	<b>\$ 759,503</b>
<b>FULL TIME EQUIVALENT POSITIONS</b>	<b>0.0</b>	<b>2.5</b>	<b>7.7</b>	<b>10.1</b>	<b>10.1</b>
<b>Method of Allocation</b>					

Indirect administrative and support costs and FTEs are allocated proportionately between all strategies on the basis of full-time exempt and classified expended/estimated/budgeted/requested FTEs. The following percentages apply to the strategy: 01-02-02 is 5.477% - 7.737%.

**7.A. INDIRECT ADMINISTRATIVE AND SUPPORT COSTS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 5:14:07PM

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-3-1 Automobile Burglary and Theft Prevention</b>					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 0	\$ 39,053	\$ 46,667	\$ 64,567	\$ 64,761
1002 OTHER PERSONNEL COSTS	0	810	1,388	1,941	1,990
2001 PROFESSIONAL FEES AND SERVICES	0	1,605	1,527	1,934	1,934
2003 CONSUMABLE SUPPLIES	0	150	916	1,194	1,194
2004 UTILITIES	0	198	250	309	309
2005 TRAVEL	0	754	907	1,014	1,014
2006 RENT - BUILDING	0	0	0	24	24
2007 RENT - MACHINE AND OTHER	0	0	0	290	290
2009 OTHER OPERATING EXPENSE	0	25,401	15,096	18,087	17,895
5000 CAPITAL EXPENDITURES	0	0	0	5,525	5,525
<b>Total, Objects of Expense</b>	<b>\$ 0</b>	<b>\$ 67,971</b>	<b>\$ 66,751</b>	<b>\$ 94,885</b>	<b>\$ 94,936</b>

**METHOD OF FINANCING:**

1 General Revenue Fund	0	67,971	66,751	94,885	94,936
<b>Total, Method of Financing</b>	<b>\$ 0</b>	<b>\$ 67,971</b>	<b>\$ 66,751</b>	<b>\$ 94,885</b>	<b>\$ 94,936</b>

**FULL TIME EQUIVALENT POSITIONS**

**0.0                  0.4                  1.0                  1.3                  1.3**

**Method of Allocation**

Indirect administrative and support costs and FTEs are allocated proportionately between all strategies on the basis of full-time exempt and classified expended/estimated/budgeted/requested FTEs. The following percentages apply to the strategy: 01-03-01 is 0.972% - 0.967%.

**7.A. INDIRECT ADMINISTRATIVE AND SUPPORT COSTS**  
 82nd Regular Session, Agency Submission, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/29/2010  
 TIME : 5:13:43PM

Agency code: 608

Agency name: Department of Motor Vehicles

	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>GRAND TOTALS</b>					
<b>Objects of Expense</b>					
1001 SALARIES AND WAGES	\$0	\$3,649,106	\$5,067,995	\$6,676,218	\$6,696,310
1002 OTHER PERSONNEL COSTS	\$0	\$75,651	\$150,779	\$200,740	\$205,780
2001 PROFESSIONAL FEES AND SERVICES	\$0	\$150,000	\$165,801	\$200,000	\$200,000
2003 CONSUMABLE SUPPLIES	\$0	\$14,000	\$99,500	\$123,499	\$123,499
2004 UTILITIES	\$0	\$18,500	\$27,200	\$32,000	\$32,000
2005 TRAVEL	\$0	\$70,500	\$98,500	\$104,800	\$104,800
2006 RENT - BUILDING	\$0	\$0	\$0	\$2,499	\$2,499
2007 RENT - MACHINE AND OTHER	\$0	\$0	\$0	\$30,000	\$30,000
2009 OTHER OPERATING EXPENSE	\$0	\$2,373,475	\$1,639,400	\$1,870,166	\$1,850,365
5000 CAPITAL EXPENDITURES	\$0	\$0	\$0	\$571,327	\$571,327
<b>Total, Objects of Expense</b>	<b>\$0</b>	<b>\$6,351,232</b>	<b>\$7,249,175</b>	<b>\$9,811,249</b>	<b>\$9,816,580</b>
<b>Method of Financing</b>					
1 General Revenue Fund	\$0	\$67,971	\$66,751	\$94,885	\$94,936
6 State Highway Fund	\$0	\$6,283,261	\$7,182,424	\$9,716,364	\$9,721,644
<b>Total, Method of Financing</b>	<b>\$0</b>	<b>\$6,351,232</b>	<b>\$7,249,175</b>	<b>\$9,811,249</b>	<b>\$9,816,580</b>
<b>Full-Time-Equivalent Positions (FTE)</b>	<b>0.0</b>	<b>37.0</b>	<b>103.9</b>	<b>130.0</b>	<b>130.0</b>

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-1-1 Vehicle Registration, Titling and Plates</b>					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 898,600	\$ 933,800	\$ 943,138	\$ 952,569	\$ 962,095
1002 OTHER PERSONNEL COSTS	27,480	27,960	28,680	29,400	30,120
2003 CONSUMABLE SUPPLIES	3,800	3,990	6,080	6,080	6,080
2009 OTHER OPERATING EXPENSE	9,500	10,260	15,200	15,200	15,200
5000 CAPITAL EXPENDITURES	1,178	1,406	1,900	1,900	1,900
<b>Total, Objects of Expense</b>	<b>\$ 940,558</b>	<b>\$ 977,416</b>	<b>\$ 994,998</b>	<b>\$ 1,005,149</b>	<b>\$ 1,015,395</b>
<b>METHOD OF FINANCING:</b>					
6 State Highway Fund	940,558	977,416	994,998	1,005,149	1,015,395
<b>Total, Method of Financing</b>	<b>\$ 940,558</b>	<b>\$ 977,416</b>	<b>\$ 994,998</b>	<b>\$ 1,005,149</b>	<b>\$ 1,015,395</b>
<b>FULL-TIME-EQUIVALENT POSITIONS (FTE):</b>	<b>18.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

**DESCRIPTION**

The administrative and support costs are for System Analysts providing statewide information resources support for the Registration & Title System (RTS), the eight administrative technicians providing clerical support to the Section Directors of the Registration and Titling programs.

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
1-2-1 Motor Vehicle Dealer Licensing and Regulation					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 107,200	\$ 108,272	\$ 109,355	\$ 110,448	\$ 111,553
1002 OTHER PERSONNEL COSTS	3,080	3,360	3,600	3,840	4,080
2003 CONSUMABLE SUPPLIES	555	630	750	750	750
2009 OTHER OPERATING EXPENSE	1,440	1,500	2,400	2,400	2,400
5000 CAPITAL EXPENDITURES	144	195	300	300	300
<b>Total, Objects of Expense</b>	<b>\$ 112,419</b>	<b>\$ 113,957</b>	<b>\$ 116,405</b>	<b>\$ 117,738</b>	<b>\$ 119,083</b>
<b>METHOD OF FINANCING:</b>					
6 State Highway Fund	112,419	113,957	116,405	117,738	119,083
<b>Total, Method of Financing</b>	<b>\$ 112,419</b>	<b>\$ 113,957</b>	<b>\$ 116,405</b>	<b>\$ 117,738</b>	<b>\$ 119,083</b>
<b>FULL-TIME-EQUIVALENT POSITIONS (FTE):</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**DESCRIPTION**

The administrative and support costs in this strategy are related to administrative assistants who solely work on providing clerical support to the Section Directors and Managers Motor Vehicle Division.

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>1-2-2 Motor Carrier Registration and Regulation</b>					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 245,600	\$ 248,056	\$ 314,200	\$ 317,342	\$ 320,515
1002 OTHER PERSONNEL COSTS	11,760	12,060	12,780	13,500	13,980
2003 CONSUMABLE SUPPLIES	1,295	1,520	1,800	1,800	1,800
2009 OTHER OPERATING EXPENSE	2,975	3,920	7,200	7,200	7,200
5000 CAPITAL EXPENDITURES	336	520	900	900	900
<b>Total, Objects of Expense</b>	<b>\$ 261,966</b>	<b>\$ 266,076</b>	<b>\$ 336,880</b>	<b>\$ 340,742</b>	<b>\$ 344,395</b>

**METHOD OF FINANCING:**

6 State Highway Fund	261,966	266,076	336,880	340,742	344,395
<b>Total, Method of Financing</b>	<b>\$ 261,966</b>	<b>\$ 266,076</b>	<b>\$ 336,880</b>	<b>\$ 340,742</b>	<b>\$ 344,395</b>

**FULL-TIME-EQUIVALENT POSITIONS (FTE):**

3.0 3.0 3.0 3.0 3.0

**DESCRIPTION**

The administrative and support costs in this strategy are related to administrative assistants and technicians who solely work on providing clerical support to the Section Directors and Managers Motor Carrier Division.

Agency code: 608

Agency name: Department of Motor Vehicles

Strategy	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
1-3-1 Automobile Burglary and Theft Prevention					
<b>OBJECTS OF EXPENSE:</b>					
1001 SALARIES AND WAGES	\$ 31,635	\$ 33,700	\$ 34,037	\$ 34,377	\$ 34,721
1002 OTHER PERSONNEL COSTS	1,680	1,920	1,920	2,160	2,160
2003 CONSUMABLE SUPPLIES	189	260	300	300	300
2009 OTHER OPERATING EXPENSE	398	465	500	500	500
5000 CAPITAL EXPENDITURES	0	0	100	100	100
<b>Total, Objects of Expense</b>	<b>\$ 33,902</b>	<b>\$ 36,345</b>	<b>\$ 36,857</b>	<b>\$ 37,437</b>	<b>\$ 37,781</b>
<b>METHOD OF FINANCING:</b>					
1 General Revenue Fund	0	36,345	36,857	37,437	37,781
6 State Highway Fund	33,902	0	0	0	0
<b>Total, Method of Financing</b>	<b>\$ 33,902</b>	<b>\$ 36,345</b>	<b>\$ 36,857</b>	<b>\$ 37,437</b>	<b>\$ 37,781</b>
<b>FULL-TIME-EQUIVALENT POSITIONS (FTE):</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**DESCRIPTION**

The administrative and support costs in this strategy are related one administrative technician providing general clerical duties supporting the ABTPA program.

Agency code: 608

Agency name: Department of Motor Vehicles

	Exp 2009	Est 2010	Bud 2011	BL 2012	BL 2013
<b>GRAND TOTALS</b>					
<b>Objects of Expense</b>					
1001 SALARIES AND WAGES	\$1,283,035	\$1,323,828	\$1,400,730	\$1,414,736	\$1,428,884
1002 OTHER PERSONNEL COSTS	\$44,000	\$45,300	\$46,980	\$48,900	\$50,340
2003 CONSUMABLE SUPPLIES	\$5,839	\$6,400	\$8,930	\$8,930	\$8,930
2009 OTHER OPERATING EXPENSE	\$14,313	\$16,145	\$25,300	\$25,300	\$25,300
5000 CAPITAL EXPENDITURES	\$1,658	\$2,121	\$3,200	\$3,200	\$3,200
<b>Total, Objects of Expense</b>	<b>\$1,348,845</b>	<b>\$1,393,794</b>	<b>\$1,485,140</b>	<b>\$1,501,066</b>	<b>\$1,516,654</b>
<b>Method of Financing</b>					
1 General Revenue Fund	\$0	\$36,345	\$36,857	\$37,437	\$37,781
6 State Highway Fund	\$1,348,845	\$1,357,449	\$1,448,283	\$1,463,629	\$1,478,873
<b>Total, Method of Financing</b>	<b>\$1,348,845</b>	<b>\$1,393,794</b>	<b>\$1,485,140</b>	<b>\$1,501,066</b>	<b>\$1,516,654</b>
<b>Full-Time-Equivalent Positions (FTE)</b>	<b>25.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>





# PROJECT ANALYSIS

## Texas Department of Motor Vehicles

Austin, Texas

November 2018



prepared by O'Connell Robertson

## **Acknowledgements**

### ***Texas Facilities Commission***

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### ***Texas Department of Motor Vehicles***

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# Project Analysis: Texas Department of Motor Vehicles

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## APPENDIX

- Detailed Space Program

## Project Analysis: Texas Department of Motor Vehicles

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### Project Justification

The mission of the Texas Department of Motor Vehicles (TxDMV or department) is to serve, protect and advance the citizens and industries in the state with quality motor vehicle related services. The department strives to modernize processes and gain efficiencies that meet the expectations of the customers and the industries the department serves.

The department performs five key functions:

- Provides title, registration and specialty license plate services
- Regulates the sales and distribution of motor vehicles
- Issues motor carrier permits and credentials (operating authority)
- Investigates complaints against department licensees and conducts enforcement activities
- Aides in prevention of motor vehicle burglary and theft

The TxDMV was established in 2009 as a stand-alone agency with its own mission, objectives and key functions.

TxDmv registers more than 24 million vehicles every year and issues approximately eight million titles. Additionally, the department annually licenses more than 21,000 motor vehicle and salvage dealers, issues more than 800,000 commercial motor carrier permits and 65,000 motor carrier credentials.

Department programs provide information and help with Lemon Law complaints and cases, when moving companies improperly handle household goods and when clear titles are needed for vehicles. Additionally, TxDMV supports communities and law enforcement in their efforts to curb local automobile thefts and burglaries. The department also maintains several divisions and offices that are integral to the day-to-day operations. These functions are: Board Support; Civil Rights Office; Finance and Administrative Services; Government and Strategic Communications; Human Resources; Information Technology Services/Enterprise Project Management; Internal Audit; and Office of General Counsel.

TxDmv is headquartered in Austin, Texas and maintains 16 Regional Service Centers and satellite field offices across the state to facilitate delivery of services to the motoring public. Currently, TxDMV Austin headquarters occupies three buildings, totaling approximately 122,000 square feet at 4000 and 4300 Jackson Avenue in Austin, Texas. The Camp Hubbard Campus is owned by the Texas Department of Transportation (TxDOT), which provides facility related needs for approximately 78% of TxDMV staff. TxDMV occupies approximately 72,000 square feet in Building 1 (4000 Jackson Avenue) and approximately 30,000 square feet in Building 5 (4300 Jackson Avenue). TxDMV staff also occupies approximately 20,000

square feet (one floor) of Building 6.

TxDMV leases approximately 3,000 square feet of commercial warehouse space at 1811 Airport Boulevard, Austin, Texas to house surplus equipment and furniture and for record retention storage. In addition, the department also leases another 2,500 square feet of warehouse space at TxDOT's Centimeter Warehouse Facility that is used to store large spools of title and registration related documents that require a secured and climate-controlled facility.

TxDMV's 16 Regional Service Centers (RSCs), house approximately 22% of TxDMV's workforce. Nine of TxDMV's RSCs are owned and maintained by TxDOT while the remaining seven RSCs are located in leased space. TxDMV RSCs are located in: Abilene; Amarillo; Austin; Beaumont; Dallas/Carrollton; Corpus Christi; El Paso; Fort Worth; Houston; Longview; Lubbock; Midland/Odessa; Pharr; San Antonio; Waco; and Wichita Falls.

#### **Future Austin Area Property Sales and Potential Impact to TxDMV**

During Spring 2014, TxDOT began communicating with TxDMV regarding potential changes at TxDOT-owned facilities in the Austin area. In Fiscal Year 2015, TxDOT sold the Bull Creek property to Milestone Real Estate Development which included a three-year leaseback provision allowing TxDMV time to locate available office space for the Motor Carrier Division's (MCD)120+ staff.

The 84<sup>th</sup> Legislature appropriated funding in Fiscal Years 2016-2017 to be used for acquiring and maintaining leased facilities for the relocation of MCD located on the Bull Creek Campus in Austin, Texas and also to relocate selected RSCs across the State.

TxDMV and TxDOT collaborated to provide sufficient space at Camp Hubbard to house MCD. MCD moved to Building 6, 5<sup>th</sup> Floor in January 2018. In addition, the Corpus Christi RSC and the San Antonio RSC also relocated into commercially-leased space during the biennium. The physical moves occurred March 31, 2017 and August 25, 2017, respectively.

Legislation enacted by the 85<sup>th</sup> Legislature, (S.B. 1349, by Watson) authorizes TxDMV to own real property including improvements. It also allows TxDOT to transfer all or part of the property that currently houses TxDMV headquarters to TxDMV and to sell any part of the property not transferred to TxDMV to one or more financial regulatory agencies. Below is the language included in S.B. 1349:

SECTION 5. (a) The Texas Department of Transportation may transfer all or part of the property described by Subsection (f) of this section to the Texas Department of Motor Vehicles.

## Project Analysis: Texas Department of Motor Vehicles

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(b) The Texas Department of Transportation may sell any part of the property described by Subsection (f) of this section that is not transferred to the Texas Department of Motor Vehicles under Subsection (a) of this section to one or more financial regulatory agencies, as defined by Section 16.001, Finance Code, under terms that are acceptable to the parties.

In August 2018, TxDMV submitted a request to Texas Facilities Commission to engage a third-party to review its current location on Camp Hubbard and identify best use for TxDMV headquarters staff, driver license program staff and parking needs.

**Driver License Program**

In FY 2014, the TxDMV requested future space allocation for its headquarters, including space allocation for the Texas Department of Public Safety's (DPS) driver license (DL) program. The inclusion of the DL program was the result of proposed legislation filed during the 82<sup>nd</sup> and 83<sup>rd</sup> Regular Sessions (H.B.3293 by Harper-Brown and H.B. 1515 by McClendon respectively) that would have transferred the DL function to the TxDMV. The TxDMV fiscal note for H.B. 1515 included the transfer of approximately 1,860 full-time equivalents (FTEs) that directly support the DL program and an additional 300 FTEs to provide indirect support at TxDMV headquarters.

The 2018-2019 Texas Sunset Commission Staff Report with Commission Decisions on the Texas Department of Public Safety addresses the DL program in Issue 1 of the report. The adopted management action states that should the 86<sup>th</sup> Legislature provide the appropriate funding, DPS shall contract with an independent third party to perform an analysis and make recommendations on opportunities and challenges of transferring the driver license program to TxDMV. If the legislature does not appropriate funds for such a study, the driver license program shall be transferred to TxDMV effective September 1, 2021. In this case, the recommendation states TxDMV shall study how it can use existing state and local property and staff (with intergovernmental agreements as necessary) to most effectively administer the driver license program in preparation for the transfer:

The DPS Sunset Self-Evaluation Report (SER) reflects 2,344.8 FTEs in the DL program. Indirect support staff for the DL program is not identified in the DPS SER but TxDMV estimates that approximately 397 FTEs will be needed to support the program in Austin, Texas. As such, this report should acknowledge the potential transfer of DL in the TxDMV's 2018 space report.



### Space Requirements

The space program was initially developed as part of a similar Project Analysis in 2014. The 2014 Analysis addressed the relocation of TxDMV and the DPS Driver License Program to a new free-standing facility on an approximately 11-acre site in northern Travis or southern Williamson counties. The space program has been revised and updated to reflect the current TxDMV operational structure and projected growth. Current and projected space needs for the DPS DL program are also included. The full- detailed space program can be found at the end of this report.

TxDmv divisions are color-coded and correspond to the conceptual floor layouts on the following pages. The total full-time equivalent (FTE) count assumes a minimal amount of staff growth. Internal circulation space is imbedded within each division to account for movement between and around workstations and support areas, but the general building circulation (stairs/elevators/corridors) and restrooms are accounted for in the non-usable square foot calculation at the end of the program list.

Refer to the chart on the following page for the TxDMV Headquarters Space Program summary.

The 2014 DL Program was projected to require 56,175 gross square feet. Similar to the methodology used to calculate 2018 TxDMV space needs, the 2018 Project Analysis for the DL program is projected to need approximately 63,000 GSF.

## TxDMV Headquarters Space Program Summary

	Division / Office	Square Feet	FTE
ABTPA	Auto Burglary & Theft Prevention Authority	2,047	7 FTEs
AUD	Internal Audit	1,443	6 FTEs
CID	Compliance & Investigations Division	2,194	9 FTEs
CRD	Consumer Relations Division	6,815	68 FTEs *
EDO	Executive Directors Office	3,074	7 FTEs
ENF	Enforcement Division	12,006	74 FTEs *
EPMO	Enterprise Project Management Office	2,778	19 FTEs
FAS-ADM	Administrative Services	3,954	28 FTEs
FAS-FIN	Financial Services	6,922	48 FTEs
GSC	Government & Strategic Communications	2,254	11 FTEs
HRD	Human Resources Division	2,220	11 FTEs
ITD	Information Technology Division	15,263	98 FTEs
MCD	Motor Carrier Division	15,086	121 FTEs
MVD	Motor Vehicle Division	7,549	39 FTEs
OAH	Office of Administrative Hearings	2,384	7 FTEs
OGC	Office of General Counsel	4,245	14 FTEs
VTR	Vehicle Title & Registration	16,290	94 FTEs *
	<b>Shared Resources</b>	<b>7,000</b>	
	Security Desks, Waiting Areas, Board Room, Larger Conference Rooms		
	<b>Warehouse &amp; Storage</b>	<b>4,000</b>	
	Warehouse in CH-1; Storage in CH-3 for surplus and paper, Titles spool paper and printing machine, MVD plates caged area		
		total usable square feet	117,524
		non-usable sf (40%) **	47,010
		<b>Total GSF</b>	<b>164,534</b>
			661 FTEs

\* potential for substantial growth - assumed 40% increase in FTEs; all other divisions programmed for 5% growth

\*\* average efficiency (or grossing factor) in new construction is 25-30%; added 5% for functional obsolescence (example: inefficiency of existing structural columns) and 5% for mechanical code updates

## Project Description

Currently TxDMV co-located with TxDOT operations on 15-plus acres in West Austin, known as Camp Hubbard. TxDOT is tentatively scheduled to relocate all its operations from this location in 2021. As illustrated on the Existing Site Plan, eight buildings are located on the site with the remainder of the area dedicated to surface parking and service drives. These eight buildings provide 358,462 gross square feet and the respective size and current uses of each building are identified adjacent to the site plan graphic. In addition, an accompanying chart estimates a breakdown of the gross square feet by respective functions of office, warehouse and building support spaces.

A condition of this analysis was to subdivide the 15-acre site into two separate parcels. The north parcel would contain 11 acres and the south parcel would contain the remaining 4 acres. As graphically shown on the Existing Site Plan, Building 10 is located on the 4-acre parcel. The intent of this subdivision is to allow the opportunity for the Finance Commission Agencies (FCA) to acquire this property and develop a new office facility. The means and methods to accomplish this transaction is not part of this Project Analysis.

When Building 10 is removed from available building area for TxDMV use, the total gross building area of the site is reduced from 358,462 square feet to 262,637 square feet. Furthermore, it is noted that Building 2 is currently a cafeteria. TxDMV wishes to retain a food service cafeteria on this site. Therefore, this analysis retains the current building as is and would reduce the available gross area by 6,354 square feet. Also, Building 4 was built in 1936 and is on the historic building register. Very few improvements to this building have been made since its initial occupancy. Significant expense would be required to bring Building 4 to code compliance while maintaining its historical designation and image. Furthermore, given its small size, requirements to address accessibility and upgraded toilet room functions would significantly reduce any final net useable space. Based on these factors, it was determined that this space was not a viable option to consider in the project analysis for future occupancy.

The exclusion of Building 2 and 4 will reduce the available gross building area to 252,454 square feet.

As shown in the preceding summary of Space Requirements, TxDMV's current operations and projected growth requires a gross building area of approximately 164,000 square feet. DL program current operations and projected growth requires 63,000 gross square feet. Together these entities require 227,000 gross square feet. As noted above, even with the removal of Building 10 and not utilizing Buildings 2 and 4, enough gross area of existing buildings remains on the site to accommodate both TxDMV and DL program on a long-term basis.

While the excess gross area of 25,454 square feet is substantial, this overage should be retained as a contingency until final, detailed space planning is complete. Buildings 1, 5 and 6 were designed and built between 1955 and 1966. These buildings do not contain the efficiencies of structural systems, vertical shafts and functional layout of public space as would new, current office building design and construction.

## Project Analysis: Texas Department of Motor Vehicles

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Space planning of existing space to address required area and functional relationships will probably not achieve the planning efficiency of a new building in many areas. Therefore, additional space will be required in some areas to compensate for functional obsolescence of existing buildings.

## Site Description

The current 15-acre campus at Camp Hubbard has been well maintained. The relatively flat site slopes gently from north to south and no significant drainage issues or vehicular access issues exists. However, while available existing building area is enough to address long-term space requirements, existing surface parking capacity will not support the projected long-term growth on this site.

As shown on the Existing Site Plan, the 11-acre, north parcel of the site that will support both TxDMV and possibly the DL program, currently contains 550 parking spaces. Based on a ratio of one parking spaces per FTE and visitor spaces capacity calculated as 5% of FTE's, combined with the needs of the DL program, a total of 946 parking spaces (568 TxDMV + 378 DL) will be required. When future growth is factored for both entities, a total of 1,120 parking spaces will be needed.

While the building and site layout of the finance regulatory agencies' new facility located on the south 4-acre parcel is not part of this analysis, a condition of the finance regulatory agencies presence on the site is that sufficient parking for all Camp Hubbard occupants would be addressed.

Therefore, the Conceptual Site Plan illustrates the preferred solution and further explained as follows.

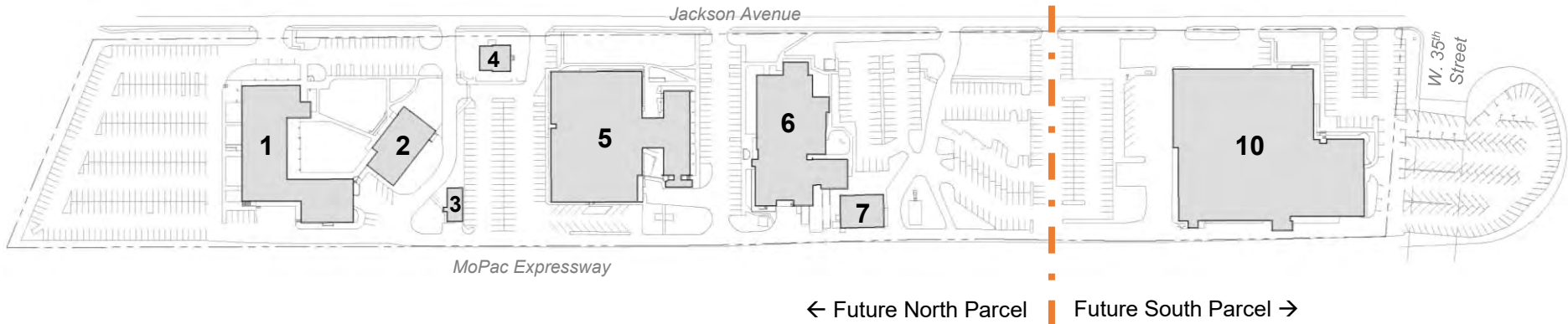
First, shaded in grey are the 123 existing parking spaces located under the on/off ramp to Mopac. This property is currently owned by the City of Austin, and therefore is assumed that these spaces will not be available at some time in the future. Secondly, previous programming and conceptual building design completed by the finance commission agencies identified a required building size for their new facility totaling 78,000 square feet. The building foot print shown for this facility is 34,000 square feet, which would require a two-story solution.

As identified in the parking summary shown on the Conceptual Site Plan, the required parking spaces for TxDMV, the DL program, and the finance commission agencies will total 1,320. Once the finance commission agencies facility is constructed, the building's footprint and associated site improvements will require the area of 720 surface parking spaces. Therefore, only 600 surface parking spaces would be available, resulting in a deficiency of 720 spaces. Therefore, a multi-level parking structure would be a suggested solution to this deficiency. A four-story, 720 space parking structure is shown on Conceptual Site Plan 2 that would be shared by all three entities.

The Proposed Departmental Space Division Layout on page 11 illustrates how and where respective TxDMV and DL program departments may be located between the existing buildings and levels. This layout is conceptual and given the time frame between the preparation of the analysis and funding for implementation, adjustments will be required to respond to future changes or priorities. Therefore, the final location of departments and their functional relationships will be determined when more detailed space planning and design is initiated at the appropriate time.



## Existing Site Plan



**Building 1**      Year Built: 1955      Size: 93,277 s.f.  
 Primary Use: TxDMV headquarters ops

**Building 2**      Year Built: 1958      Size: 6,354 s.f.  
 Primary Use: Cafeteria + 1,200 s.f. of conference room space used by TxDMV

**Building 3**      Year Built: 1963      Size: 1,319 s.f.  
 Primary Use: TxDOT equipment storage

**Building 4**      Year Built: 1936      Size: 3,829 s.f.  
 Primary Use: TxDOT security administration building

**Building 5**      Year Built: 1955      Size: 45,350 s.f.  
 Primary Use: TxDMV headquarters ops

**Building 6**      Year Built: 1966      Size: 110,940 s.f.  
 Primary Use: Tx DOT auto ops + TxDMV on 5<sup>th</sup> floor

**Building 7**      Year Built: 1997      Size: 3,388 s.f.  
 Primary Use: TxDOT utility building

**Building 10**      Year Built: 1961      Size: 95,835 s.f.  
 Primary Use: TxDOT warehouse and shop

### Building Capacity:

Building	Total GSF	Estimations of GSF break-down		
		Office	Warehouse	Other
1	93,277	76,277	3,000	14,000
2	6,354	1,200	0	5,154
3	1,319	0	1,319	0
4	3,829	3,829	0	0
5	43,530	42,530	1,000	0
6	110,940	99,940	0	11,000
7	3,388	0	0	3,388
10	95,835	9,000	86,835	0
	<b>358,472</b>	<b>232,776</b>	<b>92,154</b>	<b>33,542</b>

### Parking Capacity:

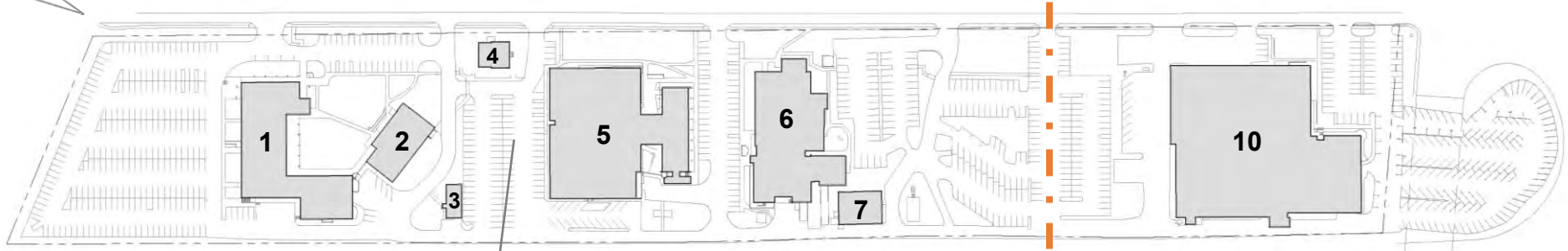
Available  
 North Parcel = 550 spaces  
 South Parcel = 139 spaces

Excluded (lot under bridge) = 123 spaces



# Key Plan

# Conceptual Site Plan

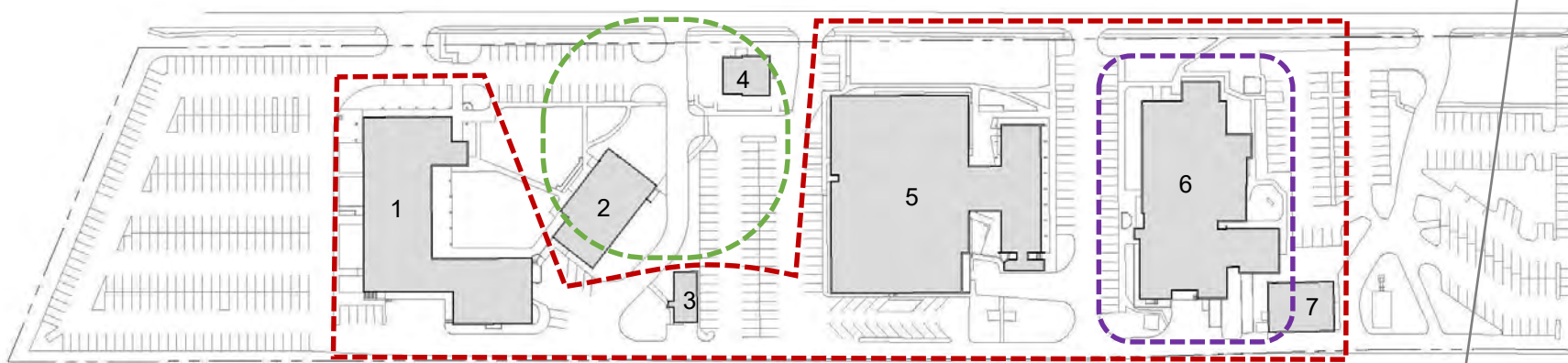


North Parcel

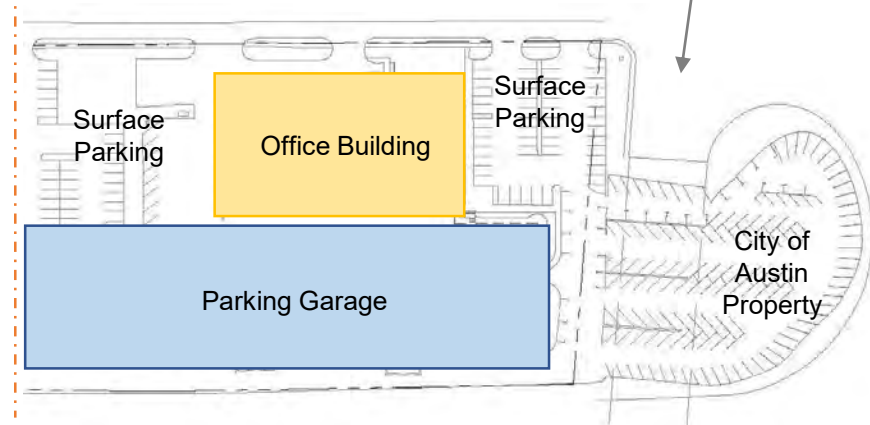
Shared

TxDMV Headquarters

Driver License Program (3 floors)



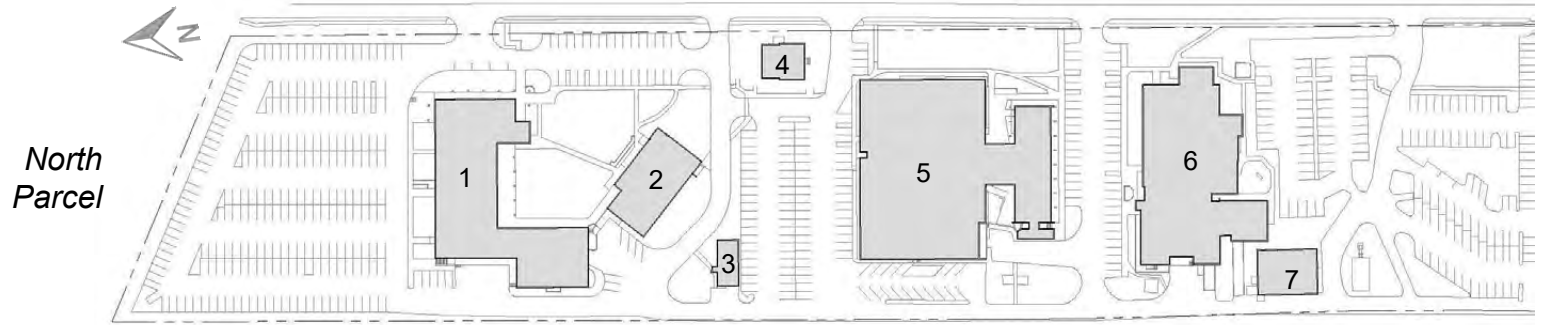
South Parcel



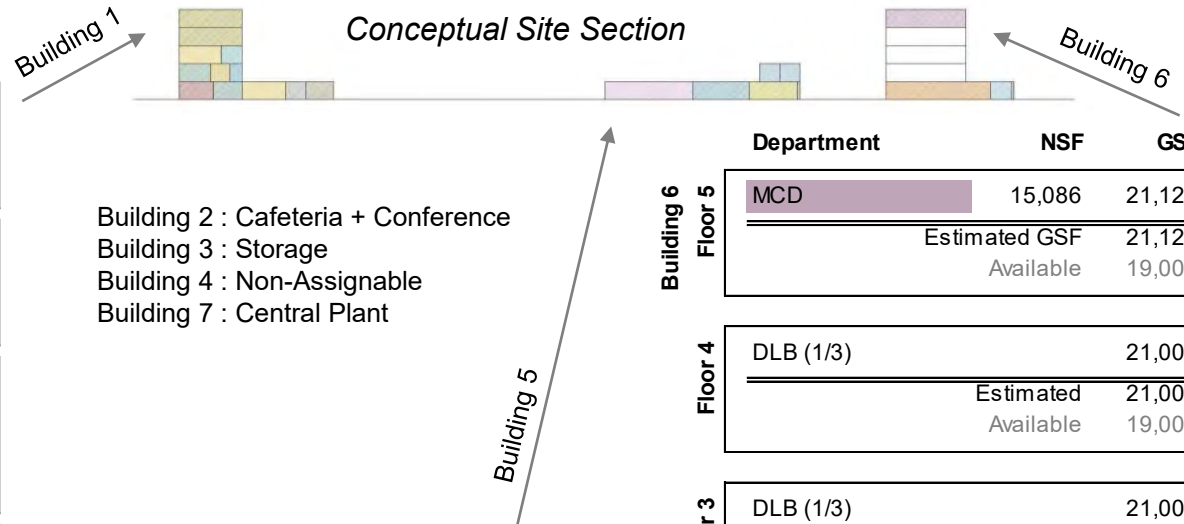
### Parking Needs

	Required Spaces
TxDMV Headquarters	
Staff (100% of FTE)	661
Vistor (5% of FTE)	34
Fleet Vehicles	28
Driver's License Bureau	
Staff (100% of FTE)	378
Vistor (5% of FTE)	19
Finance Commission Agencies	200
	<b>1,320</b>

# Proposed Departmental Space Division Layout



Building 1	Floor	Department	NSF	GSF	
Floor 5	VTR (half)	8,145	11,403		
	Estimated GSF	11,403	Available	14,000	
Floor 4	VTR (half)	8,145	11,403		
	Estimated	11,403	Available	14,000	
Floor 3	FAS-FIN	6,922	9,690		
	HRD	2,220	3,109		
		Estimated	12,799	Available	14,000
Floor 2	AUD	1,443	2,020		
	GSC	2,254	3,156		
	OGC	4,245	5,943		
		Estimated	11,119	Available	14,000
Floor 1	EDO	3,074	4,304		
	FAS-ADM	3,954	5,535		
	OAH	2,384	3,338		
	Warehouse	2,800	2,800		
	Board Room	3,300	3,300		
	Security/Waiting	500	500		
	Estimated	19,777	Available	21,000	



Building 2 : Cafeteria + Conference  
 Building 3 : Storage  
 Building 4 : Non-Assignable  
 Building 7 : Central Plant

Building 5	Floor	Department	NSF	GSF	
Floor 2	ABTPA	2,047	2,866		
	CID	2,194	3,072		
		Estimated	5,937	Available	6,000
Floor 1	CRD	6,815	9,541		
	ENF	12,006	16,809		
	MVD	7,549	10,568		
	Security/Waiting	500	500		
		Estimated	37,419	Available	37,000

Building 6	Floor	Department	NSF	GSF	
Floor 5	MCD	15,086	21,121		
	Estimated GSF	21,121	Available	19,000	
Floor 4	DLB (1/3)		21,000		
	Estimated	21,000	Available	19,000	
Floor 3	DLB (1/3)		21,000		
	Estimated	21,000	Available	19,000	
Floor 2	DLB (1/3)		21,000		
	Estimated	21,000	Available	19,000	
Floor 1	EPMO	2,778	3,889		
	ITD	15,263	21,368		
	Data Room	0	0		
	Security/Waiting	500	500		
		Estimated	25,757	Available	24,000



### General Description of Building Conditions

Two of the three main buildings that are intended to be used to house TxDMV headquarters and the DL program, were built in 1955, Building 1 and 5. The third building, Building 6, was built in 1966. These facilities have been maintained and periodically updated consistent with typical State of Texas facilities. As further detailed below, there exists some significant building systems deficiencies that will need to be addressed during renovation to support relocation of respective divisions. However, the quality of initial construction of these buildings, including structural systems, was good and will allow many years of useful life.

The estimate of probable costs provided in this analysis, identify specific items of building system improvements in addition to the overall renovation costs. Some of these items were included in TxDMV's annual maintenance project analysis. Others have been identified as the result of this Project Analysis.

After assessing the type and condition of existing interior construction of each respective building, and in consideration of relationships between required hard-wall offices and open work-station areas, it was determined that a uniform cost of \$150.00 per square foot would be used to arrive at a budget estimate necessary to renovate existing buildings.

Recognizing that recent renovations of state facilities were in the range of \$140.00 per square foot and new office building construction in the Austin area is \$250.00 per square foot, the \$150.00 estimated per square foot is appropriate.

The per square foot cost would allow some demolition of existing walls and the construction of new walls, including some areas of glass, new doors and hardware. New ceiling grid and tiles with new lighting would be provided in approximately 75% of the spaces and new flooring and paint would occur throughout. Limited modifications to existing HVAC distribution, relocation of existing fire sprinkler heads and additional power and data locations would occur within the designated square foot budget amount as well.

The campus has multiple buildings of varying MEP systems and conditions. Generally, the buildings are served by City of Austin power from the MOPAC side and served by the central chilled water loop with localized heating for each building. Each building is specifically summarized as follows with a description, known issues, and recommendations:

#### **Building 1 (Built in 1955; 93,277 sp. ft.)**

Description: The building is served by one City of Austin ground mounted transformer. The building is sprinkled. The building has an addressable fire alarm system. The building is served by the campus chilled water loop. A hydronic boiler is located in the basement. Each floor has a dual duct air handler with single fan, which serves dual duct mixing boxes and has plenum return. Outside air units are mounted on the roof and provide decoupled outside air. The light fixtures are primarily T8 lensed troffers with electronic ballasts.

Known Issues: The fire pump is in poor condition. The fire pump is not enclosed in a rated room, the chilled water pump is in poor condition, the air handling units have no outside air, and the outside air units are off and in poor condition. Exterior envelope is aged and outdated. Windows leak across North side of building. Freight elevator is frequently inoperable.

Recommendations: Replace fire pump and renovate to be code compliant. Replace chilled water pump. Replace terminal boxes. Renovate air handlers to deliver outside air. Renovate lighting to new controls and LED fixtures. Update exterior envelope, weatherize windows on North side of building and modernize freight elevator.

#### **Building 2 – Cafeteria (Built in 1958; 6,354 sq. ft.)**

Description: The building is fed services from Building 1. The building is not sprinkled. The HVAC systems consist of single interior AHU's and rooftop equipment.

Known Issues: Many of the components are aged.

Recommendations: Sprinkle building. Renovate lighting to new controls and LED fixtures. Replace miscellaneous electrical panels. Renovate breakroom mechanical, electrical and plumbing equipment.

#### **Building 3 (Built in 1963; 4,319 sq. ft.)**

Description: The building is served by one City of Austin pole mounted transformer. The building is not sprinkled. A DX split system with gas furnace serves the facility. The light fixtures are primarily T8 lensed caged strips.

Known Issues: The DX furnace and coil are in poor condition.

Recommendations: Renovate lighting to new controls and LED fixtures. Replace furnace and condensing unit.

#### **Building 4 – Historical Building (Built in 1936; 3,829 sq. ft.)**

Description: The building is not sprinkled. The building has a fire alarm system. The building is served by DX split systems with gas furnaces.

Known Issues: All mechanical, electrical and plumbing systems are in poor condition.

Recommendations: Sprinkle building. Replace all MEP systems.

#### **Building 5 (Built in 1955; 45,530 sq. ft.)**

Description: The building is served by one City of Austin ground mounted transformer. The building is not sprinkled. The building has an addressable fire alarm system. The building is served by the campus chilled water loop. Air handlers serving single duct VAV boxes with electric heat primarily serve the space. The

## Project Analysis: Texas Department of Motor Vehicles

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light fixtures are primarily T8 lensed troffers with electronic ballasts. There is an emergency generator servicing the facility.

Known Issues: The main electric switchboard is in fair condition. The roof is in poor condition and is in need of replacement. TxDMV intends to replace the roof in 2019.

Recommendations: Sprinkle building. Replace terminal boxes. Renovate lighting to new controls and LED fixtures. Replace the roof.

### **Building 6 (Built in 1966; 110,940 sq. ft.)**

Description: The building is served by two City of Austin ground mounted transformers (east and west feed). The building is sprinkled. The building has an addressable fire alarm system. The building is served by the campus chilled water loop. A hydronic boiler is providing heat to the AHUs. Each floor has a dual duct air handler with single fan which serves dual duct mixing boxes and has plenum return. The light fixtures are primarily T8 lensed troffers with electronic ballasts. The first floor has (2) large UPSs. There are two bus ducts that communicate up through the building. There is a generator serving the building.

Known Issues: The chillers are in poor condition, the fire pump is not enclosed in a rated room, and much of the electrical equipment is in fair/poor condition.

Recommendations: Replace fire pump and renovate to be code compliant. Replace terminal boxes. Renovate lighting to new controls and LED fixtures. Replace much of the electrical infrastructure.

### **Building 7 – Utility Building (Built in 1997; 3,388 sq. ft.)**

Description: The building is served by two City of Austin ground mounted transformers (east and west feed). The building is sprinkled. The cooling towers were replaced recently.

Known Issues: The chillers are in poor condition. The underground distribution is aged and believed to be in fair/poor condition. The campus pumps are in fair condition.

Recommendations: Replace chillers. Replace chilled water pumps. Renovate lighting to new controls and LED fixtures.

### **Building 10 – Warehouse and Shop (Built in 1961; 95,835 sq. ft.)**

Description: The building is served by one City of Austin ground mounted transformer. The building is not sprinkled. The building is not connected to the campus chilled water loop. A series of chillers and DX units serve the building.

Known Issues: The MEP is in poor condition.

Recommendations: All new MEP systems are required to accommodate office function.

**Site**

Recommendations: Replace site lighting to LED fixtures. Replace all existing underground chilled water distribution piping.

### Energy Evaluation: Energy Alternatives and Energy-Efficient Design Alternatives

The following addresses the requirement by Chapter 2166, Section 2166.153.(a),(8) of The Texas Government Code to evaluate energy alternatives and energy-efficient architectural and engineering design alternatives.

There are a multitude of alternative energy design strategies and energy efficient design alternatives that are possibly applicable to this project, however, the design elements that will be common (required by ASHRAE 90.1) by the time of possible building construction will not be described in detail (i.e. automatic daylighting controls, EC motors, automatic control of receptacles, etc...).

- I. Combined Heat and Power (CHP): CHP is most commonly the act of generating electricity and using the waste heat energy. It can provide cost benefit if the system operates 24/7 and there is use for the large waste heat on site. This project building occupancy is expected to be occupied during regular business hours and will not contain a large heat load for space or domestic water at all times of the year. Therefore, the building is not appropriate for a CHP application.
  
- II. Reuse of Evaporator Fin Water: The reuse of evaporator fin water reduces the demand on the potable water system by using condensate from the air conditioning system. The building will have central air handling equipment which will provide a few points to pick up evaporator fin water. This would require additional piping, but the central locations would reduce the amount of piping. This would provide a good opportunity to pipe this water to a central point in the building and pump it to the central cooling tower to provide make-up water.
  
- III. LED Lighting: Light Emitting Diodes (LED) lighting is a technology for producing light that is fast developing. LED lighting for exterior applications offers a quick payback for the initial investment currently. However, the initial investment for interior lighting, which requires control upgrade at the same time, is such that the payback is a little more lengthy. However, when the building is renovated, it is expected that the efficiencies of LED lighting will be greater and when coupled with the initial costs of the lighting will not be such a premium cost. Therefore, it is expected that LED lighting for interior spaces will have a reasonable payback and is recommended.
  
- IV. Photovoltaic (PV) Energy Systems: Photovoltaics (PV) is a method of

generating electrical power by converting solar radiation (sunlight) into direct current electricity. Then that electricity has inverters that make the electricity usable within buildings. Thus, there is probably opportunities to mount panels on the building rooftop. Depending on the future rebate climate at the time of construction, this project may be a good candidate for a photovoltaic system.

- V. Wind: Wind turbines provide a way to capture the wind energy and convert it to electrical energy. The site is located in helicopter flight paths; therefore, wind turbines would not be recommended for this project.
- VI. Solar Water Heating: Solar Water Heating utilizes panels that heat up water that can be used for domestic hot water or heating water. This project will not have a large domestic hot water load nor will it have a large yearly round heating water load. Therefore, this project is not recommended to include solar water heating.
- VII. Rainwater Collection: The anticipated renovations are multi-story buildings (minimal roof area) and dispersed. Therefore, the capture zone is minimal and the economy of scale is reduced. Typically, this type of system would have a payback greater than 50 years. Consequently, a rainwater collection system would not be recommended for pure economic purposes.

# Project Analysis: Texas Department of Motor Vehicles

## Estimate of Probable Costs

	Quantity	Unit Costs	Total Costs	Comments
TxDMV Building 2	164000 sq. ft.	\$150 per sq. ft.	24,600,000	
DLB	6300 sq. ft.	\$50 per sq. ft.	315,000	
Subtotal	63000 sq. ft.	\$150 per sq. ft.	9,450,000	
			34,365,000	
Site Improvements	1	Lump Sum	200,000	Signage, Drive re-alignment
Parking Garage	720 spaces	\$25,000 per space	18,000,000	
<b>Major Infrastructure Items</b>				
Chiller Upgrade	1	Lump Sum	1,250,000	
Chilled Water Lines Replacement	1	Lump Sum	2,000,000	
HVAC - AHU's & VAV's Replacement	1	Lump Sum	250,000	
Exterior Envelope Mods	1	Lump Sum	275,000	
Weatherization	1	Lump Sum	460,000	
Roof Replacement	1	Lump Sum	1,200,000	
Elevator Overhaul	1	Lump Sum	165,000	
<b>Total Construction</b>			<b>\$58,165,000</b>	
Soft Costs @ 40%			\$23,266,000	
Project Contingency @ 10%			\$8,143,000	
Subtotal Project Costs			\$89,574,000	
<b>Total Project Costs</b>			<b>\$93,156,000</b>	Current 2018 Adjusted to June 2019 8% annual escalation thereafter

# **Appendix**

**Detailed Space Program**

**TxDMV Headquarters**

**November 2018**



Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>ABTPA - AUTO BURGLARY &amp; THEFT PREVENTION AUTHORITY</b>					
1	Director	1	180	180	office
2	Public Affairs Coordinator	1	64	64	System Furniture
3	Grants Coordinators	3	64	192	System Furniture
4	Administrative Assistant	1	64	64	System Furniture; adjacent to waiting
5	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
6	Office Machine Area	1	60	60	Central to staff
7	Open File Area	1	80	80	Central to staff
8	Temp Space	1	64	64	system furniture; near office machine area
9	Grant Equipment Storage	1	120	120	Central to staff
10	Application Review Room	1	150	150	adjacent to staff
<b>Shared Support Areas</b>					
11	Waiting Area	1	60	60	
12	Report Prep Area	1	64	64	
13	Coffee Bar Areas ( 1 per 50)	1	100	100	
14	Conference / Hearing Room	1	200	200	
				<i>ATPA Sub-total</i>	1,462
				<i>Internal Circulation</i>	585
				<b>ATPA Total SF</b>	<b>2,047</b>

<b>AUD - INTERNAL AUDIT</b>					
1	Director	1	180	180	office
2	Deputy Director	1	140	140	office; adjacent to Director
3	Auditors	3	80	240	System Furniture
4	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
5	File / Storage Room	1	90	90	Adjacent to staff
6	Office Machine Area	1	60	60	Adjacent to prep area
<b>Shared Support Areas</b>					
7	Waiting Area	1	90	90	
8	Report Prep Area	1	64	64	
9	Coffee Bar Areas ( 1 per 50)	1	100	100	
10	Conference Room	1	200	200	
				<i>IA Sub-total</i>	1,228
				<i>Internal Circulation</i>	215
				<b>IA Total SF</b>	<b>1,443</b>

<b>CID - COMPLIANCE &amp; INVESTIGATIONS DIVISION</b>					
1	Director	1	264	264	office
2	Assistant Director	1	180	180	office
3	Staff	6	64	384	system furniture
4	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
5	Office Machine Area	1	60	60	distribute equally
<b>Shared Support Areas</b>					
6	Waiting Area	1	90	90	
7	Report Prep Area	1	64	64	
8	Coffee Bar Areas ( 1 per 50)	1	100	100	
9	Conference Room	1	200	200	
				<i>CID RS Sub-total</i>	1,406
				<i>Internal Circulation</i>	788
				<b>CID Total SF</b>	<b>2,194</b>

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>CRD - CONSUMER RELATION DIVISION</b>					
1	Director (Division)	1	264	264	office
2	Executive Asst. to Director	1	48	48	System Furniture; adjacent to Director
3	Assistant Director	1	180	180	office adjacent to Director
4	Asst. to Assistant Director	1	48	48	System Furniture; adjacent to Assistant Director
5	Staff Services Officer	1	120	120	Office adjacent to Assistant Director
6	Supervisors	2	120	240	Offices adjacent to Assistant Director
7	Asst. to Supervisors	1	48	48	System Furniture; adjacent to Supervisors
8	Contact Center Coordinators	4	64	256	System Furniture; adjacent to Contact center Staff
9	Contact Center staff	36	35	1,260	System Furniture
10	Future Growth	20	35	700	System Furniture
<b>Support Areas</b>					
11	Office Machine Area	2	45	90	adjacent to director's staff; central to staff
12	ad hoc meeting "huddle" area (future growth )	1	180	180	Central to contact staff
13	Open File / Storage Area	1	200	200	Central to contact staff
14	Work / Copy / Mail Room	1	120	120	Central to contact staff
15	Training Room	1	200	200	Central to contact staff
16	Computer Training	1	360	360	Central to contact staff
<b>Shared Support Areas</b>					
17	Waiting Area	1	90	90	
18	Report Prep Area	1	64	64	
19	Coffee Bar Areas ( 1 per 50)	1	100	100	
20	Conference / Hearing Room	1	300	300	
				<i>CRD Sub-total</i>	4,868
				<i>Internal Circulation</i>	1,947
				<b>CRD Total SF</b>	<b>6,815</b>

<b>EDO - EXECUTIVE DIRECTORS OFFICE</b>					
1	Board Support Staff	1	120	120	office
<b>Support Areas</b>					
2	Open File Area	1	80	80	adjacent to staff
3	Board Member Offices	1	160	160	adjacent to staff
4	Enclosed File Room	1	120	120	adjacent to staff
<b>Executive Director</b>					
5	Executive Director	1	300	300	office
6	Deputy Executive Director	1	280	280	office
7	Innovative & Strat Plan Officer	1	120	120	office
8	Exec. Asst. to ED	1	64	64	System Furniture; adjacent to ED and board member
9	Exec. Asst. to ED	1	64	64	System Furniture; Reception area
10	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
11	Waiting Area	1	120	120	at entrance to space; adjacent to reception area
12	Enclosed File / Supply Room	1	80	80	adjacent to staff
13	Conference Room	1	400	400	Between ED & board member office
14	Office Machine Area	1	60	60	Adjacent to prep area
<b>Shared Support Areas</b>					
15	Report Prep Area	1	64	64	
16	Coffee Bar Areas ( 1 per 50)	1	100	100	adjacent to all Executive/ legal / Gov
				<i>Board/Exec Sub-total</i>	2,196
				<i>Internal Circulation</i>	878
				<b>Board/Exec Total SF</b>	<b>3,074</b>

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>ENF - ENFORCEMENT DIVISION</b>					
1	Division Director	1	264	264	office
2	Exec Administrative Assistant	1	64	64	System Furniture
3	Future Growth	3	80	240	System Furniture
4	Future Growth	18	64	1,152	System Furniture
5	<b>Investigations</b>				
6	Managing Attorney/Manager	1	180	180	office; adjacent to Director
7	Admin Assist.	2	64	128	System Furniture; adjacent to manager
	<b>- MV Investigations</b>				
8	Chief	1	160	160	office; adjacent to Manager
9	Assistant Chiefs	2	144	288	office; adjacent to chief
10	MV Investigators	7	64	448	System Furniture; adjacent to team lead
11	Admin Assist.	1	64	64	System Furniture; adjacent to manager
	<b>- MC Investigations</b>				
12	Chief	1	160	160	office; adjacent to Manager
13	Assistant Chiefs	1	144	144	office; adjacent to chief
14	MC Investigators	5	64	320	System Furniture; adjacent to team lead
15	Admin Assists.	2	64	128	System Furniture; adjacent to manager
	<b>- OS/OW Investigations</b>				
16	Chief	1	160	160	office; adjacent to Manager
17	Assistant Chief	1	144	144	office; adjacent to chief
18	OS/OW Investigators	6	64	384	System Furniture; adjacent to team lead
19	Admin Assist.	1	64	64	System Furniture; adjacent to team lead
	<b>- Legal</b>				
20	Staff Attorneys	6	144	864	office; adjacent to Investigations
	<b>Administration</b>				
21	Section Manager	1	180	180	office; adjacent to Director
22	Reception Staff	1	0	0	see reception area below includes MVD receptionist
23	Admin staff	4	64	256	System Furniture; adjacent to manager
	<b>Lemon Law</b>				
24	Section Manager	1	180	180	Office
25	Consumer Advisors	3	144	432	Office
26	Supervisor	1	160	160	Office
27	Customer Service Staff	2	64	128	System Furniture; adjacent to manager
	<b>Support Areas</b>				
28	Open File Area	1	110	110	adjacent to Admin staff
29	Reception Area	1	140	140	adj to waiting; w/ (2 8x8 workstations) and work area
30	Enclosed File / Copy / Supply Room	1	140	140	adjacent to Lemon Law staff
31	Enclosed File Room	1	110	110	adjacent to MC Investigations staff
32	Office Machine Area	4	60	240	1 adj. to recept. area; distrib. others equally to all staff
33	Equipment/Training Material Storage Room	1	200	200	secured; adjacent to Investigation staff
34	Storage Room	1	90	90	Central to all staff
	<b>Shared Support Areas</b>				
35	Waiting Area	1	90	90	
36	Report Prep Area	1	64	64	
37	Coffee Bar Areas ( 1 per 50)	1	100	100	
38	Breakroom	1	300	300	
39	Conference Room	1	300	300	
			<i>ED Sub-total</i>	8,576	
			<i>Internal Circulation</i>	3,430	
			<b>ED Total SF</b>	<b>12,006</b>	

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>EPMO - ENTERPRISE PROGRAM MANAGEMENT OFFICE</b>					
1	Division Director	1	180	180	Office
2	Chief Projects Officer (CPO)	1	120	120	Office
3	Executive Assistant	1	64	64	System furniture; adjacent to Div. Dir. & CPO
4	Project and Portfolio Managers	5	120	600	Office
5	Lead Business Analyst	1	80	80	System Furniture
6	Business Analysts	9	64	576	System Furniture
7	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
8	Coffee Bar Areas ( 1 per 100)	1	100	100	central to all employees
9	Conference Room	1	200	200	central to all employees
				<i>EPMO Sub-total</i>	1,984
				<i>Internal Circulation</i>	794
				<b>EPMO Total SF</b>	<b>2,778</b>

<b>FAS - FINANCE &amp; ADMINISTRATIVE SERVICES</b>					
<b>Financial Services</b>					
1	Chief Financial Officer	1	264	264	office
2	Executive Assistant	1	64	64	System Furniture
3	Administrative Assistant	1	64	64	System Furniture
4	Future Growth	3	64	192	System Furniture
<b>Revenue Forecasting</b>					
5	Manager	1	80	80	System Furniture
6	Financial Analysts	9	64	576	System Furniture
<b>Strategic Planning Performance Measures</b>					
7	Planners	2	64	128	System Furniture
<b>Financial Services</b>					
8	Assistant CFO	1	220	220	office
9	Budget Analysts	5	64	320	System Furniture; adjacent to team lead
<b>Accounting Operations</b>					
10	Manager	1	160	160	office
<b>- Payroll</b>					
11	Team Lead	1	80	80	System Furniture; adjacent to payroll staff
12	Accountant	2	64	128	System Furniture ; Near secondary entrance to F S D
13	Account Tech	1	64	64	System Furniture; reception person for payroll
<b>- Financial Reporting</b>					
14	Team Lead	1	80	80	System Furniture; adjacent to reporting staff
15	Accountants	2	64	128	System Furniture
16	Account Tech	1	64	64	System Furniture
<b>- Payment Processing</b>					
17	Team Lead	1	80	80	System Furniture; adjacent to payment staff
18	Accountants	5	64	320	System Furniture
<b>Purchasing</b>					
19	Manager	1	160	160	office
20	Program Specialist	1	64	64	System Furniture; adjacent to manager
21	Purchaser II	1	64	64	System Furniture; adjacent to manager
22	Purchasing & Contracts Coordinator	1	80	80	System Furniture
23	Purchasers III	5	64	320	System Furniture; adjacent to team lead
<b>Support Areas</b>					
24	Open File Area	1	220	220	Adjacent to FSD staff
25	Coffee Bar Areas ( 1 per 50)	1	100	100	Adjacent to FSD staff
26	Breakroom	1	300	300	
27	Office Machine Area	2	60	120	Adjacent to FSD staff
28	Secured Cash Room	1	144	144	Adjacent to Account Receivable staff
29	Interview Room	1	120	120	Central to all staff
30	Storage Room	2	120	240	Secured;1 @ Purchasing and 1 @payroll

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>Administrative Services</b>					
31	Assistant Division Director	1	220	220	office; co-located with Warehouse
32	Program Specialist (Facilities)	1	120	120	office; co-located with Warehouse
33	Staff Services Officer (Facilities)	1	120	120	office; co-located with Warehouse
34	Fleet Program Coordinator (Fleet)	1	120	120	office; co-located with Warehouse
35	Administrative Assistants	2	64	128	System Furniture; co-located with Warehouse
36	Records Coordinator	1	120	120	office; co-located with Warehouse
37	Future Growth	2	64	128	System Furniture
<b>Imaging &amp; Support Services</b>					
38	Supervisor	1	160	160	office; co-located with Warehouse
39	Imaging Lead	1	80	80	System Furniture; co-located with Warehouse
40	Scanning Staff	8	64	512	System Furniture; co-located with Warehouse
41	Support Services Lead	1	64	64	System Furniture; co-located with Warehouse
42	Mail Staff	6	36	216	System Furniture; co-located with Warehouse
43	Inventory Staff	2	48	96	System Furniture; adjacent to central supply
<b>Support Areas</b>					
44	Mail / Sorting Room	1	160	160	co-located with Warehouse
45	Office Machine Area	1	60	60	co-located with Warehouse
46	Open File Area	1	100	100	co-located with Warehouse
47	Fleet File Room	1	120	120	co-located with Warehouse
48	Agency Mail Box / Pick-up	1	100	100	co-located with Warehouse
49	Central Supply	1	200	200	co-located with Warehouse
		<i>FAS Sub-total</i>		7,768	
		<i>Internal Circulation</i>		3,107	
		<b><i>FAS Total SF</i></b>		<b>10,875</b>	

<b>GSC - GOVERNMENT &amp; STRATEGIC COMMUNICATIONS</b>					
1	Director	1	264	264	office
2	Management Analysts	2	160	320	office
3	Information Specialists	2	64	128	System Furniture
4	Govt. Relations Specialists	3	64	192	System Furniture
5	Instructional Designer/ Trainer	1	64	64	System Furniture
6	Contractor	1	64	64	System Furniture
7	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
8	Office Machine Area	1	60	60	distribute equally
<b>Shared Support Areas</b>					
9	Waiting Area	1	90	90	
10	Report Prep Area	1	64	64	
11	Coffee Bar Areas	1	100	100	
12	Conference Room	1	200	200	
		<i>GSC Sub-total</i>		1,610	
		<i>Internal Circulation</i>		644	
		<b><i>GSC Total SF</i></b>		<b>2,254</b>	

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>HRD - HUMAN RESOURCES</b>					
1	Section Director	1	180	180	office
2	Special Project	1	120	120	office
3	HR Consultants	7	64	448	System Furniture
4	Admin. Assist.	1	64	64	System Furniture; adjacent to waiting area
5	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
6	Waiting Area	1	90	90	Adjacent to staff
7	Office Machine Area	1	60	60	Adjacent to staff
8	Enclosed File Area	1	360	360	central to staff
9	Interview Room	1	200	200	Adjacent to staff
				<i>HR Sub-total</i>	1,586
				<i>Internal Circulation</i>	634
				<b>HR Total SF</b>	<b>2,220</b>

<b>ITD - INFORMATION TECHNOLOGY</b>					
<b>Management</b>					
1	Chief Information Officer/ section director	1	180	180	office
2	Administrative Assistants	3	64	192	System Furniture
3	Future Growth	1	120	120	office
4	Future Growth	4	64	256	System Furniture
<b>Application Services Management (AS): Entire Program adjacent to Testing Room</b>					
5	Manager	1	160	160	office
6	Applications Services Supervisor (Childers)	1	120	120	office
7	Analysts	8	64	512	System Furniture; adjacent to lead
8	Applications Services Supervisor (Rowehl)	1	120	120	office
9	Analysts	8	64	512	System Furniture; adjacent to lead
10	Database Administrators	2	64	128	System Furniture; adjacent to lead
11	Web Developers	3	64	192	System Furniture; adjacent to lead
<b>Support Services</b>					
12	Manager	1	160	160	office
13	Test & QA Manager	1	120	120	office
14	-Testing Specialists	5	64	320	System Furniture; adjacent to Supervisor
15	-Software Test Analysts	7	64	448	System Furniture; adjacent to Supervisor
16	-Technical Writers	3	64	192	System Furniture
17	-Release Management Coordinator	1	80	80	System Furniture
<b>Service Desk (SD)</b>					
18	Service Desk Manager	1	160	160	office
19	Service Desk Specialists	6	64	384	System Furniture
<b>Production Data Support (PSD)</b>					
20	Production Data Support Supervisor	1	120	120	office
21	Production Data Support Specialists	3	64	192	System Furniture; adjacent to Supervisor
22	Technical Administrative Specialists	3	64	192	System Furniture; adjacent to Supervisor
<b>Infrastructure Services (IS)</b>					
23	Infrastructure Services (IS) Manager	1	160	160	office; adjacent to team Leaders
24	-Enterprise Architect	2	120	240	office
25	-Database Architect	1	120	120	office
26	-Data Center Coordinator	1	120	120	office
27	-Assistant Data Center Coordinator	1	80	80	System Furniture
<b>Desktop Support</b>					
28	-Desktop Support Specialist Supervisor	1	120	120	office
29	-Desktop Support Specialists	6	64	384	System Furniture
30	-Help Desk	1	64	64	System Furniture
31	-Clerk	1	64	64	System Furniture

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>Network Specialists</b>					
32	Network Specialists Supervisor	1	120	120	office
33	Network Specialists	6	64	384	System Furniture
34	Network Engineer	1	64	64	System Furniture
35	LAN/Server Administrators	6	64	384	System Furniture
<b>Security Management</b>					
36	IS Manager	1	120	120	office
37	Technical Risk Analysts	2	64	128	System Furniture
<b>- BCP / Disaster Recovery</b>					
39	BCP / Disaster Recovery planner	1	80	80	System Furniture
<b>Support Areas</b>					
40	IT Computer Lab	1	500	500	Secured; Adj. to Network eng and Tech Support staff
41	Testing Area (work benches)	1	250	250	Secured; Adj to App services & Quality control staff
42	Data Server Room	1	300	300	Secured
43	It Storage	1	500	500	Secured
44	Open File Area	1	700	700	distribute equally to all staff
<b>Shared Support Areas</b>					
45	Waiting Area	1	60	60	at entrance to division space
46	Coffee Bar Areas ( 1 per 100)	2	100	200	central to all employees
47	Breakroom	1	300	300	
48	Conference Room	2	300	600	central to all employees
				<i>IT Sub-total</i>	10,902
				<i>Internal Circulation</i>	4,361
				<b>IT Total SF</b>	<b>15,263</b>

**MCD - MOTOR CARRIER DIVISION**

1	Division Director	1	264	264	office
2	Executive Assistant	1	64	64	System Furniture
3	Administrative Assistant	1	64	64	System Furniture
4	Future Growth	6	64	384	System Furniture
<b>Program Coordination &amp; Support</b>					
5	Section Manager	1	180	180	office
6	Information Specialist	1	160	160	office
7	Program Specialist	1	64	64	System Furniture; adjacent to manager
8	Staff Services Officer	1	64	64	System Furniture; adjacent to manager
9	Spec Proj Coordinators	2	64	128	System Furniture; adjacent to manager
<b>Oversize / Overweight Program</b>					
10	Manager	1	180	180	office; adjacent to division director
11	Admin. Assist.	1	64	64	System Furniture; adjacent to director
<b>Customer Contact Branch</b>					
12	Supervisor	1	144	144	office
13	Lead Permit Specialist	2	64	128	System Furniture; adjacent to supervisor
14	Permit Specialists	15	36	540	System Furniture; adjacent to team lead
<b>- Super Loads Permits</b>					
15	Supervisor	1	144	144	office
16	Lead Permit Specialists	2	80	160	System Furniture; adjacent to supervisor
17	Permit Specialists	10	36	360	System Furniture; adjacent to team lead
<b>-Permit Product Quality &amp; Analytics I</b>					
18	Supervisor (Bennett)	1	144	144	office
19	Research Specialists	5	36	180	System Furniture; adjacent to team lead
<b>-Permit Product Quality &amp; Analytics II</b>					
20	Supervisor (Johnson)	1	144	144	office
21	Research Specialist	2	36	72	System Furniture; adjacent to team lead
22	Map Coordinators	4	36	144	System Furniture; adjacent to team lead

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>-Time &amp; Multi-Jurisdictional Permits</b>					
23	Supervisor	1	144	144	office
24	Lead Permit Specialists	2	80	160	System Furniture; adjacent to supervisor
25	Permit Specialists	19	36	684	System Furniture; adjacent to team lead
<b>-Problem Resolution</b>					
26	Supervisor	1	144	144	office
27	Lead Permit Specialist	2	64	128	System Furniture; adjacent to supervisor
28	Permit Specialists	5	36	180	System Furniture; adjacent to team lead
<b>Credentialing Section</b>					
29	Manager	1	180	180	office
30	Coordinator	1	80	80	System Furniture; adjacent to manager
31	Com. Vehicle Officer	7	64	448	System Furniture; adjacent to coordinator
32	Admin Assist.	1	64	64	System Furniture; adjacent to manager
<b>Commercial Fleet Services</b>					
33	Manager	1	180	180	office
34	IRP Compliance Trainer	1	64	64	System Furniture; adjacent to manager
<b>-IRP Compliance Audit</b>					
35	Section Director	1	80	80	System Furniture; adjacent to director
36	Compliance Auditors	7	64	448	System Furniture; adjacent to coordinator
37	Customer Service Rep.	1	64	64	System Furniture; adjacent to coordinator
<b>- Commercial Fleet Services</b>					
35	Coordinator	1	80	80	System Furniture; adjacent to director
36	CFS Specialists	5	64	320	System Furniture; adjacent to coordinator
<b>- Commercial Fleet Accounts</b>					
37	Coordinator	1	80	80	System Furniture; adjacent to director
38	Admin Assist.	2	64	128	System Furniture; adjacent to manager
<b>Support Areas</b>					
39	Open File Area	1	530	530	Building 22 & 40 file areas; adjacent to permits section
40	Enclosed File Room	1	120	120	Secured; adjacent to permit section
41	Enclosed File Room	1	110	110	adjacent to business serv staff
42	Enclosed File Room	1	140	140	adjacent to IRP staff
43	Office Machine Area	5	60	300	distribute equally to all staff
44	Telecommuters Workroom	1	440	440	8 - 7x5 workstations
45	Permit Performance Review Room	1	150	150	quiet room for title evaluations
46	Map Work Room	1	180	180	Central to all staff
47	Office Supply Room	1	120	120	Central to all staff
<b>Shared Support Areas</b>					
48	Waiting Area	1	90	90	adjacent to MCD division space
49	Report Prep Area	1	64	64	
50	Coffee Bar Areas ( 1 per 50)	2	100	200	adjacent to MCD Staff
51	Breakroom	1	300	300	
52	Conference Room	2	300	600	Central to all staff
			<i>MCD Sub-total</i>	10,776	
			<i>Internal Circulation</i>	4,310	
			<b>MCD Total SF</b>	<b>15,086</b>	

**MVD - MOTOR VEHICLE DIVISION**

1	Division Director	1	264	264	office
2	Attorneys	4	144	576	office
3	Program Specialist	2	64	128	System Furniture
4	Future Growth	2	64	128	System Furniture
<b>Licensing</b>					
4	Manager	1	160	160	office; adjacent to Director
5	Staff	17	64	1,088	System Furniture; adjacent to manager
6	Admin. Asst. to Manager	1	64	64	System Furniture



Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>Administration</b>					
7	Manager	1	160	160	office; adjacent to Director
8	Shows/ Display Staff	1	64	64	System Furniture; adjacent to manager
9	Document Prep. Staff	1	64	64	System Furniture; adjacent to manager
10	Financial Assistant	1	64	64	System Furniture; adjacent to manager
11	Program Specialist	1	64	64	System Furniture; locate staff with Secured Storage
12	Reception Staff	1	64	64	
13	Admin. Support Staff	1	64	64	System Furniture; adjacent to manager
14	Customer Service Coordinator	1	64	64	System Furniture; locate staff with Secured Storage
15	Tech Writer	1	64	64	System Furniture; adjacent to manager
16	Project Specialist	1	64	64	System Furniture; locate staff with Secured Storage
17	Licensing Specialist	1	64	64	System Furniture; locate staff with Secured Storage
<b>Support Areas</b>					
18	Open File Area	1	200	200	adjacent to Licensing staff
19	Open File Area	1	190	190	adjacent to Legal staff
20	Reception Area	1	0	0	see enforcement's reception area
21	Records Storage Room	1	300	300	adjacent to open records staff
22	Secured Storage (Dealer plates and stickers)	1	130	130	adjacent to Admin- Licensing/ Customer service staff
23	Map and Supply Room	1	180	180	adjacent to Licensing staff
24	Office Machine Area	3	60	180	1 in secured storage; distribute equally to all staff
26	Hearing / Law Library	1	300	300	Central
27	Mediation Room	1	150	150	Central
<b>Shared Support Areas</b>					
28	Waiting Area	1	90	90	at entrance to MVD space
29	Division Report Prep Area	1	64	64	
30	Coffee Bar Areas ( 1 per 50)	1	100	100	adjacent to MVD
31	Conference Room	1	300	300	Central
			<i>MVD Sub-total</i>	5,392	
			<i>Internal Circulation</i>	2,157	
			<b>MVD Total SF</b>	<b>7,549</b>	

<b>OAH - OFFICE OF ADMINISTRATIVE HEARINGS</b>					
1	Judges	2	180	360	office
2	Legal Assistants	3	80	240	System Furniture; adjacent to judges
3	Administrative Assistant	1	64	64	System Furniture; adjacent to reception area
4	Future Growth	1	64	64	System Furniture
<b>Support Areas</b>					
5	Office Machine Area	1	45	45	Central to staff
6	Enclosed File Room	1	170	170	Central to staff
7	Open File Area	1	60	60	Central to staff
7	Waiting Area	1	200	200	at entrance of division space; adj. to admin. asst.
8	Hearing Room	1	400	400	
9	Coffee Bar Areas ( 1 per 50)	1	100	100	Central to staff
			<i>OAH Sub-total</i>	1,703	
			<i>Internal Circulation</i>	681	
			<b>OAH Total SF</b>	<b>2,384</b>	

<b>OGC - OFFICE OF GENERAL COUNSEL</b>					
1	General Counsel	1	264	264	office;
2	Executive Assistant	1	160	160	office; adjacent to GC
3	Associate General Counsels	6	144	864	office; adjacent to GC
1	Civil Rights Officer	1	120	120	office
4	Legal Assistant (Title Litigation)	1	64	64	system furniture; adj to Title Litigation Assoc. GC
5	Legal Assistants + growth	3	64	192	system furniture; adj to Associate GC's
6	Future Growth	1	64	64	System Furniture

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Adjacency/Comments
<b>Support Areas</b>					
7	Office Machine Area	2	60	120	<i>distribute equally</i>
8	Office Supply Room	1	60	60	<i>adjacent to staff</i>
9	Law Library	1	180	180	<i>Central to all staff</i>
10	Enclosed File Room	1	300	300	<i>adjacent to staff</i>
<b>Shared Support Areas</b>					
11	Waiting Area	1	120	120	
12	Report Prep Area	1	64	64	
13	Coffee Bar Areas ( 1 per 50)	1	100	100	
14	Conference / Hearing Room	1	360	360	
			<i>GC Sub-total</i>	3,032	
			<i>Internal Circulation</i>	1,213	
			<b>GC Total SF</b>	<b>4,245</b>	

### VTR - VEHICLE TITLE & REGISTRATION

1	Division Director	1	264	264	<i>office</i>
2	Deputy Director	1	220	220	<i>office</i>
3	E Tittle Project Director	1	180	180	<i>office</i>
4	Executive & Administrative Assistants	2	64	128	<i>System Furniture</i>
5	Future Growth	5	80	400	<i>System Furniture</i>
6	Future Growth	22	64	1,408	<i>System Furniture</i>
<b>Regional Services</b>					
7	Director	1	180	180	<i>office</i>
8	Assist. Director	2	160	320	<i>office</i>
7	Planner	1	64	64	<i>System Furniture</i>
8	Admin Assist.	1	64	64	<i>System Furniture</i>
<b>Registration Services</b>					
9	Director	1	180	180	<i>office</i>
<b>- Policy and Procedures (RPP)</b>					
10	RPP Staff	4	64	256	<i>System Furniture; adjacent to director</i>
<b>- Data Management / Special Plates</b>					
12	Manager	1	160	160	<i>Office; adjacent to director</i>
13	Data Analysis Law Enforcement Team Lead	1	80	80	<i>System Furniture; adjacent to manager</i>
14	Data Analysis Law Enforcement Staff	4	64	256	<i>System Furniture; adjacent to lead worker</i>
15	Data Cleanup / Film Team Lead	1	80	80	<i>System Furniture; adjacent to manager</i>
16	Data Cleanup / Film Team Staff	6	64	384	<i>System Furniture; adjacent to lead worker</i>
17	Special Plates Team Lead	1	80	80	<i>System Furniture; adjacent to manager</i>
18	Special Plates Staff	7	64	448	<i>System Furniture; adjacent to lead worker</i>
<b>Title Services (TS)</b>					
17	Director	1	180	180	<i>office</i>
<b>- Title Policy and Procedure (TPP)</b>					
18	TPP Workers	4	64	256	<i>System Furniture; adjacent to director</i>
<b>- Title Control Systems (TCS)</b>					
19	Manager	1	160	160	<i>Office; adjacent to director</i>
20	Title Examination Unit (TEU) Lead Worker	1	80	80	<i>System Furniture; adjacent to manager</i>
21	TEU Workers	5	64	320	<i>System Furniture; adjacent to lead worker</i>
22	Control Unit (CU) Lead Worker	1	80	80	<i>System Furniture; adjacent to manager</i>
23	CU Workers	6	64	384	<i>System Furniture; adjacent to lead worker</i>
24	Input Salvage Unit (ISU) Lead Worker	1	80	80	<i>System Furniture; adjacent to manager</i>
25	ISU Workers	6	64	384	<i>System Furniture; adjacent to lead worker</i>
<b>Budget and Research Service</b>					
26	Team Lead	1	80	80	<i>System Furniture; adjacent to Director</i>
27	B&R Staff	4	64	256	<i>System Furniture; adjacent to team lead</i>

Item	Space Use/Room Name	Qty.	SF Per	SF Ext.	Agency/Comments
<b>Support Areas</b>					
28	Open File Area	1	900	900	Central to all staff
29	Office Machine Area	5	60	300	distribute equally to all staff
30	Recording Room	1	80	80	Sound Proof; adjacent to DPP Staff
31	Enclosed File Room	1	200	200	Microfilm cabinets; adjacent to VDM Staff
32	Specialty Plates File Room	1	170	170	verify weight requirements of cabinets; adj.P Staff
33	Alias Room	1	900	900	houses 8 - (8x8) workstations and break area
34	Title- receiving /entry /verification/archiving Ar	1	400	400	adjacent to TCS staff and near a freight elevator
35	Office Supply Room	1	120	120	Central to all staff
<b>Shared Support Areas</b>					
36	Waiting Area	1	90	90	at entrance to VTR space
37	Division Report Prep Area	1	64	64	adjacent to VTR Staff
38	Coffee Bar Areas ( 1 per 50)	1	100	100	adjacent to VTR Staff
39	Breakroom	1	300	300	
40	Conference Room	2	300	600	
				VTR Sub-total	11,636
				Internal Circulation	4,654
				<b>VTR Total SF</b>	<b>16,290</b>

<b>SHARED RESOURCES</b>					
1	Waiting Area @ main entry	3	400	1,200	at Main entrance; area to be secured
2	Security Check-in @ main entry	3	100	300	work station with transaction counter
3	Board Hearing Room	1	3,000	3,000	adjacent to Main Entrance / Security (1st floor)
4	Board Member Break Room	1	300	300	adjacent to Board Hearing Room
5	Conference Room	1	400	400	small
6	Conference Room	1	600	600	medium
7	Conference Room	1	1,200	1,200	large
				BCR Sub-total	7,000
				Internal Circulation	0
				<b>BCR Total SF</b>	<b>7,000</b>

<b>WAREHOUSE</b>					
<b>Support Areas</b>					
Included in Finance & Admin Services					
<b>Condition Storage</b>					
1	Storage - surplus & paper	1	300	300	Secured; conditioned and adjacent to warehouse
2	Spool paper & printing machine Titles	1	700	700	Secured; conditioned and adjacent to warehouse
3	Caged Area Secured MVD plates	1	200	200	Secured; conditioned and adjacent to warehouse
<b>Warehouse Space</b>					
4	Warehouse	1	2,800	2,800	unconditioned space
				Warehouse Sub-total	4,000
				Internal Circulation	0
				<b>Warehouse Total SF</b>	<b>4,000</b>

## MEMORANDUM OF UNDERSTANDING

**THIS MEMORANDUM OF UNDERSTANDING (MOU)** entered by and between the State agencies shown below as Collaborating Parties under the authority granted by and under Government Code Section 771 and pursuant to the directives contained in Senate Bill No. 2119, 86<sup>th</sup> Texas Legislature, Regular Session (SB 2119).

### I. COLLABORATING PARTIES (or PARTIES):

The Receiving Agency: Texas Department of Licensing and Regulation (TDLR)

The Performing or Transferring Agency: Texas Department of Agriculture (TDA)

**II. STATEMENT OF SERVICES:** The Collaborating Parties will undertake and carry out the activities and agreements described in Attachment A.

**III. TERM OF MOU:** This MOU begins when fully signed by both parties and ends on the date the Parties complete the activities and agreements described in Attachment A, but in no event later than August 31, 2020, unless extended or ended earlier by mutual consent.

### IV. THE COLLABORATING PARTIES certify that:

1. The activities and agreements stated in Attachment A are either required to fulfill the directives of SB 2119 or are otherwise necessary and essential for activities that are properly within the statutory authority, functions, and programs of the affected agencies.
2. The proposed arrangements are either required to fulfill the directives of SB 2119 or otherwise serve the interest of the efficient and economical administration of State Government.
3. This MOU, to the extent possible, maximizes consumer protections, provides an orderly transfer of the Motor Fuel Program, as defined in Section 2 of Attachment A, and also ensures that motor fuel quantity and quality are regulated as required by SB 2119.
4. The services or resources, if any, necessary to fully complete this agreement comply with SB 2119 and thus, pursuant to Section 311.021 of the Texas Government Code, presumptively comply with Article XVI, Section 21 of the Constitution of Texas and the laws of this State.
5. Whenever either Party transfers a duty to the other in order to fulfill a requirement of law or regulation, such transfer of duty carries with it a transfer of authority by the transferor to the maximum extent permitted by law.

**V. LEGAL AUTHORITY:** The Receiving Agency further certifies that it has the authority to enter into the agreements, terms, obligations, and responsibilities outlined in Attachment "A" by authority granted in SB 2119 or other state law.

The Transferring Agency further certifies that it has the authority to perform the activities and agreements outlined in Attachment "A" pursuant to the directives set out in SB 2119 or other state law.

This MOU incorporates the provisions of Attachment "A" and Attachment "B" as if fully set forth in this document.

**VI. THE UNDERSIGNED PARTIES** bind themselves to the faithful performance of this MOU as described and required by Attachment "A" to this agreement.

**TRANSFERRING AGENCY**

**RECEIVING AGENCY**

**TEXAS DEPARTMENT OF  
AGRICULTURE**

**TEXAS DEPARTMENT OF  
LICENSING AND REGULATION**

By: 

By: 

Sid Miller  
Commissioner

Brian Francis  
Executive Director

Date: 7-25-2019

Date: 7/29/19

**Attachment A  
Attachment B**

\*\*\*\*\*

## ATTACHMENT A

**Section 1. Purpose:** The purpose and intent of MOU Attachment "A" is to establish processes and procedures between the staffs of the Collaborating Parties that identify TDA policies, procedures, processes, systems and rules currently in use, or under development or consideration, in order to facilitate and ensure a seamless transfer of the Motor Fuel Program, as defined in Section 2 below, from TDA to TDLR. Therefore, the agreements, terms, obligations, and responsibilities herein should be interpreted broadly to the extent necessary to achieve this purpose.

**Section 2. Definitions:** Unless the context clearly indicates otherwise, for purposes of this MOU, terms in this agreement shall have the meaning assigned by Chapters 13 and 17, Agriculture Code, in effect immediately prior to the effective date of SB 2119. The phrase "Motor Fuel Program", as used in this MOU, shall include both the fuel quality and motor fuel weights and measures device required or permitted by law.

**Section 3. Orientation.** To efficiently transfer the Motor Fuel Program to TDLR with minimal disruptions to daily operations of both agencies and to facilitate the successful and transparent transfer of the program, TDA shall within 10 working days after execution of this document: (1) prepare briefing binders containing hardcopies of all forms, written policies and procedures related to the Motor Fuel Program and (2) schedule an orientation session providing TDLR Staff with an overview of the Motor Fuel Program.

**Section 4. Workgroups.** Immediately following the orientation required by Section 3, the Collaborating Parties will establish and coordinate small workgroups designed to identify and establish tasks and data transfer timelines required to transfer the Motor Fuel Program. The workgroups and subject matters include, but are not limited to the following:

**A. Accounting & Personnel-Program and Field Administrators**

- 1) Unexpended and unobligated balance of appropriated funds;
- 2) Full-time equivalent and partial FTE employee positions that directly and indirectly concern the Motor Fuel Program; including name, classification, salary group and pay;
- 3) Summary of all contracts related to and in support of the Motor Fuel Program, such as contracts with fuel quality laboratories, contracts for the printing of dispenser decals, and other related agreements, identifying, for each agreement, the contracting parties, the purpose of the agreement, the amount of the agreement, the current status of the agreement, and any issues or disputes associated with those agreements;
- 4) Revenue, actual and projected;
- 5) Program Structures for Fuel Quality and Liquid Measuring Device Programs;  
and

- 6) Data, information, or documentation consisting of or pertaining to:
  - a) Key statistical data;
  - b) Performance Measures; and
  - c) Reports.
- B. Regulatory Program and Field Operations. Identify all documents (including written policies and directives) and databases related to:
  - 1) Licensed Service Companies;
  - 2) Licensed Service Technicians;
  - 3) Motor Fuel Devices;
  - 4) Distributors, Suppliers, Wholesalers, and Jobbers;
  - 5) Administration and monitoring of motor fuel device inspections;
  - 6) Inventory;
  - 7) Collecting and testing of motor fuel;
  - 8) Consumer Protection Workflow Functions-documents (including written policies and directives) related to: phone calls, emails, faxes, social media, walk-ins, other types of contact and inquiries;
  - 9) Statistics and information requests related to Motor Fuel: number of phone calls, emails, faxes and other types of inquiries;
  - 10) Outreach activities;
  - 11) Trade Associations;
  - 12) Cooperatives;
  - 13) Local Government Contacts; and
  - 14) Data, information or documentation consisting of or pertaining to:
    - a) Key statistical data;
    - b) Performance Measures; and
    - c) Reports.
- C. Examination and Education.
  - 1) Educational requirements by license type;
  - 2) Exam requirements by license type;
  - 3) Continuing Education requirements; and
  - 4) Data, information or documentation consisting of or pertaining to:
    - a) Key statistical data;

- b) Performance Measures; and
  - c) Reports.
- D. Complaint Review and Resolution Process: Access to enforcement documents and databases.**
- 1) All documents or databases used during the intake, investigation, disposition, or informal resolution of complaints received or opened;
  - 2) Processes relating to monitoring and collection of penalties and sanctions; and
  - 3) Data, information or documentation consisting of or pertaining to:
    - a) Key statistical data;
    - b) Performance Measures; and
    - c) Reports.
- E. Legal.**
- 1) Rulemakings;
  - 2) Existing Policy Statements;
  - 3) Policies or rules under Review;
  - 4) Open records related to the Motor Fuel Program;
  - 5) Regulatory Procedures Under Review;
  - 6) Record Management processes; and
  - 5) Data, information, or documentation consisting of or relating to:
    - a) Key statistical data;
    - b) Performance Measures; and
    - c) Reports.
- F. Information Technology.**
- 1) Description of technologies used;
  - 2) Description of interfaces:
    - 1) Applications (web, desktop, mobile) that are used to enter, modify, view data; and
    - 2) Processes that move data from the system to other entities such as data extracts to other agencies, internal transfers for open records, FTP processes, and other related procedures.
  - 3) Security requirements for the data;



- 4) Description of third party or commercial off the shelf software purchased that is used for Motor Fuel Program;
- 5) List of all technical and user documentation;
- 6) Data, information, or documentation consisting of or pertaining to:
  - a) Key statistical data;
  - b) Performance Measures; and
  - c) Reports.

**G. Metrology Laboratory. Procedures related to operation of the state metrology laboratory, including but not limited to:**

- 1) Inspection and correction of standards;
- 2) ISO 17025;
- 3) Fundamentals of Metrology;
- 4) Service companies and technicians;
- 5) Inspection;
- 6) Other services provided to Service Companies; and
- 5) Data, information, or documentation consisting of or pertaining to:
  - a) Key statistical data;
  - b) Performance Measures; and
  - c) Reports.

During the workgroup sessions the Collaborating Parties by agreement may schedule and arrange ride-alongs and job shadowing to provide real-time exposure to the workflow and other TDA processes required for the transparent and seamless transition of services to licensees, employees, and consumers.

**Section 5. Safeguarding Information.**

**A.** Each Collaborating Party shall safeguard the confidentiality of all information in its possession concerning the Motor Fuel Program.

**B.** Each Collaborating Party shall safeguard the confidentiality of any investigative information released to it by the other Party and may not disclose any information except as required by law. Confidential information that is shared under this MOU remains subject to the same confidentiality requirements that are imposed by law on the releasing Party. The sharing of information under this MOU in compliance with the law governing the information does not affect whether the information is subject to disclosure under Tex. Gov't Code Chapter 552.

C. Any exchange of information between the Collaborating Parties is not a release of information to the public, but rather an intergovernmental transfer of records from one governmental body to another for an official purpose. Confidential information that is shared under this MOU remains subject to the same confidentiality requirements that are imposed by law on the releasing Party.

#### **Section 6. Agency Liaisons and Notice.**

A. **Agency Liaisons.** The persons listed in Attachment "B" shall serve as the single point of contact responsible for each of the following program functional areas: Administration, Accounting & Personnel, Examination and Education, Complaint Review and Resolution Process, Legal, Customer Service & Stakeholder Notifications, Information Technology, Inspections, and Metrology Laboratory. Attachment "B" shall be updated as appropriate and the Parties may rely on Attachment "B" until notified in writing of the update. Updates to Attachment "B" may occur unilaterally without mutual consent.

B. **Notice.** The Parties will designate Agency Liaisons for this MOU. The Agency Liaisons will be the initial points of contact between the Parties for inquiries concerning this MOU. Any notices under this MOU must be hand-delivered, mailed, or emailed to the addresses set forth below. Either Party may change its designees or addresses upon written notice to the other Party. Agency Liaisons for the Parties are:

#### **TEXAS DEPARTMENT OF AGRICULTURE**

Name: Tim Kleinschmidt  
Title: General Counsel  
Address: 1700 Congress Ave., 11<sup>th</sup> Floor  
Austin, TX 78701  
Telephone: (512) 463-1408  
Email Address:  
Tim.Kleinschmidt@TexasAgriculture.gov

#### **TEXAS DEPARTMENT OF LICENSING AND REGULATION**

Name: Brad Bowman  
Title: General Counsel  
Address: 920 Colorado  
Austin, Texas 787101  
Telephone: (512) 463-0859  
Email Address: Brad.Bowman@tdlr.texas.gov

#### **Section 7. Enforcement and Contract Approval**

In order to accommodate the orderly transition of the Motor Fuel Program from the Transferring Agency to the Receiving Agency, and as requested by and with consent of TDLR, the Executive Director of TDLR agrees to provide TDA with timely review and approval or direction for all enforcement actions, contracts or other matters with legal or programmatic consequence that arise out of or relate to the Motor Fuel Program.

**Section 8. Miscellaneous**

**A. Amendment**

This MOU may be amended or modified by the written consent of both Parties at any time during its term. Amendments to this MOU must be in writing and signed by the Parties. No change in, addition to, or waiver of any term or condition of this MOU shall be binding on either party unless approved in writing by an authorized representative of the other party.

**B. Counterparts; Electronic Transmission**

This MOU may be executed in multiple counterparts, each of which will be deemed an original instrument, and all of which will constitute a single agreement. Any counterpart signature to this MOU that is delivered by facsimile or electronic mail will be deemed for all purposes to constitute good and valid execution and delivery of this MOU.

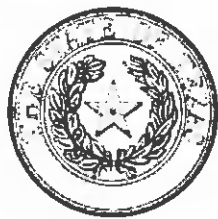
**C. Entire Agreement.**

Subject to amendment, this document represents the entire terms of this MOU between the Parties. No prior agreement or understanding oral or otherwise, of the Parties or their agents will be valid or enforceable unless embodied in this MOU or properly executed amendment.

\*\*\*\*\*

## ATTACHMENT B

Motor Fuel Program Functional Area	TDA Contact	TDLR Contact
Administration, Accounting & Personnel	Shirley Beaulieu Chief Financial Officer <a href="mailto:Shirley.Beaulieu@TexasAgriculture.gov">Shirley.Beaulieu@TexasAgriculture.gov</a> 512-463-1701	Carla James Deputy Executive Director <a href="mailto:Carrla.James@tdlr.texas.gov">Carrla.James@tdlr.texas.gov</a> 512-463-3170
Regulatory Licensing	Philip Wright Administrator for Regulatory Affairs <a href="mailto:Philip.Wright@TexasAgriculture.gov">Philip.Wright@TexasAgriculture.gov</a> 512-463-6514	Rusty Salazar License & Permit Specialist <a href="mailto:Rusty.Salazar@tdlr.texas.gov">Rusty.Salazar@tdlr.texas.gov</a> 512-475-1136
Examination and Education	Philip Wright Administrator for Regulatory Affairs <a href="mailto:Philip.Wright@TexasAgriculture.gov">Philip.Wright@TexasAgriculture.gov</a> 512-463-6514	Hemant Makan Management Analyst <a href="mailto:Hemant.Makan@tdlr.texas.gov">Hemant.Makan@tdlr.texas.gov</a> 512-334-5527
Complaint Review and Resolution Process	Christina Osborn Director Consumer Product Protection <a href="mailto:Christina.Osborn@TexasAgriculture.gov">Christina.Osborn@TexasAgriculture.gov</a> 512-463-5706	Chris Russey Management Analyst <a href="mailto:Chris.Russey@tdlr.texas.gov">Chris.Russey@tdlr.texas.gov</a> 512.539.5622
Legal	Tim Kleinschmidt General Counsel <a href="mailto:Tim.Kleinschmidt@TexasAgriculture.gov">Tim.Kleinschmidt@TexasAgriculture.gov</a> 512-463-1408	Charles Johnson Assistant General Counsel <a href="mailto:Charles.Johnson@tdlr.texas.gov">Charles.Johnson@tdlr.texas.gov</a> 512-463-4283
Customer Service & Stakeholder Notifications	Christina Osborn Director Consumer Product Protection <a href="mailto:Christina.Osborn@TexasAgriculture.gov">Christina.Osborn@TexasAgriculture.gov</a> 512-463-5706	Tuan Nguyen Customer Service Representative <a href="mailto:Tuan.Nguyen@tdlr.texas.gov">Tuan.Nguyen@tdlr.texas.gov</a> 512-531-3370
Information Technology	Butch Grote Chief Information Officer <a href="mailto:William.Grote@TexasAgriculture.gov">William.Grote@TexasAgriculture.gov</a> 512-475-0124	James Corral Senior Technical Lead <a href="mailto:James.Corral@tdlr.texas.gov">James.Corral@tdlr.texas.gov</a> 512-475-3284
Inspections and Field Operations	Stuart Strnad Administrator for Regulatory Field Operations <a href="mailto:Stuart.Strnad@TexasAgriculture.gov">Stuart.Strnad@TexasAgriculture.gov</a> 512-463-7480	Juliane Crocker Lead Facilitator <a href="mailto:Juliane.Crocker@tdlr.texas.gov">Juliane.Crocker@tdlr.texas.gov</a> 512-583-7157
Metrology Laboratory	Philip Wright Administrator for Regulatory Affairs <a href="mailto:Philip.Wright@TexasAgriculture.gov">Philip.Wright@TexasAgriculture.gov</a> 512-463-6514	Todd Forrester Vehicle Towing & Storage Program Specialist <a href="mailto:Todd.Forrester@tdlr.texas.gov">Todd.Forrester@tdlr.texas.gov</a> 512-539-5667



Texas Juvenile Justice Department  
**Board Meeting**

Friday, February 17, 2012  
9:00 a.m.

Brown Heatly Building, Public Hearing Rooms

**INFORMATIONAL PACKET**

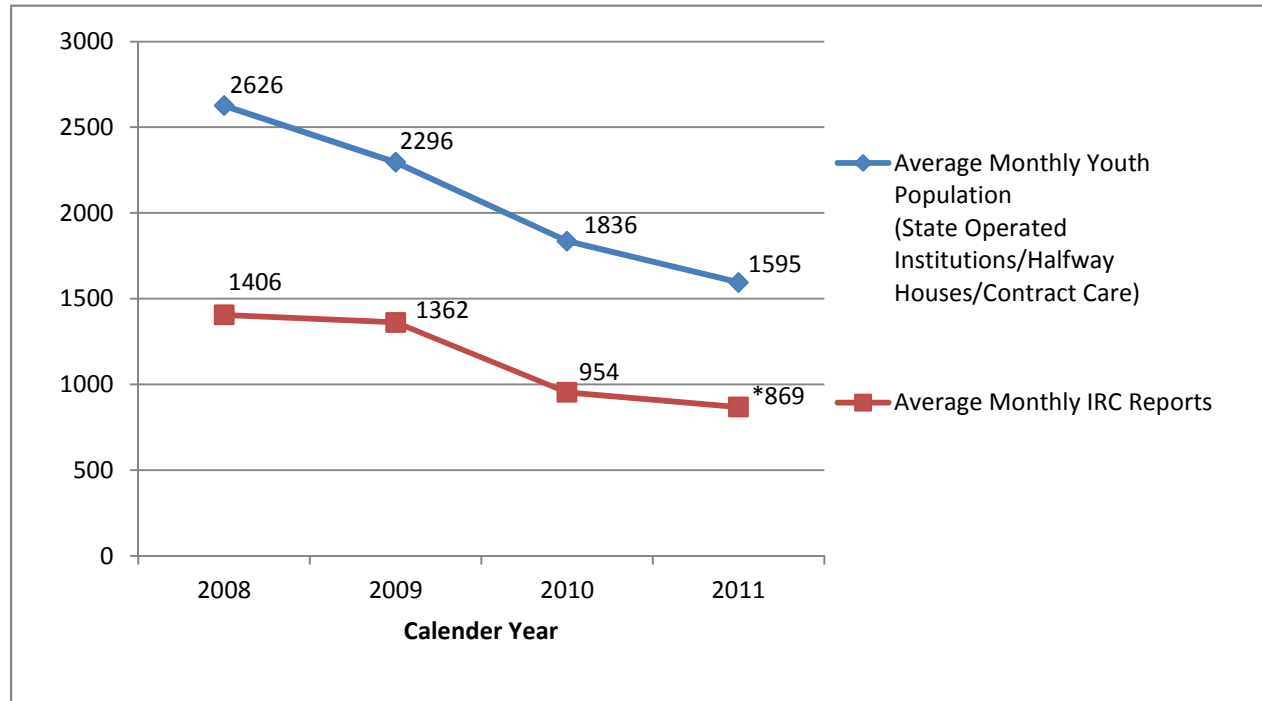
**Texas Juvenile Justice Department (TJJD)  
Office of Inspector General (OIG)  
Summary Indicators for FY 2011-2012 Biennium**

		FY 2011 <sup>1</sup>	FY 2012 <sup>2</sup>
•	Incident Reporting Center (IRC) reports	10,763	4,293
•	IRC referrals for Criminal Investigations	730	351
•	IRC referrals for Administrative Investigations	1,104	450
•	OIG Criminal Investigations opened	970	433
•	OIG Criminal Investigations closed	1,168	359
•	OIG Open/Active Criminal Investigations	184	262
•	OIG Administrative Investigations opened	1,198	498
•	OIG Administrative Investigations completed	1,481	537
•	OIG Open/Active Administrative Investigations	312	245
•	OIG Criminal Investigations submitted to Prosecution	364	115
•	TJJD Active Directives to Apprehend (FY11: Parole Violations-91, Escape/Abscond-9; FY12: Parole Violations-60, Escape/Abscond-1)	100	61
•	OIG Apprehensions	190	53

<sup>1</sup> As of August 31, 2011

<sup>2</sup> As of January 31, 2012

## Comparison Chart Youth Population and IRC Reports CY2008 - CY2011



\* Does not include calls to the IRC associated with locally operated facilities or programs during the months of November 2011 (96) and December 2011 (99).

Calendar Year	Average Monthly Youth Population (State Operated Institutions/Halfway Houses/Contract Care)	Average Monthly IRC Reports
2008	2626	1406
2009	2296	1362
2010	1836	954
2011	1595	869



**Texas Juvenile Justice Department**  
**ADVISORY COUNCIL ON JUVENILE SERVICES**

**Brown Heatly Building Room 1430**  
**4900 North Lamar Boulevard**  
**Austin, Texas**  
**Thursday, January 26, 2012**  
**1:30 p.m. – 4:30 p.m.**

**Meeting Agenda**

- |     |  |  |
|-----|--|--|
| 1.  | Welcome and Introductions  | CherylN Townsend   |
| 2.  | Overview of SB 653 and Role of the Advisory Council  | Lisa Capers  |
| 3.  | Regional and Statewide Issues Based on Legislation   | Open Discussion  |
| 4.  | Presentation of the Transition Plan as Recommended by the Former Advisory Council  | Estela Medina<br>Homer Flores<br>Judge Larry Thorne<br>Randy Turner<br>Doug Vance<br>Mark Williams |
| 5.  | Opportunities and Projects for the Advisory Council  | Open Discussion  |
| 6.  | Interim Charges from the House and Senate  | Linda Brooke   |
| 7.  | Role of the Ombudsman  | CherylN Townsend   |
| 8.  | Prevention and Early Intervention  | Open Discussion  |
| 9.  | Organizational Issues <ul style="list-style-type: none"><li>- Formal Leadership</li><li>- Length and Expiration of Terms</li><li>- Communication</li><li>- Other</li></ul> | Open Discussion  |
| 10. | Schedule Future Meetings   | CherylN Townsend   |
| 11. | Closing Remarks and Adjourn  | CherylN Townsend   |





**Texas Juvenile Justice Department**  
**ADVISORY COUNCIL ON JUVENILE SERVICES**

**Brown Heatly Building Room 1430**  
**4900 North Lamar Boulevard**  
**Austin, Texas**  
**Thursday, January 26, 2012**  
**1:30 p.m. – 4:30 p.m.**

**Meeting Minutes**

**Members Present**

All members were present including: Linda Brooke, William Carter, Audrey Deckinga, Homer Flores, Phillip Hayes, Estela Medina, Mario Ramirez, Matt Shaheen, Larry Thorne, Cherie Townsend, Randy Turner, Doug Vance and Mark Williams.

**Absences**

No absences

**Guests**

Guests present including: Andy Bench (Hunt County), Jaime Gardner (Legislative Budget Board), Aris Johnson (Gregg County), David Repp (Legislative Budget Board), Israel "Buddy" Silva (Hidalgo County) and Ross Worley (Smith County).

**TJJD Staff Present**

Staff present from the Texas Juvenile Justice Department including: Kristy Almager, Jeannette Cantu, Lisa Capers, Janie Duarte, Karin Hill, and Robin McKeever.

**Welcome and Introductions [Cherie Townsend]**

Ms. Townsend welcomed everyone to the inaugural meeting of the Texas Juvenile Justice Department's (TJJD) Advisory Council. Everyone present was introduced.

**Overview of SB 653 and Role of the Advisory Council [Lisa Capers]**

Ms. Capers provided a brief summation of the pertinent sections of Senate Bill 653, effective September 1, 2011, that governs the composition of the Advisory Council, the role and functions of the Advisory Council, and the operation of the Council.

**Regional and Statewide Issues Based on Legislation [Open Discussion]**

Ms. Townsend invited Council members to discuss regional issues and concerns that could potentially be addressed by TJJD or the Advisory Council. The following issues were raised:

- Mental health services and treatment needs are lacking statewide;
- The overall issue of restricted access and knowing how to communicate between jurisdictions;

- How to maximize Title IV-E reimbursements;
- Evaluate placement services (service provider monitoring) (specifically, the MOU with the West Texas region);
- Parole and aftercare;
- Early intervention and prevention;
- Issues with standards and the possibility of a standards audit;
- Funding structures and how funding follows programs;
- Program development;
- Parole (specifically whether counties have a role or input in parole services);
- Role of ombudsman as it relates to counties;
- How TJJD will continue the efforts to continue the rollout of JCMS;
- Alternatives for placement for extremely troubled youth that should be committed but due to the cutback of commitments, they cannot;
- Make the recommendation that certain offenses should be committed to TJJD, but not go against the commitment cap [*Ms. Townsend followed up this concern with her recommendation that TJJD will have discussions with the LBB, TJJD Board and the Legislature to discuss this possibility. In addition, it was suggested that the regional associations provide the information tracked on commitments be provided to TJJD.*];
- If a county remains under the commitment target, could the funding go back to the county;
- How will TJJD ensure community-based funding;
- Consider a review of community-based standards to potentially help control local costs [*An example provided was the standard related to continuing education. Mr. Shaheen suggested looking at the adult side and comparing standards and possibly considering the length of service of the office when determining the number of continuing education hours required to maintain his or her certification.*]
- How to strengthen probation;
- Other ways to seek input on issues outside of community-based services;
- More education on state institutions in general and what changes are expected;
- Impact of drug and human trafficking;
- Whether or not to keep or expand the Border Project; and
- Overrepresentation issues and the possibility to tie in the accountability of funding to ensure counties are addressing disparities [*Mr. Turner noted that there was no African-American on the Advisory Council and suggested that the Board consider this in future appointments.*].

#### **Presentation of the Transition Plan as Recommended [Estela Medina]**

Ms. Medina acknowledged the work of the former Advisory Council and provided an overview of the transition plan and recommendations for the newly appointed Advisory Council of TJJD. Ms. Medina started by introducing the members that served on the former Council that were appointed to the new Council, they are: Estela Medina (Chair), Doug Vance (Vice-Chair), Homer Flores, Larry Thorne, Randy Turner and Mark Williams.

Ms. Medina discussed the various accomplishments of the former Advisory Council including those related to: CJPO workgroups to facilitate collaboration between field and state initiatives; funding distribution and streamlining of contracts administered by the Commission; modification of standards; legislative workgroups that initiated discussion and recommendations on regional concepts and the delivery of needed services statewide necessary and important for juvenile probation departments; recommendations on commitment goals and to assist the field with meeting their goals, regionally and statewide; and discussions and recommendations for uniform definitions for successful programming outcomes, acceptable recidivism rates and the need for defining what performance measures were most important.

Ms. Medina reviewed the recommendations made by the former Advisory Council and reiterated that the new Advisory Council should work in collaboration with the field, TJJD Board and TJJD staff to create processes and priorities that are juvenile probation driven and that provide services through local community based programs. In addition, it is suggested that pursuant to the language and priorities of SB 653, that the new TJJD, in collaboration with the Advisory Council, hold to its goal that it is to establish a cost effective continuum of youth services that emphasizes keeping juveniles in their home communities while maintaining the interests of rehabilitation and public safety. The Board shall also establish funding priorities that support this mission.

The following recommendations were presented to the TJPC Board by the Advisory Council at their final meeting on November 18, 2011:

- Appoint a workgroup of the Chief Juvenile Probation Officers represented on the Advisory Council and request that the new Board appoint other CJPO's as may be determined. The discussions and work by representatives from the field was most important and critical to the work of the Advisory Council
- Ensure representation is present for all seven Regional Associations; and that there is representation of small, medium and large size counties
- Continue to advocate for the needs of local Juvenile Probation Departments
- Continue to provide regular reports and updates regarding the work of the Advisory Council to the new Board of the Texas Juvenile Justice Department
- Advise TJJD Executive Staff and the Board of Directors in strategic planning
- Engage the Advisory Council in the development and review of current and new standards
- Continue the work of streamlining the funding process.
- Continue the development and implementation of equitable funding formulas that take into account a County's juvenile age population
- Continue the work of the Advisory Council in the establishment of performance measures
- Engage other stakeholders, such as the Legislative Budget Board, in the development of state accountability measures, funding, etc.

*[A detailed transition plan provided by the former Advisory Council may be requested by contacting TJJD staff.]*

#### **Opportunities and Projects for the Advisory Council [Open Discussion]**

The following items were raised as potential opportunities or projects for the Advisory Council:

- Review of standards, especially those related community-based facilities (Chapter 343);
- Applicability of standards for pre-adjudication facilities, post-adjudication facilities, state operated facilities;
- TJJD considering ACA accreditation for all state operated facilities;
- Infrastructure of mental health services and the ability to partner with mental health agencies;
- Consideration of how juvenile probation departments are becoming mental health facilities with the lack of mental health services available;
- Involvement with interim charges to provide information and education to the Legislature; and
- Sharing of services with crossover kids (both from CPS and parents in the system as well).

#### **Interim Charges from the House and Senate [Linda Brooke]**

Ms. Brooke provided an overview of the interim charges for the 82<sup>nd</sup> Texas Legislature as outlined below:

##### **Criminal Justice Committee**

- Evaluate existing comprehensive diversion and treatment systems within the state, including mental health treatment, to determine cost effectiveness, reductions in correctional populations, impact on healthcare systems, and the overall number of people treated effectively. Examine federal, state and local collaborations and make recommendations for best practices to maximize effective use of funding and resources. *[Ms. Brooke reiterated that at the time of the Advisory Council meeting, it was unclear as to whether or not this charge would include juveniles.]*
- Assess the current trends in prescription drug abuse including crimes and arrests, abuse of prescription and over-the-counter medication in the prison population, impact on probation violations and recidivism, and incidences of law enforcement as the first responders to prescription drug overdose emergencies. Identify strategies for law enforcement and criminal justice systems to work with education and health care professionals to use all means, including technology, to identify abuses, and increase education and prevention. Make recommendations to enhance drug abuse prevention and intervention programs. *[Ms. Brooke stated that TJJD will monitor this interim charge as it relates to the development of the agencies prevention and intervention activities so efforts are coordinated and duplication does not occur.]*

- Conduct a comprehensive review of school discipline practices. Specifically, review and make recommendations on:
  - The effectiveness of Disciplinary Alternative Education Programs (DAEP) and Juvenile Justice Alternative Education Programs (JJAEP) in reducing students' involvement in further disciplinary infractions and in promoting positive educational achievement;
  - Disproportionate school discipline referrals, including suspension, expulsion and Class C misdemeanor citations;
  - The issue of "Zero Tolerance" in secondary education school discipline, their use of alternative education campuses, and the barriers they create toward graduation. Also include the role that specialized school police departments play in these systems. Consider the impact on the juvenile justice system and the adult prison system;
  - The number of students in the conservatorship of the Department of Family and Protective Services (DFPS) referred to juvenile or municipal courts, suspended, expelled, and placed in Disciplinary Alternative Education Programs (DAEP). Examine data-sharing practices between DFPS, TEA, and local education agencies and make recommendations to increase communication between schools and DFPS to increase educational outcomes for children in foster care;
  - Evidence-based models used for addressing juvenile delinquency prevention that are targeted to non-adjudicated, but at-risk youth, in the school disciplinary system. (Joint with Senate Committee Education Committee)

*[Ms Brooke informed Advisory Council members of a recently formed workgroup by the Texas Judicial Council on Juvenile Justice that will be developing recommendations as it relates to this charge.]*
- Monitor the implementation of legislation addressed by the Senate Committee on Criminal Justice, 82nd Legislature, Regular and Called Sessions, and make recommendations for any legislation needed to improve, enhance, and/or complete implementation. Specifically, monitor the following:
  - Implementation of and transition to the new Texas Juvenile Justice Department. Examine the consolidation of the probation and parole functions, and make recommendations to enhance the integration of the two agencies and promote successful outcomes for youths, victims, and taxpayers;
  - Overall care of female inmates;
  - Implementation of SB 1616 and SB 1636, relating to the testing of evidence;
  - Implementation of SB 321, relating to an employee's lawful transportation and storage of certain firearms or ammunition while on property owned or controlled by the employee's employer;
  - Implementation of legislation relating to human trafficking in coordination with the Joint Interim Committee to Study Human Trafficking.

#### **House Committee on Corrections**

- Monitor the implementation of SB 653 (82R), which created the Texas Juvenile Justice Department. Make any recommendations needed to enhance the integration of the Texas Youth Commission and the Texas Juvenile Probation Commission.
- Study ways to reduce the number of youth referred to the juvenile justice system. Consider the availability of mental health services, diversion and early intervention programs, and other prevention methods.
- Study and make recommendations about issues related to the certification of juveniles as adults.
- Review current parole supervision strategies to ensure that resources are being used efficiently to maximize the state's need for public safety and rehabilitation. *[This interim charge will not include juveniles.]*

#### **House Committee on Public Education**

Review and make recommendations on the effectiveness of Disciplinary Alternative Education Programs (DAEPs) and Juvenile Justice Alternative Education Programs (JJAEPs) in reducing students' involvement in further disciplinary infractions. Determine the appropriate role of disciplinary alternative placements in promoting education achievement and how technology could be used to supplement education services. Consider appropriate placements in DAEPs or JJAEPs and consistent funding models for those programs. Consider options for counties without a JJAEP or inefficiently few placements in a JJAEP. Identify positive behavioral models that promote a learning environment for teachers to appropriately instruct while addressing any behavioral issues and enforcing student discipline.

#### **House Committee on Appropriations**

Monitor the performance of state agencies and institutions, including operating budgets, plans to carry out legislative initiatives and planned budget reductions, caseload projections, performance measure attainment, implementation of all rider provisions, and any other matter affecting the fiscal condition of the agencies and the state.

## Role of the Ombudsman [Cherie Townsend]

Ms. Townsend provided an overview of the role and function of the Ombudsman. The Ombudsman is appointed by the Governor and reports to both the Governor and the Texas Legislature, not to the TJJD Board or Executive Director. The Office of the Independent Ombudsman is a state agency established for the purpose of investigating, evaluating, and securing the rights of the children in state facilities committed to TJJD. In addition, the Ombudsman will monitor trends in community-based programs. Ms. Townsend mentioned that the Ombudsman may be visiting some departments to get acquainted with how community-based programs and facilities are operated.

## Prevention and Early Intervention [Open Discussion]

During the 82<sup>nd</sup> Texas Legislature, prevention and early intervention services was identified as a strategy in the TJJD budget, but not funded. The goal of this strategy is to provide prevention and early intervention services to include but not be limited to children age 6-10. TJJD received approval from the Board to transfer \$1.5 million from other areas of the agency budget to support this strategy and this initial amount would serve as an interim budget as TJJD staff further develops a plan. The Advisory Council expressed concerns regarding this strategy to include the need to serve kids that the juvenile justice system has no jurisdiction over, with the exception of 10 year olds. These programs typically shouldn't be associated with juvenile probation so there is no negative perception of the child being involved in the juvenile justice system. The goal is to provide wrap around services to address issues before a children becomes delinquent. The Advisory Council discussed the desire that services could also be provided by sources outside of the juvenile probation departments such as justice and municipal courts, commissioner's court, or schools. It was agreed that something needs to be done quickly and to build off of existing programs such as the STAR and Big Brother Big Sisters programs through the Texas Department of Family and Protective Services. Ms. Townsend suggested that she would send a survey out to all chiefs to identify interests and ideas specific to complying with the prevention and early intervention strategy. Mr. Flores recommended that after the survey is complete and whatever mechanism is put in place, there be an assessment tool administered with each child to determine the success rate of services provided.

## Organizational Issues [Open Discussion]

### Formal Leadership

Texas Human Resources Code Section 203.0081 controls membership, terms and sets the duties and responsibilities of the Advisory Council, therefore, it is not mandatory that additional bylaws or rules be adopted. The Advisory Council unanimously agreed that a less formal structure for the Council is implemented. No rules of parliamentary procedure or rules of order were established. The Council recommended the designation of a Chair and Vice-Chair for structure and consistency in leadership. It was suggested that for continuity purposes from the previous Advisory Council, to continue having Ms. Medina serve as Chair and Mr. Vance serve as Vice-Chair. The role and appointment of the Chair and Vice-Chair will be reviewed by the Advisory Council annually.

### Committees

Committees will be established on an as needed basis.

### Length and Expiration of Terms

Advisory Council members will serve staggered terms. For purposes of the first appointed Advisory Council, half of the members will serve with a term to expire on February 1, 2013 and the half will serve with a term to expire on February 1, 2014. Lots were drawn accordingly by members and the terms of expiration are:

CARTER, William	February 1, 2013	SHAHEEN, Matt	February 1, 2014
FLORES, Homer	February 1, 2013	THORNE, Larry	February 1, 2013
HAYES, Phillip	February 1, 2013	TURNER, Randy	February 1, 2013
MEDINA, Estela	February 1, 2014	VANCE, Doug	February 1, 2014
RAMIREZ, Mario	February 1, 2014	WILLIAMS, Mark	February 1, 2014

Ex-officio members including representatives from TJJD (Cherie Townsend and Linda Brooke) and HHSC (Audrey Deckinga) will continue to serve at the designation of the TJJD Executive Director and HHSC Commissioner without expiration.

### **Communication**

The Advisory Council agreed that TJJJ would provide staff to support meetings and activities related to the Advisory Council including scheduling and setting up for meetings, agendas, distribution of materials, general email communication to the Council, as well as, distributing the minutes or any other necessary information to all departments. All meeting minutes will be posted on the TJJJ website. It was noted that William Carter will post the minutes on the Juvenile Justice Association of Texas (JJAT) website. Aris Johnson agreed to contact the Texas Probation Association (TPA) to request the meeting minutes be posted on their website as well.

### **Meeting Quorums**

The Advisory Council is not required to have a quorum present to conduct business. It was determined by the Advisory Council that the Chair will best determine whether or not to move forward with a scheduled meeting if the majority of members will not be present.

### **Schedule Future Meetings [Cherie Townsend]**

There was discussion that the Advisory Council would not meet again until after the next TJJJ Board Meeting scheduled for February 17. This would allow for the Advisory Council to have adequate time to receive direction and guidance from the TJJJ Board. Ms. Townsend will forward an email to members of the Advisory Council for the purpose of determining a date in March for the Council to meet and a follow-up email by TJJJ staff will be sent out with the March date. The frequency of Advisory Council meetings will most likely be determined by the direction of the TJJJ Board.

### **Closing Remarks and Adjourn [Cherie Townsend]**

Ms. Townsend once again thanked everyone for their willingness to participate as a member of the Advisory Council. The meeting adjourned.

DRAFT



# Texas Advisory Council on Juvenile Services

## Mission Statement

*To facilitate discussion on the core issues impacting county Juvenile Boards and Juvenile Probation Departments, and make recommendations to the Executive Director of the Texas Juvenile Probation Commission and to the Commission Board on those core issues in ways that promote collaborative partnership between county Juvenile Boards and Juvenile Probation Departments and the Texas Juvenile Probation Commission.*

## Introduction

In 2009, the following Chief Juvenile Probation Officers, Judge and state agency representatives were appointed to the current Texas Advisory Council on Juvenile Services:

Estela P. Medina, Chair  
Travis County

Doug Vance, Vice-Chair  
Brazos County

Jane Anderson King, Secretary  
Randall County

Ron Quiros, Parliamentarian  
Guadalupe County

Bing Canion  
Gregg County

Homer Flores  
Nueces County

Pama Hencerling  
Victoria County

James Martin  
Jefferson County

Mark Williams  
Tom Green County

Randy Turner  
Tarrant County

Kirk Wolfe  
Wichita County

Melissa Weiss  
Austin County

Judge Larry Thorne, 317<sup>th</sup> District Court  
Jefferson County

### State Agency Representatives

Cheryl Townsend  
Texas Youth Commission

Jerel Booker  
Texas Education Agency

Susan Miller  
Department of Family &  
Protective Services

The Advisory Council on Juvenile Services held Annual Meetings. A workgroup of the Advisory Council comprised of the Chief Juvenile Probation Officers met regularly with the Executive Director of TJPC, Vicki Spriggs and staff of TJPC.

The Chief Juvenile Probation Officer Workgroup of the Advisory Council created By Laws and a structure that promoted collaboration and communication with the field of Juvenile Probation, TJPC staff, and the TJPC Board. Various opportunities were created to communicate the work of the Advisory Council to the field directly and through the seven Regional Chief's Associations.

## ***Standing Committees***

Pursuant to the By Laws, the Advisory Council appointed standing committees that directed work on specific priorities. These included, Fiscal and Funding, Legislative, Standards, Research/Performance Measures and a By Laws Committees.

## ***Priorities established by the Advisory Council (CJPO Workgroup)***

- To serve as vehicle for representation by the field in matters affecting juvenile probation
- To develop and recommend a process for the distribution of Grant C Funds
- Continue to work on a manageable and flexible process for the distribution of state funds
- Represent the views and input from the field on the development and modification of standards
- Strengthen the partnership between the field, TJJD and other stakeholders
- Provide input on legislative matters affecting juvenile justice

## ***CJPO Workgroup Accomplishments***

A workgroup of the Advisory Council, specifically Chief Juvenile Probation Officers met regularly with the Executive Director and staff of the Texas Juvenile Probation Commission on various items impacting juvenile probation. The work and discussions of the workgroup were critical to the collaboration between the field and state initiatives which provided a healthy and effective forum for dialogue and discussion of important issues. The Workgroup served to strengthen the involvement and participation of the seven statewide Regional Associations.



## **Funding**

Initially, the work requested by TJPC was to consider the funding distribution of Grant C funds. A significant amount of time was spent on this effort. The final decision was to address the entire funding formula, as the multiple contracts administered by TJPC limited juvenile probation departments ability to access services for youth and created excessive work to manage the contracts. Various funding formulas and factors were considered. Efforts resulted in the proposal for an equitable method for the distribution of future funds that recognizes small, medium and large size counties

Recommendations were made to TJPC Staff, to the TJPC Board and to the field. A review of this issue was provided to Legislative Leadership. Due to this work, Legislative leadership was receptive to and allowed the streamlining of TJPC grants, into more manageable funding processes. This change in the grant structure now allows counties to match funds to juvenile's needs rather than requiring the needs of the juveniles to be matched to the criteria of the available funding.

## **Standards**

Much work was performed reviewing and modifying select TJPC Standards of Care. The Workgroup, along with TJPC staff, was successful in securing important modifications to specific standards. Specifically, modifications were made to the following standards:

- 341.28 Certification of Staff
- 343.264 Personal Hygiene
- 343.266 Bedding
- 343.272 Facility Maintenance, Cleanliness and Appearance
- 343.286 Room Restriction
- 343.304 Menu Content
- 358.100 Definitions
- 358.300 Serious Incidents

In addition, recommendations were made to TJPC Executive Staff and to the TJPC Board regarding standard 343.600 dealing with required pre-admission records; and standard 343.816 relating to the use of chemical restraints. However, due to time constraints with the impending December 1, 2011 elimination of the Texas Juvenile Probation Commission, the TJPC Board opted not to consider taking action regarding the proposed modifications to these two standards.

Therefore it is recommended, that the newly appointed Texas Juvenile Justice Department Advisory Council consider recommending to the new Board of Directors of the Texas Juvenile Justice Department the suggested modifications to these two standards as proposed by the current CJPO Workgroup of the Advisory Council.

## ***Legislative***

The workgroup provided priorities related to strategic planning and goals for the field of juvenile probation statewide. Input was provided regarding legislative matters and the impact of the same on juvenile probation. In this regard, the workgroup initiated discussion and recommendations on regional concepts and the delivery of needed services statewide necessary and important for juvenile probation departments.

Representatives of the Workgroup presented before Legislative Committees and provided updates to the Board of the Texas Juvenile Probation Commission at all scheduled Board Meetings.

## ***TYC Commitment Goals***

Recommendations were provided to TJPC regarding commitment goals and to assist the field with meeting their goals, regionally and statewide. The workgroup presented various factors important in considering a methodology for the commitment goals for counties and regions. The interest of the Workgroup was that it is important to minimize the negative impact of commitments from any one county or region if the state target was not exceeded; and if the target was exceeded, there is no penalty if the circumstances of the Juvenile offender history or offense warranted commitment in the best interest of community safety.

The Workgroup considered various factors including juvenile age population and felony referrals as important elements of consideration when establishing the regional commitment target. The workgroup had input in the formula that was ultimately implemented by TJPC as the formula to be used to distribute commitments across the state by county/region to meet the new commitment target of 1,111.

## ***Recidivism and Performance Measures***

Performance measures and program indicators were also the topic of many discussions of the CJPO Workgroup. The members of the CJPO Workgroup recognize the importance of performance indicators to determine the impact of Juvenile Probation Services. The members believe it is important to provide input defining successful programming outcomes and acceptable recidivism rates. The Workgroup appreciates the need for uniform definitions and the practical application of these requirements for all of our counties.

The following were agreed to as important Performance Measures

- a. Recidivism Rates
- b. Commitments to the (new) TDJJ
- c. Certifications
- d. Successful completion of Supervision

It was also determined that the “re-incarceration rate” should be considered as the official accountability measure regarding the funding of state dollars. The re-incarceration rate is to be defined as the “rate at which juveniles under supervision by a juvenile probation department, subsequently recidivate resulting in either commitment to the new Texas Juvenile Justice Department, or certification as an adult.”

## **Recommendations**

*That the newly appointed Advisory Council work in collaboration with the field, the Board of the Texas Juvenile Justice Department (TJJD) and staff of TJJD to create processes and priorities that are juvenile probation driven and that provide services through local community based programs.*

*Pursuant to the language and priorities of SB 653, that the new Board of the Texas Juvenile Justice Department in collaboration with the Advisory Council, hold to its goal that it is to establish a cost effective continuum of youth services that emphasizes keeping juveniles in their home communities while maintaining the interests of rehabilitation and public safety. The Board shall also establish funding priorities that support this mission.*

- Appoint a workgroup of the Chief Juvenile Probation Officers represented on the Advisory Council and request that the new Board appoint other CJPO's as may be determined. The discussions and work by representatives from the field was most important and critical to the work of the Advisory Council*
- Ensure representation is present for all seven Regional Associations; and that there is representation of small, medium and large size counties*
- Continue to advocate for the needs of local Juvenile Probation Departments*
- Continue to provide regular reports and updates regarding the work of the Advisory Council to the new Board of the Texas Juvenile Justice Department*
- Advise TJJD Executive Staff and the Board of Directors in strategic planning*
- Engage the Advisory Council in the development and review of current and new standards*
- Continue the work of streamlining the funding process.*
- Continue the development and implementation of equitable funding formulas that take into account a County's juvenile age population*
- Continue the work of the Advisory Council in the establishment of performance measures*
- Engage other stakeholders, such as the Legislative Budget Board, in the development of state accountability measures, funding, etc.*

## **Acknowledgements**

*The current members of the Chief Juvenile Probation Officer workgroup of the Advisory Council appreciate the opportunity to have served as Advisory Council members.*

*We extend our appreciation to the current Board Members of the Texas Juvenile Probation Commission:*

*Chairman, Judge Ray West*

*Judge Jean Boyd*

*Judge Migdalia Lopez*

*Mr. Will Conley*

*Dr. Billy Wayne McClendon*

*Mr. Scott O'Grady*

*Mr. Rene Ordonez*

*Mr. Bob Schults*

*We thank Ms. Vicki Spriggs, Executive Director of the Texas Juvenile Probation Commission and the staff of the Texas Juvenile Probation Commission for their service to the state of Texas.*

*We extend our gratitude to past and present, TJPC Board Members, employees of the Texas Juvenile Probation Commission, and Advisory Council Members, that guided Juvenile Probation for thirty years.*

*Respectfully submitted:*

*Texas Advisory Council on Juvenile Services  
Chief Juvenile Probation Officer Workgroup*

*November 17, 2011*

Juvenile Justice Services and Facilities  
Transition Team

for the

Texas Juvenile Justice Department



Submitted

February 17, 2012



## INTRODUCTION:

Senate Bill 653 (82<sup>nd</sup> Legislature, R. S.; 2011) established the Juvenile Justice Services and Facilities Transition Team and provided for the composition of the Team and its duties and responsibilities to be accomplished by March 1, 2012. This report satisfies the requirement for the Transition Team to prepare and submit to the Texas Juvenile Justice Department a transition plan containing short, medium, and long term goals for the Department as well as benchmarks and timelines for completion of certain transition-related tasks as appropriate. The law also specifies that the provisions relating to the Transition Team expire on March 31, 2012.

The Transition Team was appointed on September 1, 2011. The Team's responsibility until December 1, 2011 was to "coordinate and oversee the transition of services and facilities from the Texas Juvenile Probation Commission and the Texas Youth Commission to the Texas Juvenile Justice Department (TJJD)." The focus during this three-month period was to prepare the two agencies to become one agency on the first day of December with smoothly functioning business processes. From December 1, 2011, through March 1, 2012, the responsibility of the Team shifted to assisting the new TJJD board in implementing the continued transition. Additionally, the team had the responsibility of preparing and submitting to TJJD this transition plan.

In this report you will find general recommendations, and recommendations regarding short, medium and long range goals for juvenile justice. Short term goals are defined as those recommended to be accomplished by February 28, 2012. Medium goals are recommended to be accomplished by August 31, 2012. Long term goals are recommended to be accomplished by August 31, 2013.

To oversee the transition, the Team relied heavily on the Business Continuity Plan Checklist, a working document developed by the staff of both agencies for the Transition Team. The final version of the Checklist is attached as Appendix A; certain items to be completed after December 1<sup>st</sup> are incorporated into this report. Additionally, the Team asked for input by stakeholders regarding the transition. This input was collected both in informal oral testimony and documentation provided to the Team. The Team held a stakeholders meeting on December 7, 2012 to receive comments on the transition process and to discuss specific issues with stakeholders. All documentation supplied by stakeholders is attached as Appendix B.

## TRANSITION TEAM MEMBERS:

- Chelsea Buchholtz, policy advisor for the Office of the Governor Budget, Planning and Policy Division
- Albert Hawkins, public policy consultant and former executive commissioner of the Texas Health and Human Services Commission
- Scott Matthew, chief juvenile probation officer of Williamson County Juvenile Services, and a municipal judge for the Cities of Jarrell and Granger
- Representative Ruth Jones McClendon, state representative for the Texas House District 120
- Vicki Spriggs, chief executive officer of Texas Court Appointed Special Advocates (Previously executive director of the Texas Juvenile Probation Commission)
- Cherie Townsend, executive director of the Texas Juvenile Justice Department (Previously executive director of the Texas Youth Commission)
- Debbie Unruh, independent ombudsman of the Texas Juvenile Justice Department

## SENATE BILL 653 PURPOSE AND GOALS FOR THE NEW AGENCY:

The purpose of the consolidation of the Texas Youth Commission and the Texas Probation Commission into the new TJJD is:

- To create a unified state juvenile justice agency that works in partnership with local county governments, the courts, and communities to promote public safety by providing a full continuum of effective supports and services to youth from initial contact through termination of supervision; and
- To create a juvenile justice system that produces positive outcomes for youth, families and communities by:
  - Assuring accountability, quality, consistency, and transparency through effective monitoring and the use of system-wide performance measures;
  - Promoting the use of program and service designs and interventions proven to be most effective in rehabilitating youth;



- Prioritizing the use of community-based or family-based programs and services for youth over the placement or commitment of youth to a secure facility;
- Operating the state facilities to effectively house and rehabilitate the youthful offenders that cannot be safely served in another setting; and
- Protecting and enhancing the cooperative agreements between state and local county governments.

The goals of TJJD and all programs, facilities, and services that are operated, regulated, or funded by the department are to:

- Support the development of a consistent county-based continuum of effective interventions, supports, and services for youth and families that reduce the need for out-of-home placement;
- Increase reliance on alternatives to placement and commitment to secure state facilities, consistent with adequately addressing a youthful offender’s treatment needs and protection of the public;
- Locate the facilities as geographically close as possible to necessary workforce and other services while supporting the youths’ connection to their families;
- Encourage regional cooperation that enhances county collaboration;
- Encourage the continuity of care throughout the juvenile justice system; and
- Use secure facilities of a size that supports effective youth rehabilitation and public safety.

## **TRANSITION TEAM GENERAL RECOMMENDATIONS:**

1. Create a forum for regular communication between TJJD staff and stakeholders (advocacy groups, communities, service providers, educators, probation departments, mental health providers, family members, employees, volunteers, juvenile justice professionals, etc.) to promote ongoing dialogue, create an “early warning system” for developing issues, and to help develop strategic plans and priorities of the new agency.
2. Establish a standing agenda item at board meetings for Advisory Council reports.
3. Establish a new culture, priorities, and overall identity for the new agency.
4. Request a quarterly report from the executive director to the board regarding agency progress for achieving board-adopted transition goals.

5. Monitor the need for additional funding of the Office of Independent Ombudsman to account for additional duties.

## **SHORT TERM GOALS (accomplished by February 28, 2012):**

1. Develop and adopt the mission and priorities of TJJD.
2. Initiate the development of the strategic plan of the agency, including developing performance measures tied to the mission and priorities of TJJD to create accountability, ensure continuity, establish cohesion, and promote cost-effectiveness.
3. Review and approve the agency operating budget by February 1, 2012 for the remainder of FY 2012.
4. Create a plan to address direction in SB 653 to provide prevention and intervention services to youth and their families and seek multiple funding sources (to include non-profit grants and identifying funding within the agency's current budget) as appropriate to support that plan.
5. Initiate development of the agency's appropriations request by preparing any proposed revisions to the budget structure for the FY 2014-2015 LAR.
6. Establish the organizational structure of the new agency to identify redundant positions and create new positions to reflect priorities and mission of TJJD.
7. Staff Training: identify statutory, agency, and American Correctional Association (ACA) training requirements; certifications of current training staff; web-based module capabilities; training tracking system and certification processes utilized as well as short- and long-term training commitments. Evaluate training requirements and resources to identify areas of duplication or overlap and areas where gaps exist. Maintain current support for:
  - 300 hours of training for direct care staff in state-operated facilities
  - Case management and parole officer training
  - Probation officer training/certification
8. Complete technological changes to information resources systems for combining data networks of the former agencies and internet connections.
9. The staff should work with the Department of Information Resources to determine whether the entire agency must participate in the Datacenter Consolidation System (DCS), with the exception of the Juvenile Case Management System. Establish routine system backups and disaster recovery strategies for non-DCS functionality.
10. Complete detailed financial business continuity items as identified in the Transition Checklist for accounting, claims, and payroll functions.

11. Establish a time for completing reviews of fiscal policies, business forms, and procurement procedure for needed changes.
12. Develop a space utilization plan for the best use of state-owned space and leased space for the most cost effective organization and staffing.
13. Review paper files for combined agency for security, records retention requirements, and efficient space management.
14. Ensure new agency continuity for grants services, including National School Lunch Program, and Title IV-E Foster Care.

### **MEDIUM TERM GOALS (accomplished by August 31, 2012):**

1. Complete and adopt the statutorily required strategic plan for 2013-2017 by the LBB assigned due date.
2. Complete, adopt, and submit the 2014-2015 LAR by the LBB assigned due date.
3. Consider expanding current staff training processes for:
  - Management training to include juvenile probation departments and expand opportunities for TJJD staff to attend training at local probation departments.
  - Develop curriculum that can be utilized both in residential and community-based settings and implement more web-based curriculum.
  - Increase the number of Motivational Interviewing Network of Trainers (MINT); these staff are certified for training and certifying other staff in techniques for therapeutic interactions between staff and youth and effective interactions among staff.
  - Develop and strengthen cross-divisional trainer certifications (on-going).
  - Utilize the TYC-TJPC Coordinated Strategic Plan strategies developed in FY 2011, and continue to identify training options and opportunities to ensure that all agency staff are able to receive quality training in the most cost effective manner possible.
4. Create a standard hardware and software configuration for all TJJD computers.
5. Evaluate security encryption for mobile devices with hard drives, anti-virus software, and asset-tracking software, including loss prevention tools for combined agency needs.
6. Determine the utilization plan for the Juvenile Case Management System (JCMS) for localized case management of youth and for agency research purposes; this activity will also relate to TJJD Strategic Planning, IR Biennial Operating Plan, and LAR development for FY 2014-15.

7. Establish a governance process for information resources projects for the combined agency, including policies and processes, and project tracking software.
8. Clarify plans for maintaining closed facilities for an indefinite period and assisting local communities for facility repurposing.
9. Develop a five-year plan to foster critically needed program and strategies and service capacity at the community level to help prevent youth involvement with the criminal justice system, and formalize three-year funding goals.

### **LONG TERM GOALS (accomplished by August 31, 2013):**

1. Review overall structure of the new agency and determine the best practices for delivering services to youth.
2. Align policy and program oversight of the former TJPC and TYC agencies for institutional services and community services to achieve an integrated system of program oversight.
3. Assess ways that the service delivery system might be strengthened and more fully integrated, apart from the organizational structure of the new agency.
4. Develop and implement strategies to ensure an integrated and cost-effective system of community supervision.
5. Address better options and collaborate with other entities to serve youth that have significant mental health needs.

# **Attachment A**

## **TJJD Business Continuity Plan Checklist**

**Final Report from the S. B. 653 Juvenile Justice Services and Facilities Transition Team  
TJJD Board Meeting, February 17, 2012, Agenda Item # 12**

## Texas Juvenile Justice Department Business Continuity Plan Checklist

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<b>SUNSET REFORMS REVIEW: SENATE BILL 653</b>			
1. Analyze S.B. 653 section by section to determine needed detailed changes for existing policies and programs of both the Texas Youth Commission and the Texas Juvenile Probation Commission.	Summer / Fall 2011	September 2011	1C
2. Initiate policy planning with timelines for recommendations to the Transition Team. <b>PREVIOUS UPDATE:</b> Underway. <b>UPDATE:</b> The staff's proposal for approval to carry forward all current rules, policies, procedures, operations and administrative law manuals, and other locally maintained departmental guidelines to be presented for Transition Team action on 11.10.11.	Fall 2011	11/10/11	2R
3. Develop an executive communications plan that identifies strategic message content, specific target audiences, dissemination target dates before and after December 1, 2011, and the means of dissemination.	September 2011	10/13/11	2C
<b>LEGAL / POLICY</b>			
1. Review current board training materials from each agency and identify content to be revised or added.	8/5/2011	8/12/2011	2C
2. Develop and finalize draft training materials. <b>PREVIOUS UPDATE:</b> Materials presented to Transition Team on 10/13/11. <b>PREVIOUS UPDATE:</b> Continued accumulating materials for notebook completion. <b>UPDATE:</b> All materials finalized.	8/12/2011	11/4/11	2C
3. Develop training agenda, identify staff and subject matter speakers, finalize presentations, materials, and event planning. <b>PREVIOUS UPDATE:</b> These activities are underway. <b>PREVIOUS UPDATE:</b> These activities continued with options for: 4 hours required training in early to mid-November and 8 hours of supplemental training in mid to late November. The staff recommends full group gatherings, while also reviewing options for the use of webinars, videoconferences, DVDs, and online training. Additionally, hosted site visits to a secure institution and a community-based program will be offered during November and December. Training preparation is on track for completion in early November. <b>UPDATE:</b> Training agenda, room space arrangements, and calendar dates for November are pending until board appointments are announced and their schedules coordinated.	October 2011	11/16/11	2C
4. Develop draft Board Governance Manual.	8/5/2011	9/29/2011	2R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
5. Present draft Board Governance Manual to Board for guidance and/or approval.	September 2011	11/17/11	3R
6. Legal division staff will provide support to other areas.	Summer 2011	Ongoing	Ongoing
<b>HUMAN RESOURCES MANAGEMENT</b>			
<b>HR Policies</b>			
1. Take steps to ensure continuity in Human Resources policies.			
<ul style="list-style-type: none"> <li>▪ Identify <u>discretionary</u> policies based on agency preferences that could be modified and <u>required</u> policies based on mandatory requirements established by federal and state law applicable to all state agency employees. For example, the policy for the employee grievance process is largely based on preferences versus the policy for family and medical leave that is based on federal law.</li> </ul>	07/01/11	10/4/11	2C
<ul style="list-style-type: none"> <li>▪ Establish a schedule for review of policies that might be modified. Prioritize the schedule based on practices that will affect applicants and employees prior to December 1 (e.g., criminal history background check; selection and hiring process) and key program areas with the most significant impact on employees once the merger has occurred.</li> </ul>	07/01/11	10/4/11	2C
<ul style="list-style-type: none"> <li>▪ Identify any key policy revisions to be made as a result of such a review and whether an addendum or revision to the entire policy is the best approach.</li> </ul>	September 2011	10/4/11	2C
<ul style="list-style-type: none"> <li>▪ Coordinate to identify HR-related policies that would remain unique that could perhaps be temporarily inserted into a joint manual with no changes.</li> </ul>	07/01/11	10/4/11	2C
<ul style="list-style-type: none"> <li>▪ Identify <u>in order of priority</u> those HR policies that will require revisions to be effective December 1, 2011 or later. Proposed revisions will be presented to the SB 653 Transition Team for guidance before potential action by the new TJJD governing board and Executive Director. <u>NOTE:</u> This item is related overall policy transition planning.</li> </ul>	August 2011	10/4/11	2C
<ul style="list-style-type: none"> <li>▪ Conduct criminal records checks (TCIC/NCIC) and fingerprinting on TJPC staff beginning on December 1, 2011.  <b>PREVIOUS UPDATE:</b> Seek guidance to determine employment action if accepted criteria is not met.  <b>PREVIOUS UPDATE:</b> Executive Directors discussion indicated that TJPC would not have staff for which a request for exception would be necessary.  <b>UPDATE:</b> Fingerprinting scheduled for TJPC staff onsite 11/7 and 11/14.</li> </ul>	11/7/11	11/14/11	2C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<ul style="list-style-type: none"> <li>Develop a PRS policy establishing that effective December 1, 2011, a reference to TYC, TJPC, or agency in the PRS manual means the Texas Juvenile Justice Department. Consider whether this be addressed with the find and replace function in electronic versions. <b>NOTE:</b> This item is related overall policy transition planning. <b>UPDATE:</b> Decision was made to use the find and replace function to replace TYC, TJPC with the Texas Juvenile Justice Department (TJJD).</li> </ul>	11/01/11	10/17/11	2C
<p>2. Prepare for and communicate manager and supervisor roles in policy implementation</p> <p><b>PREVIOUS UPDATE:</b> Initiated discussions with managerial staff; worked to finalize key policy changes.</p> <p><b>PREVIOUS UPDATE:</b> Decision was made by executive directors on key policies. Any agreed changes are being included in policy revisions. Training will include a module of “Policy Updates” and key changes will be communicated to field staff by policy development via email.</p> <p><b>UPDATE:</b> Training has been scheduled for 11/14, 11/15, 11/16 with additional sessions 11/28 &amp; 11/29, if needed. Managerial guidelines for relevant policies will be distributed at the training sessions.</p>	11/01/11	11/16/11	2C
<b>Employment and Compensation</b>			
<p>1. The bill does not specify that all employees of each agency would become employees of the new agency; therefore, coordinate with the comptroller’s office and LBB to determine employment status options <i>and also determine whether roll over to the new budget structure would automatically accomplish the transition. Expedited clarification is critical to retain high-performing employees with relevant state agency experience whose continued employment would be beneficial to the new agency. This will assist in avoiding unnecessary turnover due to uncertainty of continued employment.</i> Completed: Guideline Received 7/11/11.</p>	Summer 2011	7/11/11	1
<p>2. Determine dates for personnel actions. Coordinate transfer dates to avoid breaks in state service. Such breaks would result in the following negative impacts:</p> <ul style="list-style-type: none"> <li>Break in insurance coverage (COBRA premiums required)</li> <li>Waiting period of retirement system</li> <li>Loss of protection for holiday leave accruals provided under TX Gov’t Code, Section 662.0071(1) and 662.0072</li> <li>Loss of benefit replacement pay if separated for more than 30 days.</li> </ul>	Summer 2011	7/11/11	1C
<p>3. Organizational structure</p> <ul style="list-style-type: none"> <li>Determine <u>DAY ONE technical rollover structure</u>, including state classification titles, salary ranges, and locations. <b>NOTE:</b> This item will require assistance from SAO and Comptroller staff. Guideline Received 7/11/11</li> <li>As directed by the new Executive Director with guidance from the new TJJD governing board, prepare materials for approval of the PERMANENT organizational structure, including timelines for developing job descriptions with minimum qualifications and essential functions; ensuring appropriate alignment with</li> </ul>	Summer 2011  December 2011	7/11/11	2C  3R



Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
recommended state classification title and salary group.			
4. Determine whether routine personnel actions on DAY ONE for employee selection and hiring, placement and selection, transfers, and job postings, etc. should be frozen pending direction from the new Executive Director.	9/19/11	9/19/11	2C
5. Notify DPS of change in agency number for central office access badges	9/20/11	9/20/11	2C
6. Design, create and issue new TJJD Identification Badges <b>UPDATE:</b> Badges have been designed, lanyards, and blank badges have been ordered.	11/01/11		3R
<b>Employee Training</b>			
1. Conduct training on all HR processes including Hiring and Selection, Discipline, Employee Grievances and Gateway. Schedule training for managers and supervisors first, followed by subordinate training. <b>PREVIOUS UPDATE:</b> Training plan completed; dates and locations determined. <b>UPDATE:</b> Training modules are being developed.	11/01/11	11/16/11	2C
2. Coordinate to identify statutory, agency, and ACA training requirements; certifications of current training staff; web-based module capabilities; training tracking system and certification processes utilized as well as short- and long-term training commitments. Evaluate training requirements and resources to identify areas of duplication or overlap and areas where gaps exist.	1/1/2012		3R
3. Maintain current processes for: <ul style="list-style-type: none"> <li>- 300 hours for direct care staff in state facilities</li> <li>- Case management and parole officer training</li> <li>- Probation officer training/certification</li> </ul>	12/1/11		3R
4. Consider evaluating current training practices for direct care staff, juvenile probation and supervision officers, parole officers, and case managers to identify areas that may be modified to increase efficiency and maximize resources.	12/1/11		3R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
5. Consider expanding current processes for: <ul style="list-style-type: none"> <li>- Management training to include Juvenile Probation Departments and expand opportunities for TJJD staff to attend training at local probation departments.</li> <li>- Develop curriculum that can be utilized both in residential and community based settings and implement more web-based curriculum.</li> <li>- Increase the number of Motivational Interviewing Trainers and Coders to include current TJPC trainers. Due to the training and competency process, this may take until March 1, 2012 to complete.</li> <li>- Develop and strengthen cross-divisional trainer certifications (on-going).</li> <li>- Using the TYC-TJPC Strategic Plan strategies developed in fiscal year 2011, continue to identify training options and opportunities to ensure that all agency staff are able to receive quality training in the most cost effective manner possible.</li> </ul>	3/1/12		4R
<b>HR System Integrations</b>			
1. State Office of Risk Management: coordinate transfer of information into new agency number; ensure access for appropriate staff. Due to low volume (only one in this current fiscal year) of worker’s compensation claims, TJPC anticipates utilizing TYC’s current system. Establish with SORM that TYC and TJPC should be invoiced separately for the period September 1 – December 1, 2011.			
<ul style="list-style-type: none"> <li>▪ Billing</li> </ul>	Summer 2011	7/12/11	1R
<ul style="list-style-type: none"> <li>▪ Information transfer  <b>PREVIOUS UPDATE:</b> Email to SORM on 10/18/11 to confirm claims processing can continue without interruption on 12/1. Response confirmed no disruption. SORM will need additional research to determine how the agency will coordinate reporting back to the new agency to include data from TYC and TJPC.</li> </ul>	11/1/11	11/15/11	2C
2. Employees Retirement System: coordinate transfer of information into new agency number; ensure access for appropriate staff. <b>NOTE:</b> will require Comptroller and ERS support. <b>PREVIOUS UPDATE:</b> ERS – TYC will provide a list of employees transferring from TYC to TJJD by 10/27; TJPC coordinating submission. USPS transactions cannot be entered into USPS until ERS completes processing. CPA is Provided guidance that the 065 transactions can be entered beginning 11/01/11 and LEG transactions can be entered once 0644 is set up in USPS and email authorizing entry is sent by CPA to the agencies. <b>UPDATE:</b> ERS has advised TYC that processing of employee data will be complete by 11/7; entry of 065 transactions into USPS can begin immediately thereafter. TJPC submitted employee data to ERS for processing on 10/31.	11/1/11	11/7/11	2C
3. Human Resource Information System (KRONOS or other) <b>NOTE:</b> This item overlaps IR items.	August 2011	8/16/11	2R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
4. Employment applicant tracking system (TJPC does not have an Applicant Tracking System.)	August 2011	8/16/11	2R
5. Employee Training database (TJPC does not maintain an employee training database; TYC does. TJPC does maintain a training database for all certified personnel.)	August 2011	8/16/11	2R
6. Employee Grievance database (TJPC does not maintain an employee grievance database; TYC does. TJPC does maintain a web-based complaint management system for external complaints.)	August 2011	8/16/11	2R
8. Update the Texas Law Enforcement Telecommunications Systems (TLETS) Agency - Equipment Agreement to be between DPS and TJJD effective December 1, 2011.	11/1/11	11/29/11	2C

**INFORMATION RESOURCES**

**Network and Telecommunications**

<p>1. Inbound 800 telephone numbers must be “co-located.” The agencies have agreed that both current toll-free numbers will be routed to the OIG call center for processing. Develop and provide training to call center staff. <b>NOTE:</b> This item will require input from OIG, the Executive Directors. This is a fairly simple process once the timeframe is established. All inbound 800 numbers can be “terminated” on any existing telephone number. <b>Previous Update:</b> A series of planning meetings have been held between OIG (TYC), ANE (TJPC) and both IT organizations to develop a plan of action to facilitate the handling of HOTLINE calls by the OIG office. The goal is to have the necessary processes in place to allow the calls to be answered by TYC’s Incident Response Center operators effective 11/01/2011. <b>Previous Update:</b> Work has progressed and is nearing the completion stage. All indications point to a successful cutover for Hotline-call coverage to the OIG’s office on 11/01/11. Modifications to TYC’s Call Center application are being finalized as are necessary changes to the TJPC’s ANE Investigative Tracking application to allow for the proper tracking and reconciliation of calls. Follow up meetings are planned to review and refine the call hand off process and how to handle any misrouted calls. <b>Update:</b> On 11/01/2011, the 1-800 Hotline supported by TJPC was migrated to the Incident Response Center of the OIS. The IRC application was modified to properly track and reconcile calls to TJPC staff. Calls are now being answered for both the Probation Hotline and the Institutions Hotline by the staff of the IRC. Call reports are entered and routed to the appropriate team for review and further assignment.</p>	9/1/2011	11/01/2011	2C
<p>2. TJPC and TYC webmasters will develop a combined website. TJPC has added new hardware which will facilitate the new website. New TJJD website can be mounted as information only and “under construction.” TYC and TJPC web pages can continue operation until not further needed. TYC and TJPC websites can be “forwarded” to new web site for an indefinite period after the new web site is operational.</p> <ul style="list-style-type: none"> <li>• A new web presence should be established early as a primary means of providing information regarding the new agency, its progress and administration.</li> <li>• TJPC’s existing website serves as a primary launch pad for approximately 76 applications that have been created as services for juvenile departments across the state. Access to these applications must be maintained throughout the transition.</li> </ul>	8/1/2011	11/30/2011	2C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<ul style="list-style-type: none"> <li>TJPC website elements must continue as operational in the new agency. Current hardware and operating system may be dissimilar from those of TYC. One option is to transform TJPC website to TJJD to maintain TJPC web applications.</li> </ul> <p><b>Previous Update:</b> A prototype of a website for TJJD has been developed. On 9/29 the prototype site was distributed to agency staff involved on the transition team for review and commentary. It is preferable to make this interim web site available to the public as a means of communicating the activities and status of the transition efforts on the part of both the appointed transition team as well as the agency staff involved in the process.</p> <p><b>Previous Update:</b> We continue to work through the proposed design for the interim website as well as the content that the site should contain. IT staff has successfully established the interim footprint for the new agency site by working with DIR.</p> <p><b>Update:</b> Development of the interim website continues for establishing for the site by late November. Both agencies have reviewed and provided feedback on the proposed design and modifications are being made to the proposed design. The interim design will be presented to the Transition Team on 11.10.11.</p>			
<p>3. Consider combining TYC and TJPC telephone systems. The existing state owned TYC system could easily accept the additional capacity to allow for TJPC telephones. TJPC currently leases phone service from DARS. The possibility of leveraging the new PBX procured and managed by TYC should be workable. It makes sense to house these services under a single provider model to insure consistency of services. TJPC currently uses a number of analog phone lines for fax machines and conference phones. Care must be taken to either provide similar services or present new technologies that will replace the existing capability. Combining telephone systems is relatively straightforward; moving existing TJPC telephone numbers to the combined PBX will be easily accomplished. A key unknown factor now is the location of the combined agency. Once office space is determined for TJJD, the telecom systems can be easily combined.</p> <p><b>Previous Update:</b> Based on an assumption that the combined agency will occupy the same space that the two separate agencies currently utilize, planning is underway to migrate the existing phone service leased by TJPC from the Dept. of Aging and Rehabilitative Services (DARS) over to a shared PBX owned and operated by TYC. With few exceptions, all TJPC phone numbers will transfer over with little notice. A small number of lines with non-standard exchanges will be converted over to the standard 424 exchange during this process.</p> <p><b>Update:</b> IT staff is working to connect existing TJPC telephone sets to the TYC telephone system. A tie line has been identified between the TYC and DARS telephone equipment rooms that will be used to provide this connectivity. <b>Target Completion date is December 9, 2011</b></p>	10/1/2011		3C
<p>4. Consider combining TYC and TJPC data networks can be combined by connecting the data switches via fiber optic cables. <b>NOTE:</b> This is a complex issue that will require a full analysis to determine feasibility and recommendations to the new Executive Director with potential action by the new governing board. As with the telecom system, a key unknown factor as of now is the location of the combined agency. Once office space is determined for TJJD, the network systems can be easily combined. This will also encompass</p>	10/1/2011		3C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>the consolidation of firewall capabilities and e-mail/web gateways. NOTE: TJPC/TYC staff will form a team that will identify specific issues. Needed tasks will be added to the detailed action plan.</p> <p><b>Previous Update:</b> Based on an assumption that the combined agency will occupy the same space that the two separate agencies currently utilize, planning is underway in an effort to identify and document the needed steps in order to make the collapsing of the two distinct networks a reality. Some minor interim steps have already been outlined and are underway to help bridge the two environments. Additional developments will begin occurring in the coming weeks.</p> <p><b>Update:</b> The ongoing network integration efforts remain a focal point for both organizations in an effort to unify the technical environments of the two agencies. A fiber optic cable has been installed between the two data centers to allow for a coalescing of the environments. Detailed planning discussions are continuing to define the exact process and modifications required to be made to one or both environments to facilitate the updated network arena.</p> <p><b>Update:</b> Initial connectivity is in place and functioning. Refining of the integration efforts will be an ongoing process over the next several months</p>			
<p>5. Discontinue TJPC connection to the commodity internet through DARS and connect combined agency through existing TYC connection. Ensure that sufficient bandwidth is available to support the current and future needs of the combined agency.</p> <p>As with the other infrastructure aspects, a key unknown factor as of now is the location of the combined agency. Once office space is determined for TJJD and the new agency is operating from a consolidated data network, this redundant connection can be discontinued.</p> <p><b>Update:</b> Based on an assumption that the combined agency will occupy the same space that the two separate agencies currently utilize, planning is underway to combine the two networks and remove the separate internet connection currently in use by TJPC (provided by DARS).</p>	11/1/2011		3R
<p>6. Collaborate to ensure the continuity of field support operations/help desk for internally managed facilities and externally supported juvenile probation departments.</p>	9/1/2011		3R
<p>7. E-Mail. User addresses will need to be changed from <u>name@tyc.state.tx.us</u> and <u>name@tjpc.state.tx.us</u> to <u>name@tjjd.texas.gov</u>. We will utilize TYC Microsoft student agreement to provide e-mail to combined agency. Consider the adequacy of existing mail gateway and web proxies; consider upgrading. Develop a unified approach to this ensure this capability is maintained but not duplicated as determined by the information resources subject matter experts.</p> <p><b>Update:</b> Although work is still in progress, we are very close to having this capability in place for the new agency well ahead of the original expected completion date. Full implementation of this capability should be completed by mid-December.</p>	8/1/2011		3R
<b>Data Center</b>			

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>1. TYC is a Datacenter Consolidation System (DCS) participant, TJPC does not participate. Prepare information, including current agency preferences, for the SB 653 Transition Team regarding DCS participation. <b>NOTE:</b> This item will require input from DIR and LBB. This will be a challenging issue to address and will require input from both agencies, as well as DIR and the LBB. Stability and continuity of service (both internally and externally) will be key focal points that must be considered in relation to this item. We also need to ensure that the new agency is able to fully leverage all available technical resources as this transition moves forward. <b>NOTE:</b> A meeting will be scheduled with DIR staff to discuss DCS issues related to the merger.</p> <p><b>Previous Update:</b> An initial planning meeting with the Department of Information Resources has been scheduled for October 10 to discuss the implications of the DCS on the transition process.</p> <p><b>Previous Update:</b> The initial planning discussion was held with DIR on 10/10/11. DIR offered transition support and indicated the DCS contract in transition with a contract award anticipated in the next several months for the DCS-II services. This transition could take 6-9 months and we should not bring additional services under the contract until the DCS-II transition is completed. DIR is not working under a specific timeline or mandate to bring the new agency’s combined resources under the DCS but they want to ensure the existing services and related billing would continue without interruption. All parties agreed to meet periodically to keep informed of progress and changes.</p>	11/1/2011		3R
<p>2. Routine system backups and disaster recovery strategies and any needs for non-DCS functionality.</p>	11/1/2011		3R
<b>Applications</b>			
<p>1. Working collaboratively with internal business units, the IT organizations will provide the needed support for all transition related activities. Human Resources and Financial related applications are primary areas of support for the transition, yet other areas will require support during this time of change.</p> <p><b>Previous Update:</b> Both IT organizations have been actively involved in working with the Human Resources and Financial workgroups to provide the needed support and system modifications as all groups work through to define the requirements of the transition process.</p> <p><b>Previous Update:</b> Modifications to the existing Fiscal systems for both agencies are currently underway and testing is taking place at this time. Guidance was requested from the State Comptroller’s office on a number of issues, including the electronic reporting of financial information for both former agencies in addition to the new agency.</p> <p><b>Update:</b> Following much work on the part of the Fiscal and IT divisions within both TJPC and TYC, a meeting was held with the representatives from the Comptroller’s office to discuss the Financial Reporting process under the new agency. Both agencies have established the Fiscal system environment for the handing the transactions of the new agency but both need to accommodate transactions from the former agencies as well. Working collaboratively with the Comptroller’s office, solutions to the issues that have been encountered have been offered up and will now be tested to ensure the ability of the combined agency to properly handle the Financial Reporting both the new agency as well as the former agencies.</p> <p><b>Update:</b> Testing the integration of the Fiscal systems with the Comptroller’s Office was completed. Minor internal access tasks remain to bridge the Financial applications. Data in HR System is being updated and access to the Gateway information system for internal employees has been confirmed.</p>	September 2011	Ongoing	1C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>2. <b>Previous Update:</b> New Item added: Develop a replacement tool to handle electronic checkout for Central Administration staff of TJJD. This tool will be modeled on the existing TJPC Employee Location System (ELS). <b>Previous Update:</b> The specifications and requirements for this application are being developed and reviewed with additional work anticipated in coming weeks. <b>Update:</b> Limited further activity has occurred on this item due to other higher priority items related to the transition of the two agencies.</p>	10/01/2011		3R
<p>3. <b>Active Directory/ Security.</b> Develop a plan for a combined directory, including defining and documenting the password security policy for the new agency and insure that the impact of such policy is considered with respect to automated applications/functions. <b>Update:</b> Work to consolidate the Active Directory environments of the two agencies is under way. Analysis of the current implementation has begun along with outlining the proposed new structure.</p>	9/1/2011		3R
<p>4. <b>Active Directory/ Domain:</b> The Active Directory Domain structure will need to be changed to <b>tjtd.texas.gov</b> and all the servers in those domains will need to have their alias names changed and updated in DNS to the new tjtd.texas.gov structure at the time of final transition. Potential policy and procedure implications should also be considered for login scripts, network drive establishment, network folder access, query analyzer / SQL server management studio access, computer image deployment, etc. <b>Update:</b> Work to consolidate the Active Directory environments of the two agencies is under way. Analysis of the current implementation has begun along with outlining the proposed new structure.</p>	9/1/2011		3R
<p>5. <b>Microsoft User Licenses.</b> TYC has negotiated “School Agreement” pricing with Microsoft for Operating Systems and Microsoft Office software. TJPC workstations could easily be added to this deeply discounted license. Review the current licensing plan for both agencies to determine current and expected Microsoft software needs; determine how School Agreement licensing affects the transition of the licenses to the new agency including support; ensure that all users across TJJD are operating on the same platform in terms of core software applications and licensing.</p>	10/1/2011		3R
<p>6. <b>Applications inventory:</b> inventory each agency’s applications for evaluation for potential DCS migration or exclusion. <b>NOTE:</b> This item is related to #1 Data Center. JCMS is exempt from DCS pursuant to SB 653.</p>	10/1/2011		3R
<p>7. Create a standard hardware and software configuration for all TJJD computers.</p>	10/1/2011		4R
<p>8. Implement agency-wide encryption for all mobile devices equipped with hard disk drives. Security must be a top priority for TJJD.</p>	11/1/2011		3R
<p>9. Evaluate anti-virus and security related software for combined agency needs.</p>	9/1/2011		3R
<p>10. Evaluate asset tracking software for mobile devices, including loss prevention tools, for combined agency needs.</p>	10/1/2011		3R
<p>11. Evaluate external authentication/access for web-based applications; determine how users will be authenticated for access to applications hosted by the agency.</p>	9/1/2011		3R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
12. Develop planning for utilization of JCMS for use by TJJJ for localized case management of youth and for agency research purposes; this activity will be included within the processes for TJJJ Strategic Planning, IR Biennial Operating Plan, and LAR development for FY 2014-15.	February 2012		3R
<b>Project Management / Governance</b>			
1. Review each agency’s IT governance policies, processes, and model for needed modifications for the combined agency. Evaluate project tracking software to support the most appropriate governance model.	10/1/2011		4R
<b>FINANCIAL OPERATIONS</b>			
<b>Accounting, Claims and Payroll</b>			
1. Confirm the continuation of expenditure authority for both agencies for <u>9/1/11 – 11/30/11</u> (July 1, 2011). The TYC Board authorizes the TYC Executive Director to designate employees of the agency to approve expenditures and to revoke those designations when necessary (Government Code 2103.061). TJPC may have similar needs. <i>NOTE:</i> TYC and TJPC Boards’ governing authority will continue through November 30, 2011.	Summer 2011	Completed 06/03/2011	1C
2. Establish TJJJ three digit agency number with Comptroller of Public Accounts for Statewide Financial.	Summer 2011	Completed 07/12/2011	1C
3. Designate staff to complete establishing new EIN (Employer’s Identification Number) for TJJJ (Critical) <ul style="list-style-type: none"> <li>▪ Necessary to meet wage and tax reporting requirements</li> <li>▪ Necessary to meet 1099 reporting requirements</li> <li>▪ Necessary to meet IRS 3% reporting requirements</li> <li>▪ Necessary to establish bank accounts</li> </ul>	August 2011	TYC Staff Designated 09/06/2011	1C
4. Establish appropriation allocations for TYC for 9/1/11 – 11/30/11. <i>NOTE:</i> This item will require input from Comptroller and LBB staff. Completed: FY 12 USAS Budget Entries	Summer 2011	08/05/2011	1C
5. Determine appropriation allocations for TJJJ effective 12/1/11 as soon as possible (Critical) LBB began this process on 7/06/11. <i>NOTE:</i> This item will require input from Comptroller and LBB staff. Completed: ABEST/USAS Strategic Plan Cross Reference by ABEST Goal/Obj/Strat received 09/06/2011.	Summer 2011	09/06/2011	1C
6. Work with the IR Team to determine the internal financial system or systems to be operated for TJJJ and develop transition plans as necessary. Determine the plan on how to maintain the internal financial system of each agency.	Summer 2011	09/22/2011	1C



Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
7. Evaluate the potential for maintaining TJPC In-House Financial System for the <b>FY 2012-13 grants</b> as it contains multiple functions and subsystems for 165 juvenile probation departments with about 500 contracts across several years and the mechanism for disbursing funds through USAS. The Compliance Monitoring Enforcement Tracking system (COMETS) is used to monitor the expenditure of funds by departments.	Summer 2011	8/31/2011	1C
8. Determine authorization to pay education staff for TYC effective 9/1/11 – 11/30/11	Summer 2011	07/27/2011	1C
9. Determine authorization to pay education staff for TJJD effective 12/1/11; coordinate with HR Team and IR Team.	Summer 2011	07/27/2011	1C
10. Determine USPS reason code for new employment transactions for all employees of TJJD; Request authorization to use Legislative Code in USPS. <u>NOTE:</u> This item required input from Comptroller staff.	Summer 2011	7/06/2011	1C
11. Employ specialized, temporary resources for cross-functional work to make financial system or systems ready 12/01/2011.	07/21/2011	9/15/2011	1C
12. Guidance needed for authority to pay outstanding obligations after 11/30/11. <u>NOTE:</u> This item may require input from Comptroller staff.	Summer 2011	07/27/2011	1R
13. Establish fiscal year end processes for Accounting, Claims, Payroll for TYC and TJPC effective 9/1/11	Summer 2011	September 2011	1R
14. Youth Court Ordered Child Support Payment Collections – determine if reporting requirements will exist for TJJD coordinate with IR Team.	Summer 2011	07/27/2011	1R
15. Guidance needed for authority to pay TYC employees (to process November supplemental payroll) for wages earned through and paid after November 30, 2011	Summer 2011	07/27/2011	1R
16. Maintain TJPC’s mechanisms for accounting for receipts from various sources of revenue: registration fees for TJPC sponsored conferences, payments for TJPC publications, refunds from TJPC grants and refunds from administrative expenditures; coordinate with IR Team.	08/01/2011	09/01/2011	1R
<p>17. Financial systems: Develop a multi-discipline task force to decide finance system(s) migration plan. Evaluate approaches:</p> <ul style="list-style-type: none"> <li>• Modify TYC’s M204 Finance for all financial activities and transactions.</li> <li>• Modify TJPC’s In-House for all financial activities and transactions.</li> <li>• Use TJPC In-House for TJPC grant transactions, and use TYC M204 for all other financial activity transactions. (Final Decision by TYC and TJPC)</li> </ul> <p><u>TJJD financial systems:</u></p> <ul style="list-style-type: none"> <li>• Modify and execute changes necessary to TJPC In-House for grant transactions.</li> </ul>	Summer 2011		2C3C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<ul style="list-style-type: none"> <li>Modify and executive changes necessary to TYC M204 for all other financial activity.</li> </ul> <p><b>PREVIOUS UPDATE:</b> M204 &amp; In-House modifications underway.</p> <p><b>PREVIOUS UPDATE:</b> M204 &amp; In-House modifications underway. Request for assistance with requirements regarding daily transmission of data between M204/In-House and statewide systems sent to Comptroller staff from TYC and TJPC CIOs 10/14.</p> <p><b>PREVIOUS UPDATE:</b> M204 &amp; In-House modifications underway. Meeting with TYC, TJPC and Comptroller staff held 10/28/11 – Comptroller’s staff indicated that daily transmission of 3 data files can be met.</p> <p><b>UPDATE:</b> M204 and In-House modifications and testing underway. Planned M204 “go live” date = 12/14/11. In-House is ready to make TJJJ County payments.</p>			
<p>18. Determine expenditure authority for TJJJ effective 12/1/11 (Preferred by November 1, 2011, and necessary by December 1, 2011); designate staff for access to all of Comptroller’s Office Application Systems.</p> <p><i>NOTE:</i> This item will require input from executive management of both TYC and TJPC; TJJJ executive management and delegation authorization by appointed transition team. This item will also require coordination with and input from Comptroller staff regarding specific expenditure approval authority to ensure compliance with Government Code 2103.061.</p> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters.</p> <p><b>PREVIOUS UPDATE:</b> CPA response – Transition Team has authority to designate staff to complete documents necessary for expenditure authority effective 12/1/11. CPA Fiscal Management will honor the Transition Team’s authority until 3/31/12 or until the TJJJ Board is established.</p> <p><b>PREVIOUS UPDATE:</b> CPA will honor existing expenditure authorization from TYC and TJPC. Unless instructed otherwise, no action required by Transition Team.</p>	10/1/2011	11/1/11	2C
<p>19. Determine “day-one” governing Accounting, Claims and Payroll policies and procedures for TJJJ.</p> <p><b>PREVIOUS UPDATE:</b> Preliminary reviews of TJPC/TYC policies and procedures by staff underway.</p> <p><b>UPDATE:</b> TJJJ travel policies have been written and are currently being reviewed by TYC and TJPC. Policies will be routed for final approval by TYC and TJPC. Otherwise, current fiscal policies and standards continue to exist.</p>	09/01/2011	11/29/11	2C
<p>20. Determine accounting code structure for TJJJ based on combined appropriation bill pattern, budget structure, Comptroller manual of accounts and agency accounting requirements. <i>NOTE:</i> This item will require input from Comptroller and LBB staff.</p> <p><b>PREVIOUS UPDATE:</b> Joint TYC and TJPC meetings underway, TJJJ accounting code structure decisions 75% complete.</p> <p><b>PREVIOUS UPDATE:</b> TJJJ accounting code structure to be presented to TYC and TJPC CFOs for final approval.</p> <p><b>PREVIOUS UPDATE:</b> TJJJ accounting code structure approved by TYC and TJPC CFOs.</p>	08/01/2011	11/1/11	2C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>21. Establish travel coordination (including new corporate travel card accounts) for TJJD.</p> <p><b>PREVIOUS UPDATE:</b> Planning meeting for TJJD travel card accounts held including TYC, TJPC, CPA STMP and Citibank.</p> <p><b>PREVIOUS UPDATE:</b> Transition implementation planning for TJJD travel card accounts currently underway.</p> <p><b>PREVIOUS UPDATE:</b> Transition implementation for TJJD travel card accounts for AIRFARE currently underway.</p> <p><b>UPDATE:</b> Auto-enroll information for TJJD central billed accounts currently being processed by Citibank. Citibank currently establishing hierarchy for TJJD individual billed accounts and auto-enroll process will follow. TYC and TJPC card accounts will remain active until TJJD card accounts are established by Citibank.</p>	10/1/2011		3C
<p>22. Establish statewide financial systems security for TJJD; designate staff for access to all of Comptroller’s Office Application Systems. Note: This item will require input from Comptroller staff and TJJD executive management.</p> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters. Positive response received from CPA 10/5/11. Approval for security designations underway.</p> <p><b>PREVIOUS UPDATE:</b> Review and decisions of appropriate statewide systems access for TYC and TJPC individuals currently underway.</p> <p><b>PREVIOUS UPDATE:</b> Requests for appropriate statewide systems access for TYC and TJPC individuals currently underway.</p> <p><b>UPDATE:</b> Requests for statewide systems access for TYC and TJPC individuals will continue on an as needed basis.</p>	10/1/2011	11/29/11	2C
<p>23. Establish policy for maximum travel reimbursement rates for TJJD (Preferred by November 1, 2011, and necessary by December 1, 2011) Note: This item will require input from TJJD executive management. This item will require comparison information from other agencies (example, HHSC and TDJC).</p> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway.</p> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway.</p> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway.</p> <p><b>UPDATE:</b> TJJD travel policies have been written and are currently being reviewed by TYC and TJPC. Policies will be routed for final approval by TYC and TJPC.</p>	09/01/2011		<del>2C</del> 3C
<p>24. Establish new petty cash, travel advance, revolving, local funds and open new travel advance fund, revolving fund, local fund and student trust fund bank accounts with TJJD EIN and name.</p> <p><b>PREVIOUS UPDATE:</b> Planning meeting for TJJD bank accounts held including accounting and facility business management staff.</p> <p><b>PREVIOUS UPDATE:</b> Facility business management staff gathering information necessary for bank account decisions. Preparation of detailed instructions for establishing each type of bank account currently underway</p>	09/01/2011		2R3R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>by facility business management staff.</p> <p><b>UPDATE:</b> The petty cash account certification form to establish new petty cash, travel advance and revolving funds was submitted to the Comptroller’s Office 11/22/11. Transactions to establish new funds will be entered 12/1/11. Bank accounts for travel advance fund, revolving fund, local fund and student trust fund accounts are 56% established.</p>			
<p>25. Determine signature authority for new bank accounts for TJJD. Note: This item will require input from TJJD executive management.</p>	09/01/2011	11/29/11	2R
<p>26. Establish internal financial systems security for TJJD by designating staff for access to all TJJD financial systems.</p> <p><b>PREVIOUS UPDATE:</b> Process to request internal financial systems security for internal financial systems security discussed during TYC/TJPC Finance/IT meeting held 10/5/11.</p> <p><b>UPDATE:</b> Requests for internal financial systems security for TYC and TJPC individuals will continue on an as needed basis.</p>	09/01/2011	11/29/11	2R
<p>27. Close corporate travel card accounts for TYC and TJPC. Note: This item will require comparison information from other agencies (example, HHSC and TDCJ), and liability information for each type of travel account. <i>Decision is needed for proposal by TJPC to:</i></p> <ul style="list-style-type: none"> <li>• Allow employees at TJJD Austin administrative office who do not have or who opt not to apply for individual corporate travel credit cards (individual liability) to receive corporate travel credit cards (TJJD liability) with restriction for rental card and lodging use only (no meals).</li> <li>• Eliminate travel advances for employees at TJJD Austin administrative office.</li> </ul> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway.</p> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway. Transition implementation planning for TJJD travel card accounts currently underway.</p> <p><b>PREVIOUS UPDATE:</b> TYC and TJPC negotiations underway. Transition implementation for TJJD travel card accounts for AIRFARE currently underway.</p> <p><b>UPDATE:</b> Auto-enroll information for TJJD central billed accounts currently being processed by Citibank. Citibank currently establishing hierarchy for TJJD individual billed accounts and auto-enroll process will follow. TYC and TJPC card accounts will remain active until TJJD card accounts are established by Citibank.</p>	September 2011		3R
<p>28. Establish expenditure certifications for TJJD by designating staff to approve expenditures.</p> <p><b>UPDATE:</b> Expenditure certification forms for TJJD will be established, completed and executed once TJJD organizational structure is established, and executive director and chief financial officer are employed.</p>	11/1/2011		3R
<p>29. Establish funds custodians for TJJD.</p> <p><b>UPDATE:</b> Transactions to establish new funds will be entered 12/1/11. Fund custodian’s receipts for TJJD will be mailed (with new funds) to TJJD facilities for signature and return to TJJD central office finance.</p>	11/1/2011		3R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>30. Establish TJJD in USPS (October 1, 2011); coordinate with HR Team and IR Team: Determine whether the FTEs from each agency will be set up under agency 644 as a mass change or if done manually for each FTE. (Guidance from Comptroller staff received 07/06/2011 – reason codes 065 and LEG will be used, and the process will be manual entries).</p> <ul style="list-style-type: none"> <li>▪ Establish position records</li> <li>▪ Establish employee assignment records</li> <li>▪ Establish USPS table</li> </ul> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters. Process to establish TJJD in USPS can begin once #22 above is complete.</p> <p><b>PREVIOUS UPDATE:</b> CPA response – TYC and TJPC have authority to establish TJJD in USPS, and USPS set-up process is currently underway.</p>	10/1/2011	11/29/11	2R
<p>31. Establish transition to meet payroll deduction and reporting requirements for TJJD (two examples – court ordered child support, bankruptcies); coordinate with HR Team and IR Team.</p> <p><b>PREVIOUS UPDATE:</b> USPS set-up process is currently underway. TYC and TJPC currently working with CPA and external agencies to coordinate payroll process for TJJD.</p> <p><b>PREVIOUS UPDATE:</b> USPS set-up process is complete. TYC/TJPC’s work with CPA and external agencies to coordinate payroll process for TJJD continues.</p> <p><b>UPDATE:</b> TJJD payroll deduction entries currently underway. Anticipated completion date no later than 12/23/11</p>	10/1/2011		3R
<p>32. Bailment Contract between the Comptroller of Public Accounts and TJJD authorizing TJJD to take early possession of state payroll warrants. <u>NOTE:</u> This item will require input from Comptroller staff.</p> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters.</p> <p><b>PREVIOUS UPDATE:</b> CPA response – Transition Team has authority to designate staff to complete TJJD Bailment Contract effective 12/1/11. CPA Fiscal Management will honor the Transition Team’s authority until 3/31/12 or until the TJJD Board is established.</p> <p><b>PREVIOUS UPDATE:</b> CPA will honor existing Bailment Contract from TYC and TJPC. Unless instructed otherwise, no action required by Transition Team.</p>	10/1/2011	11/1/11	2R
<p>33. Agency Authorization for Warrant Pickup – designate TJJD method of warrant distribution and representatives authorized for warrant pickup; coordinate with HR Team.</p> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters.</p> <p><b>PREVIOUS UPDATE:</b> CPA response – Transition Team has authority to designate staff to complete TJJD Agency Authorization for Warrant Pickup effective 12/1/11. CPA Fiscal Management will honor the Transition Team’s authority until 3/31/12 or until the TJJD Board is established.</p>	10/1/2011	11/1/11	2R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p><b>PREVIOUS UPDATE:</b> CPA will honor existing Agency Authorization for Warrant Pickup from TYC and TJPC. Unless instructed otherwise, no action required by Transition Team.</p>			
<p>34. Coordinate with appropriate areas of responsibility to provide training to TJPC managers to include procedures for various activities such as purchase requisitions, reports, travel requests, requests for repairs, requests for copies/printing, etc.</p> <p><b>PREVIOUS UPDATE:</b> Planning meeting held 10/11/11. Training scheduled for 11/2/11.</p> <p><b>PREVIOUS UPDATE:</b> Training held 11/2/11.</p>	September 2011	11/2/11	2R
<p>35. Determine governing Accounting, Claims and Payroll policies and procedures for TJJD. This item will require input from executive management of both TYC and TJPC, and TJJD.</p>	10/1/2011		3C
<p>36. Develop the plan to move TYC and TJPC financial systems to a single solution for long term use. Goal is to submit a request in the FY 14-15 LAR. Implementation planning will continue</p>	Fall 2011		3C
<p>37. Establish and meet financial reporting requirements for TJJD that are required prior to the close of the transition (examples include W-2's, 941's, 1099's); delineate all financial reporting requirements for TJJD based on due dates.</p>	09/01/2011		3C
<p>38. Complete all transactions, reconcile all transactions, and close existing bank accounts across TYC (approximately 40 accounts, assuming 3 institutions will be closed effective 8/31/11)</p>	09/01/2011		3R
<p>39. Determine how to handle TYC travel advance funds, revolving funds and local funds from existing bank accounts to state treasury (Assumption: existing funds established for TYC will be returned to state treasury.)</p>	09/01/2011		3R
<p>40. Transition TYC student trust funds to TJJD bank accounts.</p>	10/01/11		3R
<p>41. Reimburse all outstanding TYC petty cash obligations and deposit funds to state treasury (Assumption: existing funds established for TYC will be returned to state treasury.)</p>	09/01/2011		3R
<p>42. Transfer private purpose trust funds to authorized entity (John Wende and Parrie Haynes)</p> <ul style="list-style-type: none"> <li>▪ Certificates of deposit, money market accounts</li> <li>▪ Complete all transactions, reconcile all transactions, and close bank accounts</li> </ul>	09/01/2011		3R
<p>43. Financial records/source documents – establish plan for records storage; coordinate with Legal/Policy Team.</p>	12/01/2011		3R
<p>44. Establish and meet financial reporting requirements for TJJD in the current biennium (examples include: AFR, LAR, BOP &amp; ABEST); delineate all financial reporting requirements for TJJD based on due dates.</p>	12/01/2011		4C
<p>45. Develop the long term plan for accounting and financial systems to be operated by TJJD; coordinate with IR Team. Goal is to complete “funding needs” portion of plan for submission in the FY 14-15 LAR.</p>	02/01/2012		4C
<b>Budget and Performance Measures</b>			
<p>1. Work with TYC Accounting, CPA, LBB and TJPC to develop the budget account structure needed to implement the appropriation bill pattern for both agencies during the pre and post abolishment time periods. As soon as</p>	Summer 2011	11/29/11	2C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
possible. <b>UPDATE:</b> Project complete. Program Cost Accounts have been set up for TJJD’s Community Juvenile Justice appropriation.			
2. Develop an FY2011-12 residential capacity plan for institutional, halfway house and contract facilities to meet performance targets and comply with Rider 22.	Summer 2011	8/31/11	1R
3. Develop an education and treatment capacity plan to meet population needs and performance targets by facility and component.	Summer 2011	8/31/11	1R
4. Develop a facility and building usage plan based on the capacity plan with phase-in and phase-out timelines.	Summer 2011	8/31/11	1R
5. Develop a staffing plan within available resources and desired lapse rate for all residential facilities based on capacity plan, treatment plan and infrastructure needs.	Summer 2011	8/31/11	1R
6. Develop a service delivery and staffing plan within available resources for parole including county contracted services and state operated district offices to meet performance targets.	Summer 2011	8/31/11	1R
7. Develop a staffing plan within available resources and desired lapse rate for regional management, OIG, central administration and other support activities.	Summer 2011	8/31/11	1R
8. Determine the appropriation allocation, estimated revenues and appropriation transfers for each strategy.	Summer 2011	9/6/11	1R
9. Submit FY 2012 Operating Budget. <i>NOTE:</i> This item will require input from LBB and GOBPP. <ul style="list-style-type: none"> <li>▪ Legislative Budget Board (LBB) guidance needed. Determine combined appropriation bill pattern and budget structure.</li> <li>▪ Prepare preliminary operating budget based on final version ABEST report as guide (Detail by Strategy/OOE/MOF) and make changes as decisions and plans develop.</li> <li>▪ Determine crosswalk from all activities of both agencies to new budget structure.</li> </ul> <b>PREVIOUS UPDATE:</b> LBB has notified both agencies of 60 day extension to submit FY 12 operating budget.	Summer 2011		3C
9. Work with Human Resources Work Group to ensure that organizational structure maps to the budget strategy and appropriation structure.	Summer 2011	11/29/11	3R
11. Work with LBB, GOBP to determine appropriate performance measures and targets for the new agency. <b>PREVIOUS UPDATE:</b> Formal dates have been set with LBB for early December.	Summer 2011		<del>2R</del> 3R
12. Coordinate with HR Team for technical realignment of workforce to meet the needs defined in the staffing plans and comply with the FTE cap provided in Article IX, Sec. 6.10 for both agencies combined. Seek guidance from the SB 653 Transition Team regarding task completion date. <b>UPDATE:</b> On-going task.	Summer 2011		<del>2R</del> 3R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
13. Develop a plan within available resources for managed health care and mental health (psychiatric) specifying service levels and contract negotiation requirements in compliance with Rider 19.	Summer 2011	8/31/11	2R
14. Review and develop plan for the state-owned housing program to comply with Rider 13. <b>PREVIOUS UPDATE:</b> Housing policy has been revised to comply with Rider 13. Next steps will be to analyze utility usage and maintenance costs.	Summer 2011	10/4/11	2R
15. Develop budgets for student employment in accordance with Rider 5 if applicable.	Summer 2011	10/1/11	2R
16. Determine charges to employees and guests for meals and other services in compliance with Rider 10 and Article IX Sec. 13.01 (effective September 1, 2011). <b>PREVIOUS UPDATE:</b> Charges to be determined based on FY 12 second quarter food report.	Summer 2011		<del>2R</del> 3R
<b>Contracts and Procurement</b>			
1. Develop a TYC procurement plan per policy for contracted services based on preliminary operating budget and make changes as plans and decisions develop. High Priority – As soon as FY 12 budgets are established. <b>UPDATE:</b> Deferred until new TJJD HUB goals are established and FY budgets are adopted.	August 2011	08/25/2011	1C
2. Vehicles: Develop recommendations for revising the official Vehicle Fleet Management Plan for effective utilization of these assets by the new agency for allocations to vehicle pools and facilities based on functional area needs. Seek review and guidance from the SB 653 Transition Team. NOTE: this item will require ultimate approval by the new executive director and potentially board action. <b>PREVIOUS UPDATE:</b> TJPC and TYC met 09/28/2011 and agreed to merge the TJPC vehicle units into the TYC fleet. TYC checkout/reservation procedures will be shared with TJPC staff. In November, TJPC staff will begin reserving vehicles with TYC for use in December. <b>PREVIOUS UPDATE:</b> Vehicle reservations have been entered for TJPC staff through January 2012. <b>UPDATE:</b> TJPC staff have been trained and are reserving and using TYC vehicles.	October 2011	10/31/11	2C
3. Delegation of Authority Letter: Seek guidance from the SB 653 Transition Team for a DAY ONE contingency plan to delegate authority for certain procurements. <b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters. <b>PREVIOUS UPDATE:</b> Email received on 10/14/2011 regarding written request. Fiscal Management deferred to TPASS regarding this matter. A request for guidance has been drafted to Ron Pigott/TPASS Director requesting guidance. <b>UPDATE:</b> Issue resolved with CPA; TPASS suggested requesting legal opinion from OAG if that was deemed necessary to resolve the issue.	October 2011	11/1/11	2C
4. Review contract expirations and renewal needs and timelines for both agencies; coordinate with Legal Team. All contracts will be reviewed for duplications, expirations and renewals starting August 2011. This activity	August 2011		<del>2C</del> 3C



Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>will be completed in phases for each agency by the date of 11/30/2011.</p> <p><b>PREVIOUS UPDATE:</b> New contracts have the approved clause; renewed contracts include the approved clause in the renewal amendment; and all other contracts are being amended to add the approved clause. 50% completed. Contract lists shared for review for overlapping or conflicting contracts.</p> <p><b>PREVIOUS UPDATE:</b> Staff met 10/27/2011 to review contract status. Duplicate contracts were identified and referred to Legal Team to determine best course of action where questions exist. New interagency contracts will be required by the other agencies on 12/1/2011 from TJJD.</p> <p><b>UPDATE:</b> Legal is responsible for identifying any duplicate contracts and determining which to keep in place, expand or terminate. All other contracts have been amended to include assignment language to TJJD.</p>			
<p>5. Notify vendors of abolishment of the agency and creation of the new agency and name change by adding a note to all future solicitations, contracts and POs advising of the pending name change and successor agency for FY 2012 contracts and POs as soon as language is approved by Legal.</p> <p><b>PREVIOUS UPDATE:</b> New solicitations, contracts and POs have the approved clause.</p>	July / August 2011	11/29/11	2R
<p>6. Notify all vendors with active purchase orders of accounting changes in reference to the new agency.</p> <p><b>PREVIOUS UPDATE:</b> No accounting changes have been identified at this time for TYC &amp; JPC</p>	Sept-Nov 2011	11/1/11	2R
<p>7. Coordinate procurement changes with TJPC, CPA, TPASS.</p> <p><b>PREVIOUS UPDATE:</b> Meetings held between TJPC and TYC on 9/28/2011, 9/30/2011 and 10/14/2011. Procurement procedures and automation plans have been shared for review.</p> <p><b>PREVIOUS UPDATE:</b> TPASS has given instructions to delay submission of annual Procurement Plan and HUB Business Plan until TJJD has time to organize and settle business procedures.</p> <p><b>UPDATE:</b> Coordination with TPASS has been ongoing regarding ESBID, SmartBuy, procurement cards, mail services, fleet management, and fixed assets. TPASS contact staff are confident that all issues are or will be resolved without problems as the merger process is executed.</p>	July / Nov 2011	11/1/11	2R
<p>8. Property Management: Seek guidance from the SB 653 Transition Team for a DAY ONE contingency plan to utilize a holdover designation for agency property manager until the new Executive Director acts on or after December 1<sup>st</sup>: Fleet; Warehouse. Transfer fleet management and fixed asset custodian responsibilities with CPA; provide for reporting procedures for new fleet manager and FA custodian.</p> <p><b>PREVIOUS UPDATE:</b> Written request sent from TYC CFO and TJPC CFO to CPA Director of Fiscal Management for assistance with fiscal related matters.</p> <p><b>PREVIOUS UPDATE:</b> Email received on 10/14/2011 regarding written request. Fiscal Management advised that the person with authority designated by the Transition Team can appoint the new property manager at any time by submitting the appropriate documents to CPA/SPA.</p> <p><b>PREVIOUS UPDATE:</b> Current property managers continue to function as such and execute full inventory counts in both agencies. Current fleet managers have combined operation of both fleets under TYC fleet manager (largest fleet added two units).</p> <p><b>UPDATE:</b> Interim property manager named; TJPC assets will be manually entered into the electronic system with a special character to identify them; TPASS staff will make the transfer from TYC to TJJD. Interim fleet</p>	October 2011	11/1/11	2R

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<p>manager named; documents to transfer vehicles from TYC and TJPC to TJJD are being prepared for submission to CPA and Travis County. Fleet cards are being requested in the name of TJJD for assignment to vehicles.</p>			
<p>9. Determine agency HUB designee: Seek guidance from the SB 653 Transition Team for a DAY ONE contingency plan to holdover HUB Coordinator responsibilities until new Executive Director acts on or after December 1<sup>st</sup>; notify Comptroller.  <b>PREVIOUS UPDATE:</b> Will send written request sent from TYC CFO and TJPC CFO to CPA Director of Texas Procurement and Support Services for assistance.  <b>PREVIOUS UPDATE:</b> Email received on 10/14/2011 regarding written request. TPASS recommended that the agency allow adequate time for the appointment of a HUB coordinator and to develop the required documents. TPASS advised that the agencies can work directly with TPASS to establish HUB goals and then develop the required procurement plan; but that the agency should provide TPASS with the schedule for these activities.  <b>PREVIOUS UPDATE:</b> Interim HUB coordinator named to initiate establishing TJJD HUB goals and developing HUB business plan.  <b>UPDATE:</b> Meeting scheduled with TPASS HUB staff to establish process for setting TJJD HUB goals for FY 12. Outreach program proceeds with request to co-sponsor two FY 12 HUB events (Austin and Waco).</p>	<p>October 2011 Suggest March 2012</p>	<p>11/1/11</p>	<p>2R</p>
<p>10. Close procurement cards and request re-issue from bank  <b>UPDATE:</b> CitiBank notified; current cards will be superseded on 12/1/11 and new cards will be effective on 12/1/11. Procurement card requested for TJPC purchaser.</p>	<p>November 2011</p>	<p>11/29/11</p>	<p>2R</p>
<p>11. Complete inventory count and reconciliation of assets.  <b>PREVIOUS UPDATE:</b> Both agencies will conduct complete inventory counts in October-November to verify records prior to merger. Both agencies will execute a complete inventory record report on 11/30/2011 for future reference.  <b>PREVIOUS UPDATE:</b> Inventory count process underway in each agency.  <b>UPDATE:</b> Counts complete in both agencies; reconciliation to be completed by 11/30/11.</p>	<p>Sep / Oct 2011</p>	<p>11/30/11</p>	<p>2R</p>
<p>12. Complete TJJD signage for facilities across the state.  <b>PREVIOUS UPDATE:</b> TYC is initiating process to identify signage requirements for CO, facilities, HWHs and DOs. Facility Business Coordinators will be instructed to identify budget accounts to charge for signage for field locations.  <b>PREVIOUS UPDATE:</b> Signage requirements have not been identified. Due date for having new signage in place has been revised to a later date.</p>	<p>Fall 2011</p>		<p>3R</p>
<p>13. Work with Legal/Policy Team to develop the plan for reviewing fiscal policies, business forms, and procurement procedures.  <b>PREVIOUS UPDATE:</b> TYC is initiating process to identify requirements for eliminating forms, replacing business forms, and converting forms to electronic format.  <b>PREVIOUS UPDATE:</b> Procurement procedures pending approval that would consolidate two purchase requisitions into a single document and create a new form to document contract requirements.</p>	<p>September 2011</p>		<p>3R</p>

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
<b>UPDATE:</b> Procedures submitted to TJPC for review and approval.			
14. Determine designee for agency grant draw downs. See Grants Section	12/01/2011		3R
15. Develop a procurement plan for Austin administrative office space and existing TYC District office space based on space plans, preliminary staffing plans and the operating budget to efficiently meet the needs of both agencies including parole, regional management and central administration. <i>NOTE:</i> This item will require input from TFC. <b>UPDATE:</b> No organization plan or office layout has been adopted; therefore there is no activity for this task.	November 2011		3R
16. Negotiate contract amendments, renewals and or cancellations as appropriate and in accordance with possible rider as soon as joint departmental plans (population, needs, services) are established.	November 2011		3R
17. Replace all vehicle credit cards with the new agency name, number, etc. <b>PREVIOUS UPDATE:</b> Required forms have been prepared in accordance with instructions from procurement card issuing bank; forms will be submitted on/about 11/15/2011 as instructed by issuing bank. Process will replace existing cards. New card will be requested for TJPC purchaser. <b>UPDATE:</b> Fleet gas cards have been requested in the name of TJJD. New cards will be distributed on receipt from the issuing contractor.	October 2011		<del>2R</del> 3R
<b>Facilities and Construction</b>			
1. Review all ongoing construction projects and determine scope changes that should be made based on facility closures and new capacity plans in order to preserve unused assets and maximize the safety and effectiveness of future operations. This has already started and should be complete by September 1.	06/03/2011	06/30/2011	1C
2. Terminate contracts, renegotiate contracts, and revise solicitations for design and construction work not needed. Underway and should be complete by July 1.	06/03/2011	06/30/2011	1C
3. Review security for all information files for combined agencies at Brown Heatly.	September 2011		<del>2C</del> 3C
4. Work with the Procurement and Contracts Workgroup to develop space plans as needed utilizing state owned institutional facilities, county owned facilities and leased space (halfway houses) to efficiently accommodate organizational and staffing needs of both agencies. Complete a plan by spring 2012 to allow time for relocating and assigning staff at affected facilities.	Fall 2011		3C
5. Determine which state owned facilities and buildings that will be closed for operations yet retained by the new agency and develop a plan for securing, safeguarding and preserving those facilities and buildings. Continue efforts for facility repurposing as a priority. Facilities not re-purposed by Dec 1 will need to be mothballed or otherwise maintained to prevent premature deterioration.	Summer 2011		4C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
6. Develop a water and energy conservation plan to efficiently meet the operational needs and safe preservation of unused facilities and buildings. This is part of moth balling effort should the closed facilities remain the new agency's responsibility.	Summer 2011		4C
7. Develop construction and repair project plans for FY 2012-13 utilizing appropriations from 80 <sup>th</sup> and 81 <sup>st</sup> Legislature and in accordance with capital budget and unexpended balance provisions of Rider 17. Complete by Nov 1. Use 80 <sup>th</sup> Lege. appropriations first and plan how to use remaining 81 <sup>st</sup> appropriations thereafter. Construction contracts may need to be amended. Seek guidance from the current TYC board and the SB 653 Transition Team for approval planning.	Fall 2011		4R
8. Proceed with scheduled repairs for remaining facilities. Projects at Gainesville and Giddings which have to be completed sequentially because of program interference at dorms is likely to go beyond Dec 1, 2011 but should be complete by the spring of 2012.	Fall 2011		4R
<b>Grants and Interagency Contracts</b>			
1. Develop a list of grant awards and estimated revenues for FY 2012 for both agencies.	09/01/2011	10/1/11	2C
2. The TYC indirect cost agreement expires August 31, 2011. The proposal to establish rate for FY 2012 is under review with DOL, the new cognizant agency. Under Article IX, Section 6.22, TJPC is not listed as collecting earned federal funds. Joint decision with the cognizant agency. <b>UPDATE:</b> Reminder email sent on 11-21-11 to DOL. Waiting on federal decision of the cognizant agency assignment.	09/01/2011		<del>2C</del> 3C
3. Title IV-E Program: <ul style="list-style-type: none"> <li>▪ Interagency Contract with DFPS – Expiration date 11-30-11</li> <li>▪ DFPS will be creating a new contract effective 12/1/2011 and ending 9/30/2012 for TJJD.</li> <li>▪ TYC &amp; TJPC IV- E forms - create mutual forms</li> <li>▪ Guidance on monitoring of halfway houses and contract care facilities</li> <li>▪ Guidance on cost allocation plan due to Department of Family &amp; Protective Services (DFPS)</li> <li>▪ Guidance on information process flow with DFPS</li> </ul> TYC's Title IV-E Program and financial component responsibilities are in the Finance Division. TJPC's Title IV-E Program is in Placement Services and the financial component is in Fiscal Services. Staff from both agencies will start meeting in August 2011 to implement activities by the completion date of 11/30/2011. <b>PREVIOUS UPDATE:</b> TJPC & TYC have been communicating with DFPS to consolidate program processes and forms. <b>PREVIOUS UPDATE:</b> TJPC and TYC have had two action meetings (10/12 & 10/19) with DFPS to consolidate IV-E in TJJD (Overall group & contract sub-group). Preliminary budget has been drafted. <b>PREVIOUS UPDATE:</b> TJPC and TYC had another action meeting on 10/27 with DFPS to discuss fiscal operations. <b>UPDATE:</b> TYC and TJPC have submitted all the required documentation to DFPS for the TJJD 2012 Interagency	08/01/2011		<del>2C</del> 3C

Item Description	Start Date	Completed Date	Priority * 1 – 4 R or C
Contract. TYC and TJPC have received approval from DFPS to implement a common set of forms. Program monitoring for agency halfway houses and contracted programs will continue unchanged. A cost allocation plan for TJJD will be updated and submitted to DFPS as soon as the organization structure for TJJD is established.			
4. Title IV- E (FTP) file transfer process for foster care billing with DFPS may require modification. UPDATE: The file transfer process for foster care billing will continue unchanged.	12/01/2011	11/29/11	3C
5. TDA NSLP/SBP contract begins July 1, 2011. As soon as joint agency plans are established – population plans – Joint responsibility with Medical	12/01/2011		3C
6. Coordinate to identify project managers for each grant and interagency contract.	09/01/2011		3R
7. Coordinate changes to grant awards and grant amendments will need to reflect new agency name to reflect the new grantee, location number, etc.	9/1/2011		3R
8. Determine designee for agency grant draw downs.	12/01/2011		3R

**\* Priority 1 - 4 R or C:**

- 1: must be completed by August 31, 2011
- 2: must be completed during Phase I by November 30, 2011
- 3: must be completed during Phase II by February 28, 2012
- 4: must be completed during Phase III by March 1, 2013

**R = ROUTINE C = CRITICAL.**

# **Attachment B**

## **Comments From Stakeholders**

**Final Report from the S. B. 653 Juvenile Justice Services and Facilities Transition Team  
TJJD Board Meeting, February 17, 2012, Agenda Item # 12**

TO: Vidhya Ananthkrishnan, Senior Program Associate  
Center on Youth Justice, Vera Institute of Justice

FROM: Deborah Fowler, Texas Appleseed

DATE: September 12, 2011

RE: Restructuring the Texas Juvenile Justice System

There has been a dramatic restructuring of the Texas juvenile justice system over the last four years. Between 2007 and 2011, the population in the state's secure facilities has dropped more than 60 percent. Nine facilities have closed, and the state has saved more than \$90 million in general revenue spending as a result of the facility closures, even after significantly increasing funding to the Texas Juvenile Probation Commission for community-based programming.

Yet all of this has been accomplished without some of the unintended consequences feared by those who raise concerns about de-incarceration. For example:

- The number of youth tried as adults is still half what it was in 1995 – and the number has not increased significantly over the last four years.
- The average daily population of youth in county residential placements has declined, rather than increased, despite the decreased use of state secure facilities.
- The number of private facilities has not increased in the wake of TYC facility closures. Statewide, there are only three privately run facilities that contract with counties for post-adjudication detention, down from 18 just 10 years ago. One of these facilities also contracts with the Texas Youth Commission – this is the only privately run facility in the TYC system.

Challenges remain. As we move forward with implementation of the restructuring bill passed this year (Senate Bill 653) advocates will:

- Push to ensure a smooth transition in the merger of the two existing juvenile justice agencies to the Texas Juvenile Justice Department.
- Hold the new agency accountable to the priorities set out in the purpose and goals clauses of Senate Bill 653, which prioritize community-based alternatives to incarceration.
- Advocate for increased transparency in county use of state funds, with a focus on the breakout of funds used for residential placement v. non-residential programming.
- Advocate for better performance measures and incentives to encourage counties to prioritize community-based programming over residential placement.

## I. INTRODUCTION

As was true across the nation, fears surrounding the perceived rise in juvenile crime ushered in the Texas legislature's 1995 passage of an omnibus juvenile justice reform bill that included stiffer penalties for youth.<sup>1</sup> State and federal funding for state secure facilities also increased, with appropriations to the Texas Youth Commission more than doubling between 1995 and 2000.<sup>2</sup> Both the substantive statutory changes and emphasis on increased funding for institutions contributed to a dramatic rise in population in state-run secure facilities.<sup>3</sup> Commitments to TYC peaked in 1998, then declined slightly and remained relatively stable until 2007, when system-wide problems involving physical and sexual abuse surfaced and became the focal point of reforms during that year's legislative session.<sup>4</sup>

Since then, Texas has seen a dramatic reduction in population in state secure facilities, with the average daily population falling by more than 60 percent since 2007.<sup>5</sup> The reduction in population has been similarly accomplished through two means: substantive statutory changes that restrict youth eligible for commitment to a TYC facility to youth who have been adjudicated for a felony offense,<sup>6</sup> as well as budget changes that shifted funding to county-based probation programs.<sup>7</sup> In addition, the average length of stay in the state's secure facilities dropped by approximately two months, which also has had an impact on population.<sup>8</sup>

Most recently, the 2011 legislative session resulted in passage of Senate Bill 653, a bill that will restructure Texas' juvenile justice system, prioritizing use of community-based alternatives over placement in a secure facility. When the bill takes effect in September

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<sup>1</sup> See Texas Sunset Advisory Comm'n, Sunset Staff Report 5, 68 (1996).

<sup>2</sup> Texas Youth Comm'n, Agency Strategic Plan for the Fiscal Years 2001-2005 23-24, 34 (2000).

<sup>3</sup> *Id.* at 15 ("As overall juvenile crime has declined since its peak in 1995, commitments to TYC has [sic] actually substantially increased from 2,123 in FY 1995 to 3,188 in 1998, a 50 percent increase."); Texas Sunset Advisory Comm'n, *supra* note 1, at 28-35.

<sup>4</sup> *Id.* (commitments dropped from 3,188 in FY 1998 to 2,979 in 1999); Texas Youth Comm'n, TYC Population Trends, [http://www.tyc.state.tx.us/research/growth\\_charts.html](http://www.tyc.state.tx.us/research/growth_charts.html) (last visited Aug. 23, 2011) (TYC commitments in 2000 were 2,558 and remained relatively stable until 2008, when they dropped to 1,582. They've continued their downward trend since 2008.).

<sup>5</sup> *Id.* (1,056 youth committed in 2010).

<sup>6</sup> Senate Bill 103, the reform bill passed in response to the scandals that came to light early in the 2007 legislative session, included a provision that eliminated eligibility of misdemeanor youth for commitment to TYC. S. 103, 80th Leg. (Tex. 2007). This was not the first statutory change in eligibility for commitment to TYC over the last ten years, however. In 1999, the Texas legislature passed a bill limiting eligibility for commitment in non-felony cases so that non-felony commitments could be made only on revocation of felony probation or where the youth had at least two prior misdemeanor adjudications. TYC, *supra* note 2, at 16.

<sup>7</sup> Minimum length of stay has also been reduced, contributing to the decrease in population.

<sup>8</sup> The average length of stay in 2007 was 19.5 months. In 2010, the average length of stay was 17.1 months. TYC, *Population Trends*, available at [http://www.tyc.state.tx.us/research/growth\\_charts.html](http://www.tyc.state.tx.us/research/growth_charts.html).



2011, the two existing juvenile justice agencies – the Texas Juvenile Probation Commission (TJPC) and the Texas Youth Commission – will begin the transition process toward becoming one agency.<sup>9</sup> The bill includes language describing the purposes for the new juvenile justice agency that will emerge from the restructuring:

- Creating a unified state juvenile justice agency that works in partnership with local county governments, the courts, and communities to promote public safety by providing a full continuum of effective supports and services to youth from initial contact through termination of supervision;
- Creating a juvenile justice system that produces positive outcomes for youth, families, and communities by:
  - assuring accountability, quality, consistency, and transparency through effective monitoring and the use of systemwide performance measures;
  - promoting the use of program and service designs and interventions proven to be most effective in rehabilitating youth;
  - prioritizing the use of community-based or family-based programs and services for youth over the placement or commitment of youth to a secure facility;
  - operating the state facilities to effectively house and rehabilitate the youthful offenders that cannot be safely served in another setting; and
  - protecting and enhancing the cooperative agreements between state and local county governments.<sup>10</sup>

The bill also includes a list of goals for the new department that are consistent with, and expand on, the purpose statement.<sup>11</sup> Texas still has a long way to go toward a complete restructuring of its system, but our progress over the last four years has been substantial.

## II. OVERVIEW OF THE TEXAS SYSTEM & TRENDS IN DETENTION AND PLACEMENT

Two Texas agencies oversee the state’s juvenile justice systems: the Texas Juvenile Probation Commission (TJPC) and the Texas Youth Commission (TYC). TJPC oversees juvenile probation departments statewide, with a focus on creating and enforcing standards, providing technical assistance and training, collecting, analyzing, and distributing information about effective programming, and disbursing state grants to

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<sup>9</sup> S. 653, 82nd Leg. (Tex. 2011).

<sup>10</sup> *Id.*

<sup>11</sup> *Id.* Savings from the administrative merger of the two agencies will be small – the Legislative Budget Board estimated a savings of approximately three million dollars as a result of the elimination of duplicative positions. S. 653, Fiscal Note, *available at* <http://www.legis.state.tx.us/tlodocs/82R/fiscalnotes/pdf/SB00653F.pdf#navpancs=0> However, if the state prioritizes community-based alternatives to incarceration, the state should be able to realize additional savings as the population in secure facilities continues to decrease. Additional reductions in population should allow for additional facility closures.

county departments.<sup>12</sup> The Texas Youth Commission oversees youth who are committed to the state's secure facilities, halfway houses, and youth released to parole.<sup>13</sup>

Thus, under this bifurcated system, TJPC is the state entity responsible for oversight of county detention facilities and post-adjudication facilities, while TYC oversees the state secure facilities and halfway houses. Until these two entities are merged in December 2011, they will continue to operate as separate systems with budgets independent of the other.

#### *A. Detention & Alternatives to Detention*

TJPC monitors and enforces standards for county detention facilities, and maintains a statewide database of facilities that are licensed by the agency. TJPC is required to inspect county facilities – both pre-and-post adjudication – at least once a year.<sup>14</sup> TJPC also investigates all reported and alleged cases of child abuse, neglect and exploitation in secure county-run juvenile facilities and in any program operated by a probation department or under contract with a juvenile board.<sup>15</sup>

While the state oversees standards and conditions in detention facilities, the facilities are almost entirely funded by the county. Counties must comply with TJPC's standards for pre-adjudication facilities.<sup>16</sup> If a county fails to comply with TJPC standards, the agency may "refuse, reduce, or suspend" state aid to the county.<sup>17</sup>

The average cost per day for pre-adjudication facilities was \$141.99 in 2010, with \$11.36 of that paid by the state.<sup>18</sup> The average length of stay in these facilities is 14 days.<sup>19</sup> In 2010, the average daily population in pre-adjudication facilities was 1,872 youth.<sup>20</sup> There were a total of 44,221 detentions in 2010.<sup>21</sup>

There are fewer detention facilities today than there were 10 years ago. In 2000, there were 61 pre-adjudication facilities, of which 18 were privately run; today, there are 50 pre-adjudication facilities, of which only three are privately run.<sup>22</sup> Furthermore, the

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<sup>12</sup> See TJPC, *Mission Statement*, available at <http://www.tjpc.state.tx.us/aboutus/default.aspx#Our%20Mission> (last visited Aug. 23, 2011).

<sup>13</sup> See TYC, *Mission Statement*, available at <http://www.tyc.state.tx.us/about/mission.html> (last visited Aug. 23, 2011).

<sup>14</sup> Tex. Fam. Code §51.12(c-1).

<sup>15</sup> TJPC, *Strategic Plan Fiscal Years 2009-2013* 5 (2008).

<sup>16</sup> Tex. Hum. Res. Code §141.085.

<sup>17</sup> *Id.*

<sup>18</sup> Information provided by TJPC in response to request by Texas Appleseed.

<sup>19</sup> Legislative Budget Board, *Criminal Justice Uniform Cost Report, Fiscal Years 2008-2010*, 82nd Sess., at 22 (2011), available at

[http://www.lbb.state.tx.us/PubSafety\\_CrimJustice/3\\_Reports/Uniform\\_Cost\\_Report\\_0111.pdf](http://www.lbb.state.tx.us/PubSafety_CrimJustice/3_Reports/Uniform_Cost_Report_0111.pdf)

<sup>20</sup> *Id.* at 44.

<sup>21</sup> Updated data provided by TJPC in response to request by Texas Appleseed.

<sup>22</sup> TJPC, *The State of Juv. Probation Activity in Texas, Calendar Year 2000* 1, 38 (2001), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2000.pdf>; TJPC, *The State*

aggregate number of detentions has decreased about 14 percent over the last 10 years. In 2000, there were 51,488 detentions - about 7,000 more than there were in 2010.<sup>23</sup>

This trend is likely attributed, in part, to the decrease in juvenile referrals between 2000 and 2010. Referrals to the Texas juvenile system peaked in 1995, with more than 135,000 referrals.<sup>24</sup> By 2000, referrals had already dropped by 16 percent to 113,146, a trend that continues with only 89,419 referrals (a 34 percent decrease since 1995) to the Texas juvenile justice system in 2010.<sup>25</sup> This trend runs counter to the increasing population of youth aged 10 to 17 in Texas – a population that has steadily increased since the 1990's, when juvenile justice referrals began to drop.<sup>26</sup>

However, some large counties have seen a very significant decline in the use of detention. For example, between 2005 and 2010, Dallas County detentions decreased 34 percent, and neighboring Tarrant County saw a 23 percent decrease in detentions over the same period.<sup>27</sup> Harris County detentions have decreased 36 percent since 2002.<sup>28</sup>

Just as detention is principally funded with county dollars, alternatives to detentions are county-driven. Two counties in Texas participate in Annie E. Casey's Juvenile Detention Alternatives Initiative (JDAI) – Harris County, and Dallas County. Since implementing JDAI, both counties have significantly reduced use of detention, as well as placement in residential facilities or commitment to TYC, as reflected above.<sup>29</sup> Other counties have adopted use of a risk screening instrument, electronic monitoring, and crisis intervention training for law enforcement in an effort to reduce the use of detention.<sup>30</sup>

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of Juv. Probation Activity in Texas, Calendar Year 2008 (2010), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2008.pdf>; see also TJPC, facility registry, available at <http://www.tjpc.state.tx.us/publications/other/searchfacilityregistry.aspx>  
<sup>23</sup> TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2000 (2001), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2000.pdf>.

<sup>24</sup> Texas Sunset Advisory Comm'n, *supra* note 1, at 71.

<sup>25</sup> TJPC, 82nd Leg. Session Agency Info. Packet 13 (2011); TJPC, The State of Juv. Probation Activity, Calendar Year 2000 *supra* note 22, at 18.

<sup>26</sup> TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2000, *supra* note 22, at 24; TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2008, *supra* note 22, at 8.

<sup>27</sup> Information provided by TJPC in response to requests by Texas Appleseed.

<sup>28</sup> *Id.*

<sup>29</sup> See Harris County, JDAI Newsletter (Annie E. Casey Foundation – Harris County Juvenile Detention Alternatives Initiative, Harris County, Tex.), July 2010, available at <http://www.co.harris.tx.us/hcjpgd/JDAINewsletter/Newsletter%20July%202010%20Final.pdf>; Marc A. Levin, *Texas Counties Can Unlock Kids and Savings*, Tex. Pub. Pol'y Found.: Pol'y Brief (Tex. Pub. Policy Found./Ctr. for Effective Justice, Austin, Tex.) Dec. 2009, available at <http://www.texaspolicy.com/pdf/2009-12-PB24-UnlockKids-ml.pdf>.

<sup>30</sup> See Marc A. Levin, Tex. Pub. Pol'y Found., *Getting More for Less in Juvenile Justice: Innovative and Cost-Effective Approaches to Reduce Crime, Restore Victims, and Preserve Families* 16-35 (Mar. 2010), available at [http://www.njjn.org/uploads/digital\\_library/resource\\_1535.pdf](http://www.njjn.org/uploads/digital_library/resource_1535.pdf); Disability Rights Tex., Nat'l Ctr. for Youth Law & Tex. Appleseed, *Thinking Outside the Cell: Alternatives to Incarceration for Youth with Mental Illness* (Apr. 2011), available at

Counties that have seen a dramatic reduction in detention have used vacant beds for specialized treatment programs, or moved staff into community-based alternatives.<sup>31</sup> Harris County – which historically had a problem with overcrowding in its detention facility – has been operating under capacity for several years.<sup>32</sup> While it is not unusual for counties with significant vacancies to downsize and move staff into other probation services, closure of a county-operated detention facility would be unusual. Though there are fewer facilities in operation, today, than there were in 2000, the reduction is likely due to the significantly smaller number of privately run facilities – indicating that many counties have simply opted to cancel contracts with private vendors. Some of these counties may now be contracting with county-run facilities in a neighboring county rather than with a private vendor.

*B. Placement & Alternatives to Placement*

In Texas, a youth who has been adjudicated delinquent may be placed in a county facility (secure or non-secure)<sup>33</sup> or committed to a state facility (high or medium restriction).<sup>34</sup> Youth on probation or committed to the Texas Youth Commission may also be placed in a secure or non-secure therapeutic setting for specialized treatment purposes, or in an emergency shelter if they must be removed from their home on a short-term emergency basis. These facilities are licensed by the Department of Family and Protective Services (DFPS) and are privately run.<sup>35</sup> The only non-secure *correctional* facilities are operated by county probation departments.<sup>36</sup>

**State and County Juvenile Correctional Facilities**

	No. Secure	No. Limited Secure	No. Nonsecure
County	35	0	10
State	8	9	0

Chapter 59 of the Texas Family Code outlines a progressive sanctions model of consequences and punishments for adjudicated youth.<sup>37</sup> Youth become eligible for placement in a secure county-run facility at Level 5 of the model.<sup>38</sup> Level Five is applied when a youth who is a first-time offender is adjudicated delinquent for a first-degree

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<http://www.youthlaw.org/fileadmin/ncyl/youthlaw/publications/NCYL-thinking-outside-the-cell-report.pdf>.

<sup>31</sup> Information provided by TJPC in response to Texas Appleseed’s inquiry.

<sup>32</sup> *Id.*

<sup>33</sup> See Tex. Fam. Code §51.02(8-a) & (13).

<sup>34</sup> A high restriction facility is defined as a program which is secured by a perimeter fence; a medium restriction facility is any residential program which provides routine unsupervised access to the community, and includes TYC halfway houses. 37 Tex. Admin. Code §85.27(d)(1-2).

<sup>35</sup> See TJPC, The State. of Juv. Probation Activity in Texas, Calendar Year 2008, *supra* note 22.

<sup>36</sup> Tex. Fam. Code §51.02(8-a).

<sup>37</sup> Tex. Fam. Code §§59.001-59.010; see also Progressive Sanctions Model chart, attached.

<sup>38</sup> *Id.* at §59.008.

felony that does not involve a weapon or serious bodily injury.<sup>39</sup> A youth may also become eligible for placement in a secure post-adjudication facility if they violate probation by committing a subsequent offense.<sup>40</sup>

In the progressive sanctions model, once the youth reaches Level Six, he or she is eligible to be committed to TYC.<sup>41</sup> After Senate Bill 103 was passed during the 2007 legislative session, the only youth eligible for TYC placement were youth who were adjudicated for a felony offense. TYC's jurisdiction over a child ends at age 19, at which point he or she must either be, released with no supervision, paroled to TDCJ or transferred to a TDCJ facility.<sup>42</sup>

For profiles and comparisons between youth committed to TYC, placed in secure facilities, and on probation, see appendix.

### 1. Texas Juvenile Probation Commission

The number of juveniles placed in a county-level residential placement over the last ten years has increased.<sup>43</sup> This is likely due, in part, to the same emphasis on incarceration that fueled the increased population in TYC facilities. Just as the legislature increased funding for state secure facilities, it also appropriated money for county-based secure facilities. In 1995, the legislature appropriated \$37 million in bond proceeds to TJPC for the construction of 1,000 additional secure post-adjudication beds.<sup>44</sup> As a result, 19 counties received funding to increase capacity in their post-adjudication facilities.<sup>45</sup>

These numbers have begun to decrease since 2008, however.

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<sup>39</sup> *Id.* at §59.003(a)(5).

<sup>40</sup> *Id.* at §§59.003(b)-59.003(d).

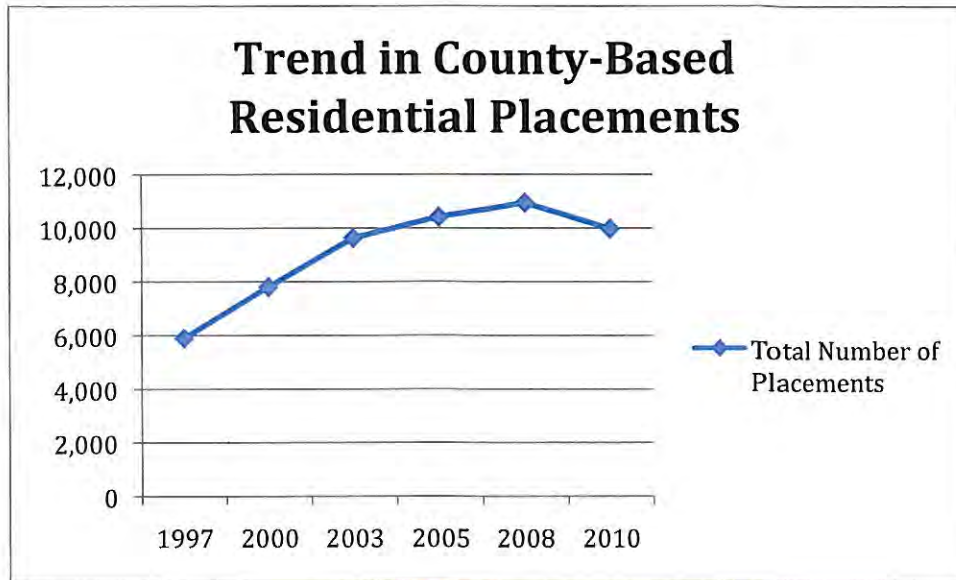
<sup>41</sup> *Id.* at §59.009.

<sup>42</sup> Tex. Hum. Res. Code §61.084.

<sup>43</sup> See TJPC, Texas Juv. Probation Statistical Rep. Calendar Year 1997 (1998), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT1997.pdf>; TJPC, The State of Juv. Probation Activity, Calendar Year 2000, *supra* note 22; TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2005 (2006), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2005.pdf>; TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2008, *supra* note 22; data for 2010 provided by TJPC in response to Texas Appleseed's request.

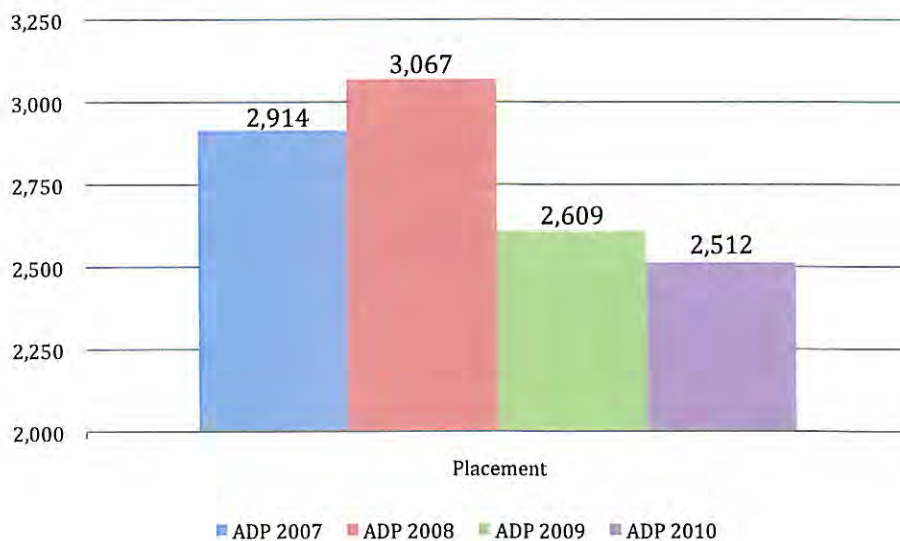
<sup>44</sup> Texas Sunset Advisory Commission, *supra* note 1, at 76.

<sup>45</sup> *Id.*



Similarly, the average daily population for residential placements has decreased over the last two years, after spiking in 2008.<sup>46</sup> The 2008 spike may be due, in part, to reluctance on the part of juvenile judges to commit youth to TYC as a result of the 2007 scandals and ongoing problems with conditions in facilities.<sup>47</sup> It may also have been due to the new restriction on eligibility of misdemeanants for placement in state secure facilities.

#### Average Daily Population in County Residential Placements, 2007-2010<sup>48</sup>



<sup>46</sup> TJPC, 82nd Leg. Session Agency Info. Packet 18 (2011).

<sup>47</sup> See Judge W. Jeanne Meurer, *Meurer: State Scandal's Fallout Straining Local Resources*, Austin Am. Statesman, Mar. 27, 2007, available at <http://shapleigh.org/news/1263-meurer-state-scandal-s-fallout-straining-local-resources>.

<sup>48</sup> TJPC, *supra* note 46.

A “residential placement” may include placement in a secure or non-secure correctional facility, or in a DFPS licensed treatment facility or emergency shelter. However, a look at the breakdown of where youth are placed shows that the majority of youth who are in a residential placement are served in a secure post-adjudication facility.

**Aggregate Number of Placements & Average Daily Population:  
County Facilities (2010)<sup>49</sup>**

	Total No. of Youth	Average Daily Population
Emergency Shelter	2367	
Residential Treatment	3135	
Secure Facility	4477	
Total	9,979	2,512

In 2010, the average length of stay for a youth in a county-based residential placement (which includes secure, non-secure, and DFPS licensed treatment facilities) was 154 days.<sup>50</sup> The average length of stay has increased since 2000, when youth in a residential placement stayed an average of 129 days.<sup>51</sup>

Just as we are beginning to see a decline in the number of residential placements at the county level, the number of post-adjudication detention facilities has declined over the 10-year period. This resulted in fewer beds in post-adjudication facilities. The biggest decline has been in the number of privately operated post-adjudication facilities.

**Number of County Owned & Private Post-Adjudication Facilities, 2000 & 2010<sup>52</sup>**

	2000	2010
County Owned	28	32
Private	13	3
Total Facilities	41	35
Total Capacity	2,281	1,961

2. Texas Youth Commission

As discussed above, the number of commitments to the Texas Youth Commission also increased steadily in the late 1990’s. Between 1995 and 1999, the population in TYC

<sup>49</sup> Taken from table created by TJPC for forthcoming report, provided to Texas Appleseed in response to request, see appendix.

<sup>50</sup> TJPC, *supra* note 46, at 5.

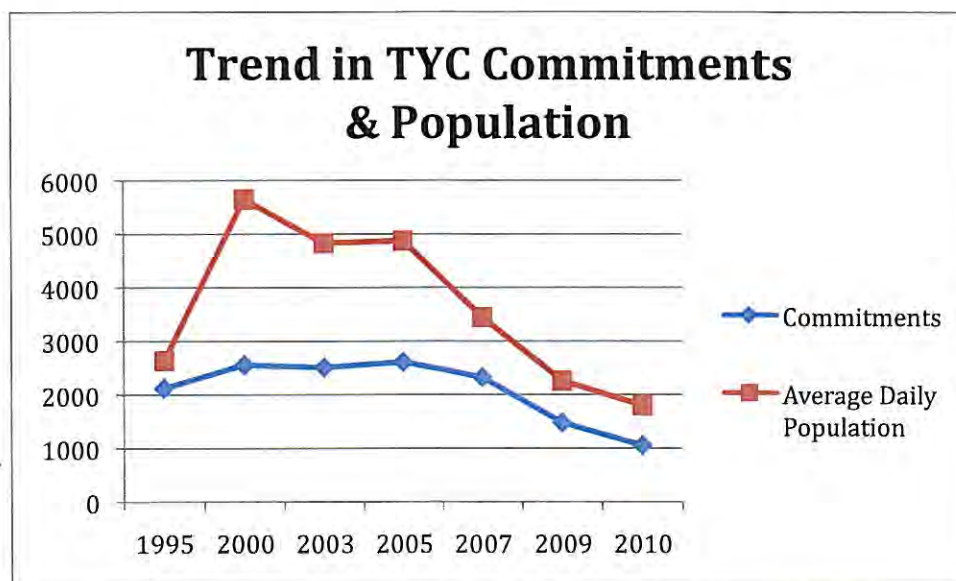
<sup>51</sup> TJPC, The State of Juv. Probation Activity, Calendar Year 2000, *supra* note 22, at 35.

<sup>52</sup> TJPC, The State of Juv. Probation Activity, Calendar Year 2000, *supra* note 22, at 36; TJPC, *Facilities Registry, available at*

<http://www.tjpc.state.tx.us/publications/other/searchfacilityregistry.aspx>

facilities more than doubled.<sup>53</sup> Ironically, this occurred during a period when juvenile crime was beginning to decline – a trend that continues to this day.<sup>54</sup> The agency was in the process of adding additional bed space in existing facilities and constructing new facilities in 2000.<sup>55</sup>

This trend remained relatively stable until 2007, when scandals erupted surrounding physical and sexual abuse in TYC facilities and spurred a reform movement during that year’s legislative session.<sup>56</sup> Senate Bill 103 was passed during the 2007 session in response to the revelations regarding abuse in TYC settings. Though most provisions of the bill related to conditions issues specific to TYC’s secure facilities, it did include a provision that eliminated the ability to commit a youth to TYC for a misdemeanor offense, and reduced the age of the youth over which TYC had jurisdiction from 21 to 19.<sup>57</sup> Both these measures resulted in a decrease in commitments in the subsequent biennium.



By 2010, the number of commitments to TYC was the lowest it had been in over ten years.

<sup>53</sup> TYC, *supra* note 2, at 15. While commitments increased steadily between 1995 & 2000, this increase is not solely responsible for the population trends. As a result of changes made by the legislature in 1995, the minimum length of stay for youth committed to TYC increased significantly. *Id.* at 20; Texas Sunset Advisory Commission, *supra* note 1, at 68-69. This resulted in an increased length of stay for youth in TYC facilities, driving up population as commitments increased. *Id.* at 91.

<sup>54</sup> *Id.*

<sup>55</sup> *Id.* at 59.

<sup>56</sup> See S. 103, *supra* note 6.

<sup>57</sup> *Id.*



**New Commitments & Average Daily Population in  
State (TYC) Secure Facilities (2010)<sup>58</sup>**

New Commitments	1,143
Contract Care	133
Halfway Houses	149
Secure Facilities	1695

The average length of stay for a youth committed to a TYC facility in 2010 was 17 months.<sup>59</sup> Length of stay has not varied as dramatically as commitment and population numbers, with youth staying an average of almost 19 months in 2000.<sup>60</sup>

TYC contracts with only one secure privately operated facility.<sup>61</sup> Some of the limited secure “halfway houses” are privately run, and are used for youth as a transition from secure facilities before being placed on parole.<sup>62</sup> The Texas Youth Commission also contracts with 14 privately run non-secure facilities or programs for specialized treatment needs.<sup>63</sup> These facilities are licensed by DFPS, but TYC plays a monitoring role to ensure quality services for the youth committed to their care.<sup>64</sup>

As a result of the dramatic decline in population since 2007, nine of Texas’ state secure (TYC) facilities have closed. This reduced available bed space in the state’s secure facilities. In 2000, TYC capacity was 4,334.<sup>65</sup> In 2011, the Texas legislature funded TYC for an average daily population of 1,372 youth.<sup>66</sup>

**TYC Facility Closures 2007-2011**

Facility	Year Closed	Capacity
Marlin	2007	436

<sup>58</sup> Memorandum from Robin McKeever, Deputy Executive Director, Texas Youth Commission & James Smith, Director of Youth Services, Texas Youth Commission, to Cherlyn K. Townsend, Executive Director, Texas Youth Commission on Decisions for Continuing or Closing Facility Operations, “Planning for the Long Term: TYC Secure Facility Capacity Needs and Capabilities” (May 20, 2011), *available at* <http://www.tyc.state.tx.us/facilityclosureinformation/boardmaterialspacket1.pdf>

<sup>59</sup> TYC Ann. Population Trends, *available at* [http://www.tyc.state.tx.us/research/growth\\_charts.html](http://www.tyc.state.tx.us/research/growth_charts.html)

<sup>60</sup> *Id.*

<sup>61</sup> This is a privately-run county post-adjudication facility in Garza County.

<sup>62</sup> *See* TYC, How Offenders Move Through TYC, [http://www.tyc.state.tx.us/about/how\\_movethru.html](http://www.tyc.state.tx.us/about/how_movethru.html) (last visited Aug. 23, 2011).

<sup>63</sup> TYC, Residential Contract Care, [http://www.tyc.state.tx.us/programs/contract\\_care.html](http://www.tyc.state.tx.us/programs/contract_care.html) (last visited Aug. 23, 2011).

<sup>64</sup> *Id.*

<sup>65</sup> TYC, TYC Population Trends, *supra* note 59.

<sup>66</sup> S. 1, General Appropriations Act, 82<sup>nd</sup> Sess., Texas Youth Commission, Performance Measure Targets, V-49 (Tex. 2011).

San Saba	2007	356
Coke County (GEO operated)	2007	200
Sheffield Boot Camp	2008	128
West Texas (Pyote)	2010	240
Victory Field	2010	336
Al Price	2011	216
Crockett	2011	208
Ron Jackson II	2011	112
<b>TOTAL REDUCTION IN BEDSPACE:</b>		<b>2,232</b>

In addition, the Mart I & Mart II facilities were consolidated as part of the 2011 closures. The average annual savings represented by a TYC facility closure is approximately \$9.6 million.<sup>67</sup> Thus, the reduction in population & resulting facility closures resulted in a significant savings to the state, as discussed below.

### 3. Adult Certification

Just as the number of youth in secure placements and TYC facilities increased in the 1990's, the number of youth certified as adults also increased dramatically. Between 1990 and 1997, the number of youth certified for transfer to the adult system increased 190 percent.<sup>68</sup> While the number has decreased by more than half since 1995, there has been a slight increase in the number of youth tried as adults since 2000. However, certifications have been relatively stable since TYC began closing facilities in 2007.

#### Trend in Youth Certified as Adults, 1995-2010<sup>69</sup>

1995	1997	2000	2003	2005	2007	2009	2010
535	467	198	139	178	212	220	229

<sup>67</sup> Based on an economic analysis of restructuring completed by FTI Consulting, Inc. for Texas Appleseed. FTI used figures from the "TYC Decision Matrix" created by TYC, which included facility costs. The FTI estimate includes the necessary closing and carrying costs associated with closure, which may include repairs & maintenance, demolition, realty fees, transportation of materials & equipment, among other things. The FTI chart and TYC figures are included as attachments.

<sup>68</sup> TJPC, Texas Juv. Probation Statistical Rep. Calendar Year 1997 23 (1998), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT1997.pdf>.

<sup>69</sup> TJPC, The State of Juv. Probation Activity in Texas, Calendar Year 2003 15 (2004), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2003.pdf>; The State of Juv. Probation Activity in Texas, Calendar Year 2008 17 (2009), available at <http://www.tjpc.state.tx.us/publications/reports/RPTSTAT2008.pdf>; TJPC, *supra* note 39, at 16.

## II. PRE & POST REFORM BUDGETS

Both TJPC and TYC have seen changes to their budgets as a result of the legislative decisions following the 2007 reforms. TJPC's budget has increased to include more money for county-based programming intended to divert youth from TYC commitment, and TYC has seen their funding shrink as the population in state secure facilities dropped.<sup>70</sup>

These changes have significantly contributed to the reduction in the number of youth in both county and secure state facility placements discussed above.<sup>71</sup>

### *A. Texas Juvenile Probation Commission*

Though counties provide the majority of funding for county-level probation services, the Texas Juvenile Probation Commission offers state grant funding to supplement local monies.<sup>72</sup> State funding makes up about a quarter of all funding for county-based services.<sup>73</sup>

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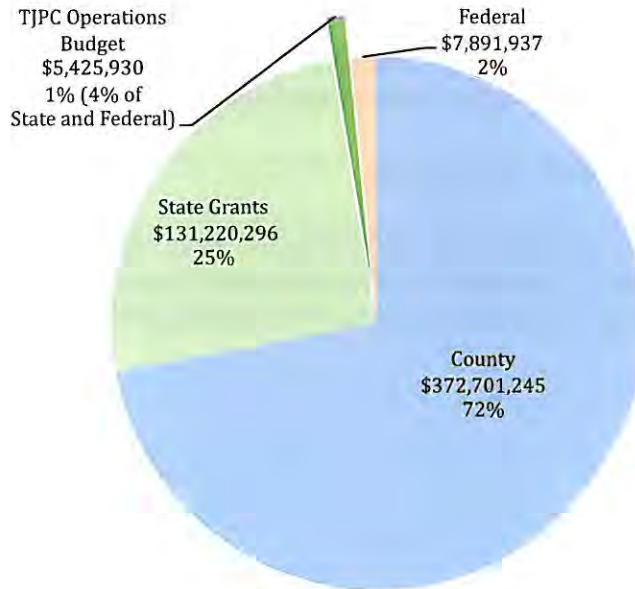
<sup>70</sup> Much like the changes to substantive law regarding eligibility of youth for TYC commitment (see footnote 6), the budgetary changes were not entirely unprecedented in Texas. In 1993, the legislature appropriated additional funds to TJPC "with the express mandate of reducing commitments to TYC." Thus, in 1993, the percentage of TYC commitments to overall referrals declined despite increased referrals to the juvenile system. TYC, *supra* note 2, at 15.

<sup>71</sup> See TJPC, House Committee on Corrections Interim Hearing Information Packet 1-8 (September 29, 2010)(on file with author); see also TJPC, *supra* note 46, at 5-12.

<sup>72</sup> TJPC allocates funds appropriated by the Texas legislature in the form of grants to local juvenile boards. A wide range of funding is supported through this process, from financial assistance for basic probation services to financial assistance or funding of post-adjudication facilities operated at the county level. TJPC allocates these funds through the State Financial Assistance Contract. TJPC, Ann. Rep. to the Governor and Legis. Budget Board: Juv. Probation Appropriations, Riders and Special Diversion Programs 1 (2010).

<sup>73</sup> TJPC, *supra* note 46, at 23.

### Juvenile Probation Funding Comparison (FY 2009)



State funds are distributed to counties through grants, with distribution for basic funding based on the county's juvenile age population and number of referrals to the juvenile probation department.<sup>74</sup> Juvenile probation departments are required to spend grant funds solely for the provision of juvenile probation services and programs within the following budget categories:<sup>75</sup>

- Salaries and fringe benefits;
- Travel;
- Operating expenses;
- Non-residential services;
- Residential services.

Juvenile programs and services for which probation departments may expend state funds include community-based mental health services, individual and family counseling, substance abuse prevention and intervention, anger management, intensive supervision, family preservation, sex offender treatment, electronic monitoring, mentoring, after

<sup>74</sup> TJPC, *supra* note 72.

<sup>75</sup> *Id.* at 28.

school programs, psychological and psychiatric evaluation, and therapeutic treatment.<sup>76</sup> Funds may also be spent on placement in secure or non-secure facilities where youth receive education, treatment, and specialized services.<sup>77</sup> Juvenile probation departments are required to submit a quarterly expenditure report detailing the use of all state funds.<sup>78</sup>

In its appropriations to TJPC for the 2012-2013 biennium, the legislature consolidated several of TJPC's funding streams to provide more flexibility in use of funds. Over the years, the addition of state grant funding to TJPC's budget targeting distinct programming resulted in a fragmented funding stream, with 18 separate grants managed by TJPC.<sup>79</sup> This resulted in a system in which case management was driven by funding requirements rather than youth need.<sup>80</sup> Counties also complained of the administrative headache caused by oversight of so many grants, each with distinct reporting requirements and accountability measures.<sup>81</sup>

To address this problem, TJPC worked prior to the start of the 2011 legislative session to develop consensus around the unification of funding streams. The agency received input from juvenile probation department across the state, then worked with the Legislative Budget Board and key legislators to develop support for the initiative.<sup>82</sup> TJPC reviewed the requirements of each funding stream to identify the grants that could be consolidated. Based on this review, TJPC's Legislative Appropriations Request (LAR) for the 2012-2013 biennium reflected a consolidation of funding streams.<sup>83</sup> These funding streams were unified as requested by the agency, with only a few key programs maintaining a distinct funding stream.<sup>84</sup> While this allows counties more flexibility, there are no limits in place – either statutorily or otherwise - on the amount or percentage of funding that may be used for residential programs, a problem that concerns advocates.

#### 1. Increased funding for Community-Based Programming

As part of the reform movement, the Texas legislature increased state funding meant to divert youth away from commitment to the Texas Youth Commission. The first wave of additional monies, appropriated by the 2007 legislature, supplemented county funding in

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<sup>76</sup> *Id.*

<sup>77</sup> *Id.*

<sup>78</sup> *Id.*

<sup>79</sup> TJPC, *supra* note 46, at 29.

<sup>80</sup> *Id.* at 30. For example, local probation officials complained that funding streams earmarked for secure placement sometimes kept them from more appropriately addressing needs in the community.

<sup>81</sup> *Id.*

<sup>82</sup> *See Id.*

<sup>83</sup> *Id.*

<sup>84</sup> Vicki Spriggs, 82<sup>nd</sup> Texas Legislature Appropriations to the Texas Juvenile Probation Commission: One Unified Fund for Our Children, 25 St. B. Sec. Rep. Juv. L. (2011 Special Legislative Issue) 3, 5 (2011), *available at* [http://txchildren.org/Images/Interior/news/juvenile\\_section\\_texas\\_legislative\\_edition.pdf](http://txchildren.org/Images/Interior/news/juvenile_section_texas_legislative_edition.pdf). Programs with specific funding include the Commitment Reduction Program ("Grant C"), and the Special Needs Diversionary Program.

anticipation of the increased responsibility counties would bear for treating misdemeanor youth no longer eligible for TYC placement.<sup>85</sup> Total new funding was approximately \$57 million.<sup>86</sup>

A second new grant was created as a result of additional funding appropriated by the 2009 legislature, with the intention of diverting additional youth away from TYC.<sup>87</sup> This grant – the “Community Corrections Diversion Program” also referred to as “Grant C” – was patterned after successful initiatives in other states that incentivized diversion from state secure facilities. All counties were eligible for funding through this grant, but participation was voluntary. During the first year of the grant program, 143 departments accepted funding and 25 declined to participate.<sup>88</sup> However, of the departments that declined funding in the first year, nine agreed to participate in 2011.<sup>89</sup>

While funding for “Grant C” was based on each juvenile probation department’s proportion of the statewide weighted average of felony commitments to TYC from fiscal year 2006 through 2008, rider language also imposed a cap on the total number of commitments. The language required that if the commitment cap was exceeded TJPC would pay TYC a proportionate portion of the state funds provided through this diversion program.<sup>90</sup> However, in response to judges concerns that a “cap” on commitments might be unethical, in their contracts with counties TJPC instead referred to the cap as a “state target.”<sup>91</sup> To date, TYC commitments have not come even close to exceeding the cap. In fact, commitments decreased so drastically as a result of the success of the programs that the legislature reduced the cap in the rider adopted in the state’s budget for the 2012-13 biennium.<sup>92</sup>

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<sup>85</sup> The Intensive Community-Based Pilot Program (“Grant U”) was created to provide funding for counties with a population of at least 335,000. The largest three counties were eligible for funding through this grant simply by submitting a program proposal; the remaining large counties had an opportunity to submit an RFP in a competitive grant process. Additional funding was made available through the Intensive Community Based Program (“Grant X”) and was allocated based on FY 2008 misdemeanor referrals. TJPC, *supra* note 72, at 8-9. Funding was also added to the “Community Corrections Grant” and “Diversionary Grant Fund.” *Id.* at 6-7.

<sup>86</sup> S. 1, 79th Sess. (Tex. 2005); S. 1, 80th Sess. (Tex. 2007); *see also* TJPC, 81<sup>st</sup> Legis. Session Information Packet 2-8 (2009) (describing new funding appropriated in 2007). This additional funding did not come from savings represented by facility closures – the legislature appropriated this money *before* any of the 2007 closures took place.

<sup>87</sup> TJPC, *supra* note 72, at 8 (Community Corrections Diversion Program).

<sup>88</sup> TJPC, *supra* note 46, at 7.

<sup>89</sup> *Id.* at 8.

<sup>90</sup> *See* S. 1, General Appropriations Act, 81st Sess., Rider 21, at V-33 (Tex. 2009)

<sup>91</sup> Information provided to Texas Applesseed by TJPC upon request.

<sup>92</sup> S. 1, General Appropriations Act, 82<sup>nd</sup> Sess., Juvenile Probation Commission, Rider 15, at V-33 (Tex. 2011).

While the most recent legislative session did not see another increase in funding for county-based programming, the Texas legislature – convinced by the success of the programs put into place to divert youth from TYC – left TJPC’s funding virtually intact.<sup>93</sup>

Despite the prioritization on community-based treatment, a portion of the new funds were also used for treatment in residential placements. For example, of the “Grant C” Community Corrections dispersed to counties in fiscal year 2010, a portion of the money was used to treat youth in both secure and non-secure settings.<sup>94</sup>

**Community Corrections Diversion Program Funding by Initiative  
Fiscal Year 2010**

Placements – Secure	\$4,625,069
Placements – Non-Secure	\$5,254,679
Services	\$1,782,163
Programs	\$5,564,145
Supervision	\$1,516,444
Total	\$18,742,500

However, the vast majority of youth served through the programs created or funded through “Grant C” were treated in a community-based setting. In FY 2010, of the 3,911 youth served:<sup>95</sup>

- 2,415 juveniles were served in community programs
- 579 were served in specialized caseloads
- 1,170 were served in residential placements
- 301 were provided non-residential services

Only 58 of the juveniles served in FY 2010 through a “Grant C” funded program were subsequently committed to TYC.<sup>96</sup>

Requirements for state grants from TJPC include performance measures. For the “Grant C” program, these performance measures consist of:<sup>97</sup>

- Number of youth served;
- Percent of youth who completed the program, service, or placement;
- Number of youth committed to TYC during the grant period;
- Number of youth certified as adults during the grant period;

<sup>93</sup> See *Id.* at V-27-33 (reduction reflects a five percent cut in TJPCs budget, in addition to the five percent cut mandated for 2010 – approximately a 10 percent total reduction from GAA 2009).

<sup>94</sup> TJPC, *supra* note 46, at 9.

<sup>95</sup> *Id.* at 10.

<sup>96</sup> *Id.*

<sup>97</sup> TJPC, Requirements for Grant C – Commitment Reduction Program, attached. These performance measures were named in the rider to the TJPC budget outlining legislative requirements for the Grant C program. S. 1, *supra* note 92, at V-29.

- One, two, and three year recidivism rates for youth served in the program, service, or placement;
- Cost per youth.

The legislature requires TJPC to track youth served by this program “to determine the long-term success for diverting youth from TYC and the adult criminal justice system.”<sup>98</sup> County juvenile probation departments report monthly data to TJPC using a system that complies with TJPCs “Electronic Data Interchange Specifications.”<sup>99</sup> This process allows TJPC to track the success of the Grant C program, along with all other state-funded grants, and to step in with technical assistance and information where counties struggle with successful models. TJPC also engages in financial monitoring of all the state grants given to county probation departments.

## 2. Trends in Budget for Residential v. Non-Residential Services

While state funding for residential services has risen in the last 10 years,<sup>100</sup> funding as a proportion of the grants distributed for both residential & non-residential services has stayed about the same.

In 2010, of the \$156 million in the TJPC budget, more than \$134 million passed to counties through grants from TJPC, money was budgeted as follows:<sup>101</sup>

Salaries:	\$78,972,623
Travel/Training:	\$1,159,032
Operating Expenses:	\$3,389,156
Non-Residential Services: <sup>102</sup>	\$12,723,247
Residential Services: <sup>103</sup>	\$38,558,581

<sup>98</sup> *Id.* at Rider 15, V-33.

<sup>99</sup> See TJPC’s Data Collection Standards, 37 Tex. Admin. Code §341, Subchapter H; TJPC, Electronic Data Interchange Specifications, *available at* <http://www.tjpc.state.tx.us/publications/forms/2004/TJPCRES1704.pdf>

<sup>100</sup> Funding for residential services accounted for approximately 17 percent of TJPC’s budget in 2000, and 20 percent in 2010. Funding for non-residential services went from six percent of the TJPC budget to 8 percent.

<sup>101</sup> Information provided to Texas Appleseed by TJPC upon request. The \$134 million represents only a portion of the TJPC budget for 2010. Of the remaining \$22 million in the TJPC budget, about \$5 million was spent on administrative expenses, \$8 million was spent on Juvenile Justice Alternative Education Programs for students expelled from public schools, and Title IV E funds made up about \$7 million.

<sup>102</sup> Reflects costs associated with a service or program provided to a juvenile who has not been placed in a residential facility, or a service or program provided to a juvenile placed in a residential setting, but the service or program is not included in the cost per day for the juvenile’s placement. Costs also include psychological, psychiatric, and other professional diagnostic, evaluation, and therapeutic treatment services.



Total: \$134,802,639

Again, “residential” services include services in secure and non-secure correctional facilities, as well as treatment facilities licensed by DFPS.

In 2000, of the \$106 million appropriated to TJPC, \$81 million was passed to counties through grants. This money was used as follows:<sup>104</sup>

Salaries:	\$49,511,802
Travel/Training:	\$1,033,440
Operating Expenses:	\$2,015,181
Non-Residential Services:	\$6,506,038
Residential Services:	\$22,640,843
Total:	\$81,707,304

The cost-per-day and average length of stay for residential placement has increased between 2000 & 2010, explaining, at least in part, the increase in state funding for these services. In 2000, the cost-per-day for housing a juvenile in a residential placement (again, this includes both post-adjudication facilities and DFPS licensed treatment facilities) was \$77.62, and the average length of stay was 129 days.<sup>105</sup> In 2010, the average cost-per-day, as discussed above, was \$109.58, with an average length of stay of 154 days.<sup>106</sup> Thus, residential placements simply cost more today than they did 10 years ago.

The Texas Juvenile Probation Commission uses “level of care rates” for registered county correctional facilities. 2010 rates range from \$98 per day for “basic” care to \$225 per day for “intensive” care.<sup>107</sup> DFPS-licensed residential facilities follow level of care rates set by the Health and Human Services Commission. They range from \$39 per day for “basic” care to \$242 per day for “intense” care.<sup>108</sup>

## *B. Texas Youth Commission*

### 1. Decreased funding for state secure facilities

At the same time that the TJPC budget was increased to provide for additional grant funding for county-based programming through local probation departments, legislative appropriations to TYC began to shrink.

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<sup>103</sup> Reflects costs association with medical and dental diagnosis, evaluation, treatment and supplies; mental health diagnosis, treatment, and supplies; vocational and educational fees and supplies; transportation and meals; clothing and other personal hygiene supplies.

<sup>104</sup> Information provided by TJPC to Texas Appleseed.

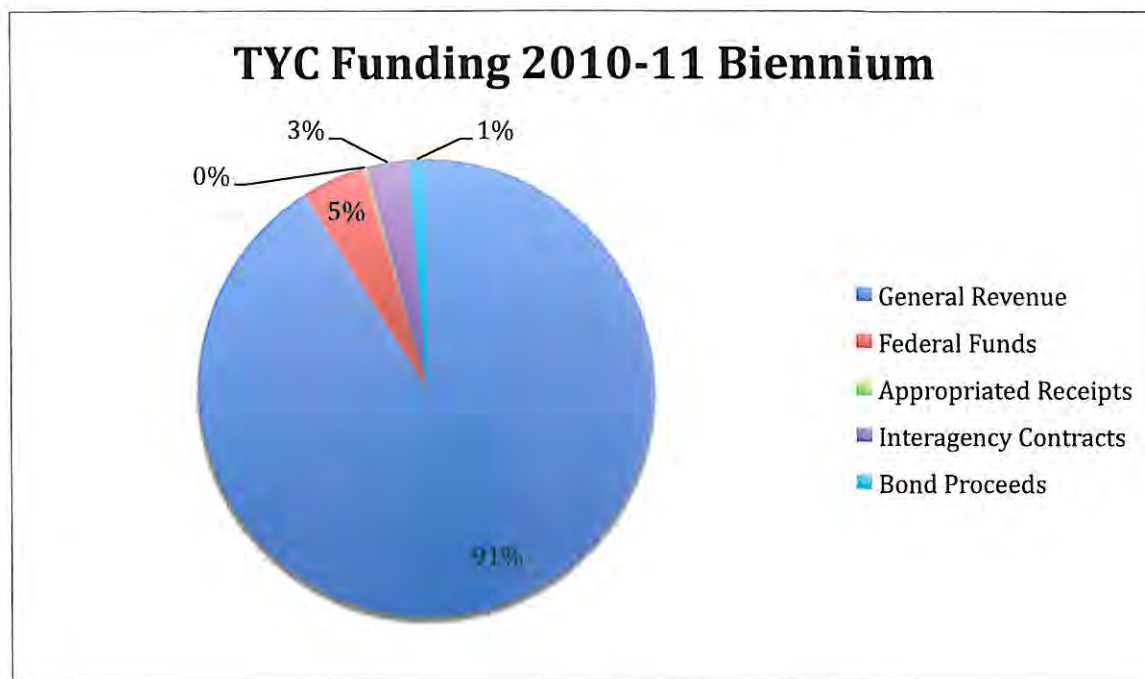
<sup>105</sup> TJPC, *The State of Juv. Probation Activity, Calendar Year 2000*, *supra* note 22, at 35.

<sup>106</sup> TJPC, *supra* note 46, at 5.

<sup>107</sup> See TJPC, *Tier Level of Care Rates for Registered Facilities*, attached.

<sup>108</sup> See Health and Human Services Commission, *Levels of Care Rates*, attached.

The majority of TYC's funding comes from the state:<sup>109</sup>



In 1999, the Texas Legislature appropriated \$268,564,146 for the Texas Youth Commission for FY 2000.<sup>110</sup> Of this money, the overwhelming majority was reserved for costs associated with placement in a secure or limited secure facility, with only \$9,399,096 reserved for aftercare services and \$9,609,396 reserved for indirect administration.<sup>111</sup> In 2010, the Texas Youth commission's total budget was \$224,579,203, with \$10,673,552 spent on parole services and \$12,829,469 spent on indirect administration.<sup>112</sup>

In 2009, the legislature made its first substantial cut to the TYC budget, eliminating approximately \$100 million in funding based on the decreased population.<sup>113</sup> Another cut was made in the most recent legislative session, with the 2011 legislature facing a \$27 billion budget shortfall. Again, based on the continued decline in the TYC population, the legislature made another cut of approximately \$116 million.<sup>114</sup>

<sup>109</sup> TYC, *Agency Funding* (2010), available at <http://www.tyc.state.tx.us/about/funding.html>

<sup>110</sup> S. 1, General Appropriations Act, 79<sup>th</sup> Sess., Texas Youth Commission, at V-56-60 (Tex. 1999).

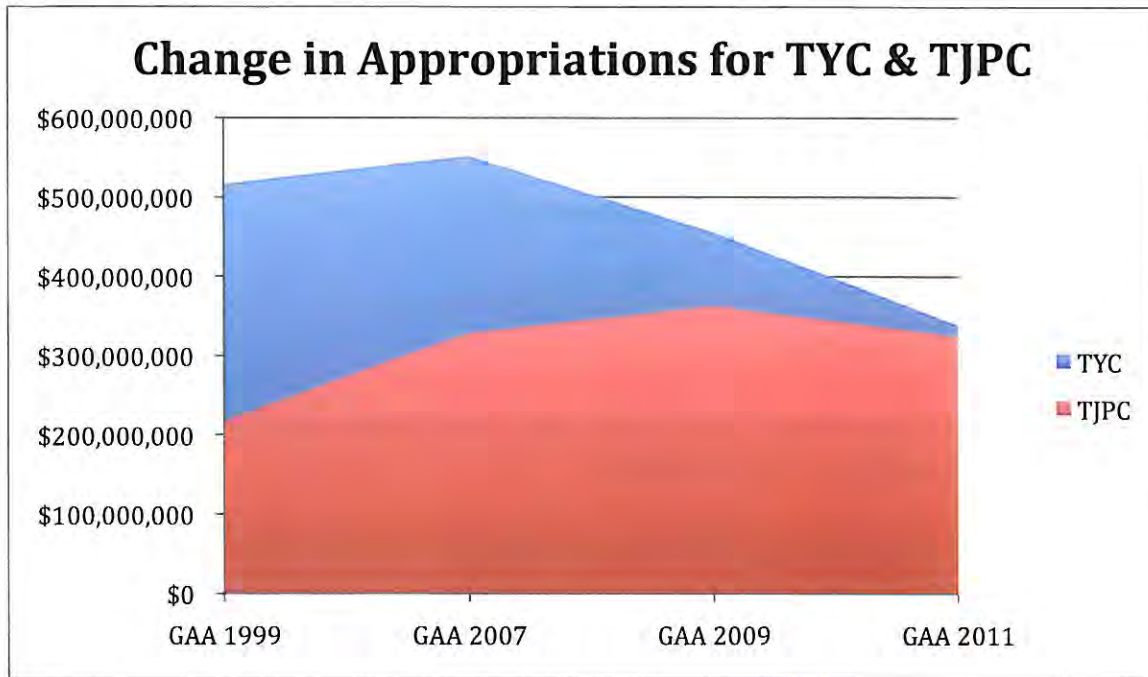
<sup>111</sup> *Id.*

<sup>112</sup> TYC, Legislative Appropriations Request for Fiscal Years 2012-2013, 82nd Sess. (Tex. 2010), available at [http://www.tyc.state.tx.us/about/TYC\\_LAR\\_FY2012-2013.pdf](http://www.tyc.state.tx.us/about/TYC_LAR_FY2012-2013.pdf).

<sup>113</sup> S. 1, *supra* note 90, at V-57.

<sup>114</sup> S. 1, *supra* note 92, at V-47.

So – as TJPC’s budget rose, with additional funding appropriated to divert youth away from state secure facilities, TYC’s budget dropped, reflecting a lower population:<sup>115</sup>



## 2. Budget structure for TYC & Per Diem Costs

In 2010, the breakdown of expenditures for TYC were as follows:<sup>116</sup>

Salaries and Wages	\$139,137,599
Other Personnel Costs	\$5,866,509
Professional Fees and Services	\$21,251,231
Fuels and Lubricants	\$739,461
Consumable Supplies	\$1,897,264
Utilities	\$6,274,494
Travel	\$1,614,869
Rent – Building	\$1,851,293
Rent – Machine and Other	\$846,515
Other Operating Expense	\$31,346,917
Client Services	\$3,067,686
Food for Persons – Wards of State	\$3,487,289

<sup>115</sup> These figures are taken from the Texas General Appropriations Acts for 1999, 2007, 2009 & 2011 and reflect appropriations for the biennium. They do not reflect budget reductions mandated by the state during years that the state was running a budget deficit (for example, in FY 2010), but simply show the amount originally appropriated.

<sup>116</sup> TYC, *supra* note 112, at 19.

Capital Expenditures	\$7,198,076
Total	\$224,579,203

Fringe Benefits for TYC employees are not included in the money appropriated for the agency – they are instead included in the budget for the Employees Retirement System of Texas (the agency that manages health, insurance, and retirement benefits for state employees). Employee benefits for TYC employees for 2012 are estimated at more than \$41 million.<sup>117</sup>

Of the above, indirect administration accounts for:<sup>118</sup>

Central Administration:	\$6,592,464
Information Resources:	\$4,453,698
Other Support Services:	\$1,783,307

The Legislative Budget Board compiles per diem costs for the state’s criminal and juvenile justice agencies for each biennium.<sup>119</sup>

TYC’s cost-per day for the last three years is broken down as follows:<sup>120</sup>

Program	2008	2009	2010
Assessment & Orientation	\$61.16	\$63.84	\$77.37
State-Operated Facilities	\$270.49	\$323.05	\$359.58
Contract Facilities	\$147.41	\$193.30	\$203.57
Halfway Houses	\$184.26	\$204.26	\$282.01
Parole Supervision	\$13.61	\$19.37	\$23.13

The increase in the per diem rate is due, in large part, to the reduced population in TYC secure facilities, and reduced commitments to TYC.<sup>121</sup> Since the cost of running facilities does not change much even when the number of youth being served is lower, as the population dropped over the course of the 2010-2011 biennium, the per diem cost increased.<sup>122</sup> Generally speaking, TYC opted to close facilities or downsize only when forced to do so by legislative budget cuts, or in response to problems involving abuse or facility conditions.

<sup>117</sup> S. 1, *supra* note 92, at V-51.

<sup>118</sup> *Id.*

<sup>119</sup> Legislative Budget Board, *supra* note 19.

<sup>120</sup> *Id.* at 17.

<sup>121</sup> *Id.*; Sunset Advisory Commission, Commission Decisions, Texas Youth Commission, Texas Juvenile Probation Commission, Office of Independent Ombudsman 15 (2011)(“While overall expenditures across TYC have gone down since 2008, spending per youth has continued to increase dramatically as a result of ongoing reductions in TYC population.”)

<sup>122</sup> *Id.*

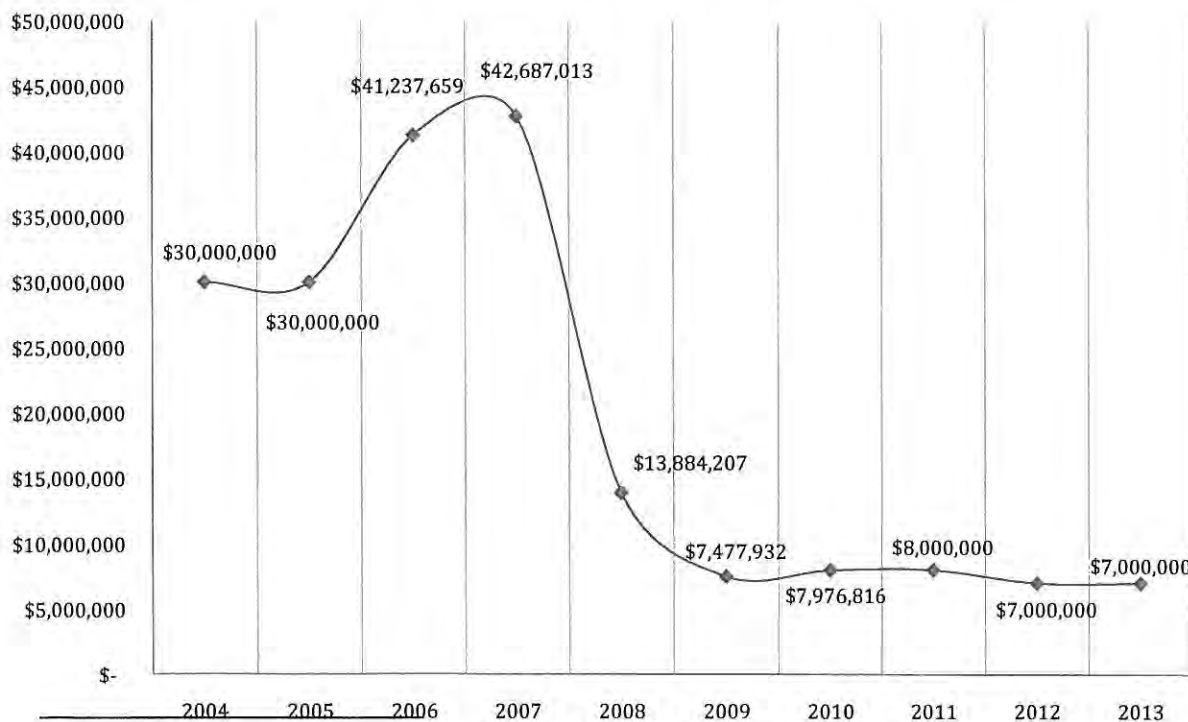
During FY 2010, the total bed capacity at the 10 secure TYC facilities was 2,431. However, appropriations for FY 2010 only budgeted for a daily population of 1,996. The actual daily population was 1,505.

If the population remains stable, the most recent closure of facilities should reduce placement costs. However, as the number of commitments continues to drop, placement costs may remain high because the number of youth actually committed is lower than the number of youth the agency is budgeted to serve.

*C. Federal Funding – Title IV E & Medicaid*

As is clear from the data, above, federal funds make up only a very small percentage of funding for juvenile services in Texas. Federal Title IV E funds used to represent a much more significant portion of funding for juvenile justice programs in Texas. However, in September 2007, Texas participated in a pilot Administrative Cost Review by the Federal Administration for Children and Families (ACF).<sup>123</sup> ACF modified their interpretation of the requirements to access these funds, resulting in a significant decrease in the funds available for administrative costs through Title IV E.<sup>124</sup>

**Texas Juvenile Probation Commission  
History of Title IV-E Funding  
Fiscal Year 2004 through Fiscal Year 2013<sup>125</sup>**



<sup>123</sup> TJPC, Legislative Appropriations Request for Fiscal Years 2012 and 2013 3 (2011).

<sup>124</sup> *Id.*

<sup>125</sup> TJPC, 82<sup>nd</sup> Legislative Session Agency Information Packet 24 (2011).

Medicaid funds cannot be used for youth while they are in a secure facility, whether county or state-based.<sup>126</sup> However, TJPC and TYC have entered into an MOU with the Texas Health and Human Services Commission detailing steps the agencies will each take to ensure that a youth will be assessed for Medicaid eligibility before they are released from the facility so that there is not a gap in coverage once the youth is released.<sup>127</sup>

### III. SAVINGS TO STATE

As reflected, above, the legislature’s decision to place additional restrictions around the youth who were eligible for placement in TYC, along with increasing funding for community-based treatment led to a significant decrease in commitments to TYC. The decrease in population, in turn, led to facility closures and budget cuts to TYC.

When the new appropriations for TJPC along with the cuts to the TYC budget are considered together, you see a significant savings to the state of Texas as a result of the restructuring of the system. Consider the difference between the combined appropriations from the state’s general revenue (GR) fund for TJPC & TYC by the 2007 legislature compared to the appropriations for the two agencies for the 2012-13 biennium:

	2007 Appropriations from GR	2011 Appropriations from GR
TJPC	\$246,732,347	\$290,670,727
TYC	\$450,738,320	\$313,086,316
<b>TOTAL</b>	<b>\$697,470,667</b>	<b>\$603,757,043</b>

**SAVINGS = \$697,470,667 - \$603,757,043 = \$93,713,624**

### IV. CONCLUSION

Texas has seen a dramatic decrease in its use of state secure facilities, as well as a less dramatic reduction in use of secure county-based post-adjudication facilities. The movement away from incarceration is the result of both a substantive change to the law which limited youth eligible for placement in TYC, as well as increased funding for community-based alternatives to placement in a secure facility.

<sup>126</sup> 15 Tex.Admin. Code §358.215.

<sup>127</sup> Memorandum of Understanding and Agreement between the Texas Health and Human Services Commission and Texas Juvenile Probation Commission for the Eligibility of Certain Individuals for Child Health Plan Coverage or Medical Assistance or Release from Certain Facilities or Other Settings (2010)(on file with author).

Over the course of the movement toward de-incarceration, Texas has shown that many of the unintended consequences stakeholders often fear did not come to fruition. The number of youth certified as adults did not rise dramatically, nor did county facilities see a large increase in population. State-operated facilities have not been replaced by privately operated facilities – in fact, in Texas, we’ve seen a trend *away* from the use of private facilities in the juvenile system over the last decade.

However, challenges remain. As the discussion, above, illustrates, Texas has a long way to go in ensuring consistent quality programming at the county level. The movement toward increased funding for community-based programming must include adequate performance measures to ensure proven programs are put into place. In addition, Texas needs to work to ensure that counties are encouraged to prioritize non-residential programming. This push must include increased transparency around the breakdown of funding used by counties between non-residential and residential programming – where this information is provided, here, it was only available through specific requests to TJPC and is not found in any of the agency’s published materials.

Texas also has a number of hurdles to face during the transition to the new Juvenile Justice Department. In addition to question surrounding agency leadership, transition issues will include:

- Ensuring that the agency’s focus is consistent with the purpose & goals language included in Senate Bill 653.
- Developing a budget for the new agency that is consistent with this language.
- Realizing a true merger and a unified, “seamless” system, rather than simply allowing TYC and TJPC to continue “status quo” under a single board.
- Recognizing all the savings that can be realized through the merger process, and reinvesting these funds in programming consistent with the prioritization of community-based programming.

Texas has come a long way, but advocates will continue to push for a model system.





October 6, 2011

*Ms. Chelsea Buchholtz, Governor's Advisor, Office of the Governor Budget, Planning, and Policy Division*

*Mr. Albert Hawkins, Public Policy Consultant, Hawkins Public Policy*

*Mr. Scott Matthew, Executive Director, Williamson County Juvenile Services*

*The Honorable Ruth Jones McClendon, Texas State Representative, San Antonio District 120*

*Ms. Vicki Spriggs, Executive Director, Texas Juvenile Probation Commission*

*Ms. Cherie Townsend, Executive Director, Texas Youth Commission*

*Ms. Debbie Unruh, Independent Ombudsman, Texas Youth Commission*

RE: Prevention and Early Intervention services in the Texas Juvenile Justice Department

Dear Members of the Juvenile Justice Services and Facilities Transition Team,

We write to you to stress the need for focused attention on prevention when devising the legislatively mandated transition plan. The Transition Team plays a very important role in ensuring the Texas Juvenile Justice Department (TJJD) adheres to the language and intention of Senate Bill 653 and is able to create the effective continuum of services that is central to the legislation.

SB 653 gave the state's new juvenile justice agency the responsibility for providing prevention and intervention services related to juvenile delinquency, truancy, and dropping out of school. TJJD is required to create and administer a statewide plan for prevention and intervention, improve efficiency and coordination of prevention dollars, fund research-based programs, and use outcome measures to evaluate success of the prevention and intervention programs. (Section 203.0065)

Because the prevention and early intervention functions have previously resided with other agencies, steps will need to be taken to ensure there is clear interagency understanding of new responsibilities and allocation of resources. Currently, the Department of Family and Protective Services (DFPS) and the Texas Education Agency (TEA) operate prevention and early intervention programs for delinquency and dropping out of school. The bill pattern the Legislature adopted for TJJD has a line item for prevention, but, like all of the budget items for the new agency, a specific amount was not appropriated.

Fully funded prevention and early intervention services are key to the success of Texas youth as well as of the new juvenile justice agency. We urge you to ensure the agency's prevention and intervention services are fully funded in the budget recommended for approval by the TJJD Executive Board in December. To this end, when drafting the budget, one of the Transition Team's first tasks should be to get clarification from the Legislative Budget Board and the Governor's Office of Budget and Planning on what funding can be available for the prevention budget. Once this is determined, we ask that you work with DFPS and TEA to transfer appropriations to TJJD using inter-agency Memoranda of Understanding (MOU) so that TJJD can carry out this prevention mandate.

Finally, as the transition team works to support the merger of the two existing juvenile justice agencies, we encourage you to allocate any savings found to prevention, intervention and community based programs that further the stated goals of the legislation rather than committing additional savings to the State's General Revenue Fund. We believe these measures are critical to not only implementing the legislation as intended, but also ensuring the best outcomes for Texas youth.

Sincerely,

ACLU of Texas

Community SOLUTIONS of El Paso

Council on At-Risk Youth

Disability Rights Texas

Houston Federation of Families for Children's Mental Health

Mental Health America of Greater Dallas

Mental Health America of Greater Houston

Mental Health America of Texas

MHMR Services for The Concho Valley

National Association of Social Workers/Texas Chapter

One Voice Texas

Spirit Reins

Texans Care for Children

Texas Appleseed

Texas Criminal Justice Coalition

Texas Impact

Jennifer Rockett, Ph.D.



November 4, 2011

Chelsea Buchholtz  
Advisor to the Governor  
Chair, Juvenile Justice Services and Facilities Transition Team  
[Chelsea.buchholtz@governor.state.tx.us](mailto:Chelsea.buchholtz@governor.state.tx.us) (delivered via e-mail)  
512-463-1788

Dear Transition Team Members,

Texas Appleseed appreciates the hard work that the Transition Team is doing to oversee the "transformation" of Texas' juvenile justice system. Appleseed appreciates the opportunity to provide input as the Team moves forward in its work.

Toward that end, the Transition Team is responsible for setting short, medium, and long-term goals for the new agency. We believe that the goals set by the Transition team will play an important role in guiding the actions of the new TJJD board. Texas Appleseed believes it is important that the Transition team set goals that reflect the purpose and goals set out in SB 653. This policy-rich language provides the Team and the new Board with clear guidance surrounding the Legislature's intent for the restructuring of the juvenile system.

Appleseed understands that the Team will receive goals from other advocacy organizations, including the Texas Public Policy Foundation, Texans Care for Children, and the Texas Criminal Justice Coalition. Because we work closely with all of these organizations, we are aware of and in agreement with their recommendations to the Team. We will take this opportunity to simply highlight some goals that Appleseed hopes the Team and Board will prioritize.

### Short Term Goals

- **Realign positions within the Central Office, moving at least two FTE positions into a Prevention and Intervention division within the new agency.** As has been discussed, the TJJD was given the responsibility for monitoring and oversight of prevention & intervention, but was not also given funding to do so. This would allow the agency to begin to take a close look at the role it could play in this area moving forward.

J. Clay DeBerry, Chief Executive  
Greer, DeBerry, Harris & Mast\*  
Austin

Mark Warren, Chair  
Suzanne Gosling LLP\*  
Houston

Allene D. Evans, Secretary Transition  
Allene D. Evans Law Firm\*  
Austin

Hon. Marilyn Aboussé  
San Angelo

George Bata  
DLA Piper  
Austin

Cristina Cruz  
Office of County Attorney  
El Paso

Dennis P. Duffy  
Baker Botts LLP\*  
Houston

Edward F. Terando  
Hatch & Williams LLP\*  
Austin

N. Ross Hatcher  
Frost Day\*  
Houston

K. James George  
George & Partners, LLP\*  
Austin

David Orger  
Geyer & Clark\*  
Houston

Mark K. Glaser  
Baker Botts LLP\*  
Houston

Sara Gomez  
Dexy & LaBonté\*  
Houston

Gregory Johnson  
Thompson & Knight LLP\*  
Dallas

Jeremy Jack  
Fish & Richardson PC\*  
Austin

Sara Kermesian  
George Washington University Law School\*  
Washington, D.C.

Charles Kelley  
Mayer Brown LLP\*  
Houston

Layne Knox  
Fehrlig & Jovanich LLP\*  
Houston

Ned Lane  
Alta Group Services Inc. & Felt LLP\*  
San Antonio

Michael Levensberg  
Gardner Wynne Sewell LLP\*  
Dallas

Elizabeth Meek  
Leck, Lord Bowen & Liskel LLP\*  
Dallas

Carrie F. Palmer  
Bracewell & Giuliani LLP\*  
Houston

Kathy D. Pritch  
Gibbi & Potts, L.L.P.\*  
Houston

Hon. Elizabeth Pay  
Houston

Ms. Paul Rodriguez  
Rodriguez & Nolasco LLP\*  
Brownsville

David Sharp  
Gardner, Sharp & Wicks, L.L.P.\*  
Houston

Alan Van Der  
Grossberg Thibault LLP\*  
Houston

Patricia Villarreal  
Frost Day\*  
Dallas

Luis Wilford  
Network of Texas Credit Unions and Professionals\*  
San Antonio

\* all in the Houston area only

- **Realign positions within the agency to move at least two additional FTEs into the Office of the Independent Ombudsman (OIO).** SB 653 gave the OIO added responsibility for monitoring data from county-based programs, yet their budget was cut – resulting in the loss of one FTE. Adding at least two FTEs would give the agency the resources it needs to carry out its responsibilities.
- **Streamline the Central Office to take into consideration the reduced footprint and population of the state secure facilities** While Appleseed appreciates that the budget for the Texas Youth Commission was significantly reduced, we believed – based on the analysis completed by FTI Consulting during session and on conversations with the Texas Public Policy Foundation – that it is possible to find additional efficiencies within Central Office. Streamlining this office would allow the agency to place precious resources back into programming for youth.

#### Medium Term Goals

- **Continue to reduce the population in expensive state secure facilities** Texas has made great strides over the last four years in reducing its state secure facilities and facilitating growth of more effective and less expensive community-based alternatives. *Money saved by streamlining Central Office could be placed into countybased programming that will save the state even more over the biennium and in the long-term.* This is consistent with the SB 653 mandate that the new agency prioritize community-based services and reflect this mission in its funding priorities (see §203.001(c)).
- **Create meaningful Performance Measures for probation services** SB 653 requires a focus on “effective supports and services,” and requires the new agency to create performance measures to assist in determining the most effective services. This helps to protect precious state resources to ensure that funding is used on programs that produce good results for children and youth – keeping communities safer as recidivism goes down.

#### Long Term Goal

- **Continue to reduce the number of state secure facilities** Texas’ success over the last four years has proven what research supports - the most cost-effective programs keep youth close to home. Community-based alternatives have reduced the TYC population by more than 60 percent over the last four years – but there is still room to continue to reduce the state secure facilities’ population and footprint. **By using short-term savings to boost county-based diversion programs, Texas can continue to eliminate expensive state secure facilities.** This is a win-win for Texas and the youth served by the juvenile system.

While these by no means represent the full list of policy initiatives that we know will face the

new Board – and certainly don't represent a full list of the initiatives Texas Appleseed's advocacy will address – these issues represent pressing needs that the Transition Team should prioritize in its recommendations to the Board. Texas is on the path toward becoming an example for the rest of the nation in an efficient, cost-effective juvenile justice system that not only meets the needs of youth and their families, but also protects the state's communities and resources. We are excited to see its progress, and are happy to be a resource to the Team and Board in whatever way we can.

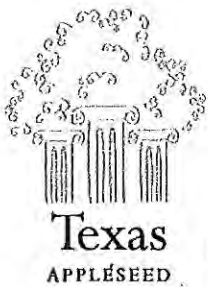
Sincerely,

A handwritten signature in cursive script that reads "Deborah J. Fowler". The signature is written in black ink and is positioned above the printed name and title.

Deborah Fowler

Deputy Director, Texas Appleseed.





November 4, 2011

Chelsea Buchholtz  
Advisor to the Governor  
Chair, Juvenile Justice Services and Facilities Transition Team  
[Chelsea.buchholtz@governor.state.tx.us](mailto:Chelsea.buchholtz@governor.state.tx.us) (delivered via email)  
512-463-1788

Dear Chelsea,

Texas Appleseed wants to thank the Transition Team for the work it is doing to ensure the smooth restructuring of the juvenile justice agencies envisioned by Senate Bill 653. We appreciate the opportunity we've had to discuss with you and other team members the process and goals, and have been delighted with the openness of the team's work and meetings.

As part of Appleseed's advocacy, we've completed an extensive review of both the economic benefits to the state of restructuring its juvenile justice system (with help from our pro bono partner, FTI Consulting, Inc.), as well as the changes in funding that have taken place in Texas' juvenile system over the last four years. I've attached a memo that Appleseed compiled for the Vera Institute that documents the state's remarkable progress.

Consistent with our interest in the role that the funding structure of juvenile justice programming plays in restructuring the system, Appleseed noted one concern related to the budget presented to the Team by the LBB at the October 27 meeting. As "Strategy 4," the draft budget includes a line for "Post-Adjudication Facilities," which are consistently referred to in the Code as *secure* facilities. That line reflects approximately \$37 million in funds that were previously distributed to counties through several TJPC grants, as discussed by the LBB on October 27.

While it is true that during FY 2010, counties spent approximately \$37 million in state funding on "residential placements," (see p. 18 of the Vera memo) it is important to understand that not all of these placements were in secure post-adjudication facilities. Rather, these placements included use of DFPS-licensed placements for children who need specialized treatment, as well as non-secure residential placements. Across Texas, there are 10 non-secure county-run facilities – a practice that has proven not only less expensive, but also more effective in treating youth than secure facilities.

J. Clay Dougherty, *Chair-Elect*  
Dennis Dougherty, *Barbara & Mandy*  
Austin

Mark Watson, *Chair*  
Susan Gohdy, *L.L.P.*  
Houston

Allene D. Evans, *Secretary-Treasurer*  
Allene D. Evans Law Firm  
Austin

How. Marjyn Ablesse  
San Angelo

George Hatt  
PLA, *West*  
Austin

Clive Cren  
Office of General Counsel  
El Paso

Deirdre P. Leff  
Robertson, L.L.P.  
Houston

Edward F. Jernaska  
Preston & Williams, L.L.P.  
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N. Scott Decker  
Jesse Day  
Houston

R. James George  
George & Roberts, L.L.P.  
Austin

David George  
George & Clark  
Houston

Mark K. Glaser  
Baker Botts, L.L.P.  
Houston

Sean O'Connell  
Derry & Johnson  
Houston

Gregory Hoffman  
Thompson & Knight, L.L.P.  
Dallas

Tammy Jack  
Fid & Richards, P.C.  
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Susan Karaman  
George Washington University Law School  
Washington, D.C.

Charles Kelley  
Major Brown, L.L.P.  
Houston

Lynne Knox  
Fischnight & Jernaska, L.L.P.  
Houston

Nail Lace  
Allen Group, Elliott Hines & Felt, L.L.P.  
San Antonio

Michael Levinson  
Oxley Wynn Smith, L.L.P.  
Dallas

Elizabeth Mack  
Locke Lord, Redden & Talbot, L.L.P.  
Dallas

Curtis F. Parsons  
Bracewell & Giuliani, L.L.P.  
Houston

Kathy D. Patrick  
O'Brien & Brown, L.L.P.  
Houston

Heidi Elizabeth Ray  
Houston

Michael Rodriguez  
Rodriguez & Nicolas, L.L.P.  
Brownsville

David Sharp  
Gardner, Sharp & White, L.L.P.  
Houston

Allen Van Thien  
Gardner, Sharp & White, L.L.P.  
Houston

Patricia Alvarez  
Jesse Day  
Dallas

Linda Wilcox  
Network of (Asian) Credit Unions and Professionals  
San Antonio

\* *affiliated with Appleseed only*

Placing the funding that has historically been used by counties for non-secure facilities, as well as DFPS-licensed placements, into a strategy for "post-adjudication facilities" will have the effect of removing some of the flexibility that has allowed less costly, more effective practices to flourish at the county level. Rather than continuing to increase their use of nonsecure facilities and therapeutic placements, counties will be forced to spend their "postadjudication" funding on secure facilities (because of the way the term "post-adjudication" is used in the Code). Not only does this have the potential to harm youth who may better respond to treatment in a different setting – it will cost more.

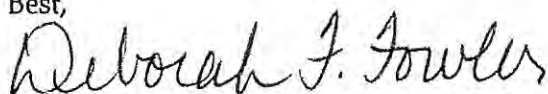
We share the LBB's expressed interest in transparency around the number of youth placed in county facilities and the amount of state funding spent on county-level residential placements – in fact, you will see that one of the challenges that Appleseed named in our Vera Institute memo (p. 25) is the need for transparency in funding of residential services at the county level.

However, Appleseed believes that there are ways of achieving transparency without removing some of the flexibility that counties currently have in ensuring that their systems best reflect and meet the needs of the youth they serve. In fact, the Texas Juvenile Probation Commission has already asked counties to begin collecting data in a way that will allow better reporting of the amount of state and county funding used for residential versus non-residential services. In addition, SB 653 tasks the new agency with creating Performance Measures for county-level programming. Using incentives and performance measures – along with better data collection and reporting – will increase transparency without robbing counties of the flexibility they need to ensure an appropriate continuum of services for their youth.

Texas is poised to become a national model for a juvenile justice. As we move into the "transformation" of the system that Mr. Hawkins spoke of early in the Transition Team's meetings, it is imperative that the board of the new agency have access to good information about the way that the budget can help – or hurt – this process. Appleseed hopes the Transition Team will recommend that the \$37 million included in the budget in "Strategy 4" will be placed into a strategy that will not tie the hands of counties that need flexibility to ensure appropriate services for their youth. This can be done by simply moving that \$37 million into one of the other strategies, or by renaming the strategy so that it allows for more flexible use of those funds.

Thanks so much for the opportunity to offer input into this process. We are delighted to answer any questions that the Team may have about our concerns.

Best,



Deborah Fowler

Deputy Director, Texas Appleseed



## Transition Team Stakeholder Meeting December 7, 2011

Disability Rights Texas (DRTx), the federally mandated protection and advocacy agency for people with disabilities in Texas, appreciates the opportunity to provide input into the goals to be provided by the Transition Team to the Texas Juvenile Justice Department (TJJD) Board. DRTx provides direct representation and systemic advocacy for youth with disabilities involved in the juvenile justice system. Given the significant number of youth with disabilities that TJJD serves, we believe that this goal-setting will help shape a system that appropriately addresses the unique needs of these youth consistent with the purpose and goals set forth in SB 653.

While many important recommendations that DRTx supports have been raised by other groups, including Texas Appleseed, the Texas Criminal Justice Coalition and Texans Care for Children, we respectfully submit the following recommendations that we believe will have a positive impact on youth with disabilities involved in the juvenile justice system:

### Short Term Goals

**Realign positions within TJJD to increase funding for the Office of the Independent Ombudsman (OIO).** While the OIO will continue to serve the important role of monitoring conditions of confinement and resolving youth complaints in secure facilities, SB 653 gave the OIO the additional responsibility of monitoring data collected from county-based programs. At the same time, their budget was reduced, resulting in the loss of one full-time employee. We therefore recommend that at least two full-time positions be added so that the OIO will have the necessary resources to continue its advocacy efforts and fulfill its additional responsibilities.

**Review Central Office staffing needs to identify potential savings.** DRTx recommends that one of the first undertakings by TJJD should be to review Central Office staffing needs to identify any potential savings. Identifying areas of duplication and streamlining Central Office functions will allow the agency to invest any savings realized into programming for youth in both secure and county-operated facilities.

### Medium Term Goals

- **Evaluate whether rule-making is needed to facilitate the county facility data collection for the OIO.** SB 653 provides that the OIO “review reports received by [TJJD] relating to complaints regarding juvenile probation programs, services or facilities and analyze the data contained in the reports to identify trends in complaints” (Section 261.101(a)(10)). Given the importance of this role as Texas moves further towards a county-driven system and because rule-making will likely be needed to clarify the types of complaints and data the OIO will receive, TJJD should prioritize this issue. If rule-making is not needed to facilitate this data sharing, TJJD should implement internal policies that ensure that the OIO begins to receive this data in the very near future.

**Maximize the use of existing halfway houses and develop capacity in these settings as an alternative to confinement in a secure facility.** Halfway houses are important components of the current system that provide a less restrictive setting for youth exiting secure facilities. In addition, halfway houses cost the state significantly less than continued placement in a secure facility. DRTx recommends that TJJD study the historic and current use of halfway houses and develop a strategic plan to increase reliance on and expand capacity in these settings. A component of this analysis should be to determine how to deliver appropriate specialized treatment in halfway houses so that youth can continue to make progress towards their rehabilitative goals.

**Study the gaps in mental health and other services at the county level to identify and target county-specific needs.** As Texas increases its reliance on county-run programs and services, it is imperative that TJJD support probation departments in addressing gaps in local services and supports, such as mental health care. Identifying these gaps will aid in developing or purchasing services needed to intervene early and prevent further penetration into the criminal justice system. It will also help probation departments develop county-based services and supports aimed at preventing placement in a secure facility.

**Continue to reduce the number of commitments to secure facilities through continued investment in and support of diversion initiatives.** In recent years, Texas has made significant progress towards reducing the number of youth committed to secure facilities through the implementation of successful and cost-effective diversion programs. SB 653 provides that one of the purposes of creating a unified juvenile justice agency is to “prioritiz[e] the use of community-based or family-based programs and services for youth over placement or commitment of youth to a secure facility” (Section 201.002(2)(C)). Consistent with this principle and with DRTx’s experience working with youth in the juvenile justice system, youth are most effectively served by keeping them near their communities and natural supports. Building on system reforms to date, TJJD should develop policies and funding incentives that support the expansion of diversion programs and prioritize community-based programs and services over institutional placements. This approach is best for youth and it is also cost-effective.

### Long Term Goals

**Continue to reduce the number of secure facilities.** As reforms put in place in recent years have shown, community-based programs and services are a cost-effective alternative to placements in secure facilities. Consistent with recent trends and with the intent of SB 653, in coming years Texas will likely continue to reduce its reliance on secure placements. As more youth are served at the county level, continued downsizing of the number of secure facilities will be necessary. Importantly, TJJD should not only incentivize keeping youth in their communities, but also redirect the savings realized to probation departments so they can invest in services and other alternatives to secure confinement.

**Ensure that all facilities provide appropriate access to services for youth with specialized treatment needs.** While a community-based rehabilitation model is best for the vast majority of juvenile offenders, it may not be appropriate for all. A small percentage of youth who present a significant public safety risk will require confinement in a secure facility, and a small number of facilities must be maintained for this purpose. Because the remaining youth will have very complex needs, any blueprint for further facility closure must first consider where specialized treatment needs can be met, including the location of the facility and corresponding access to mental health and other treatment professionals.

In addition, TJJD should develop a long-range plan to increase access to appropriate specialized treatment for all youth who need it.

DRTx believes that the goals established by the Transition Team will play an integral role in shaping the vision for the new agency and we again appreciate the opportunity to provide input into these important issues. Should you have any questions, please contact Kathryn Lewis at (512) 454-4816 ext. 2734 or [klewis@drtx.org](mailto:klewis@drtx.org).





November 4, 2011

Dear Members of the Juvenile Justice Services and Facilities Transition Team,

Thank you for seeking public input regarding the short-, medium- and long-term goals for the new Texas Juvenile Justice Department. Find attached a list of goals Texans Care For Children recommends be included in the list the Transition Team recommends be adopted by the agency's new board. We do not see this list as complete but rather as a minimum to ensure TJJD reaches the agency goals and purpose laid out the legislation restructuring Texas' Juvenile Justice system.

If you have any questions or concerns regarding the list or would like to discuss specific timelines or benchmarks for the goals please do not hesitate to reach out.

Thank you for the work you do,

Lauren

Lauren Rose  
Mental Health and Juvenile Justice Policy Fellow  
Texans Care for Children  
512-473-2274  
lrose@txchildren.org



### Short-term Goals

- Increase reliance on alternatives to secure placement, consistent with adequately addressing a juvenile's treatment needs and protection of the public;
- Reserve secure correctional facilities operated by the county or the state for high-risk juveniles;
- Ensure that programs, services, and institutional cultures are rehabilitative, promote positive youth development, and that youth are provided educational, vocational, and behavioral health services;
- Maximize existing half-way houses and create a plan to develop additional medium-secure and staff-secure options;
- Ensure that when out-of-home placement is necessary, that juveniles are served in settings that are as close to the juveniles' homes as possible;
- Identify funding to ensure the agency meets the new legislative-mandate to provide prevention and intervention services to at-risk youth and families; and begin planning and setting related goals;
- Identify funding to provide increased supports for the Office of the Independent Ombudsman (OIO) and develop policies to ensure the OIO can effectively fill the office's new legislative mandate of reviewing and analyzing data on complaints at the local level;
- Support and regularly train staff to ensure cultural competence, staff and youth safety, and positive youth development;
- Ensure that all youth are treated fairly with equal opportunity for success without regard to gender, race, disability, ethnicity, geographic location, socioeconomic status, sexual orientation or any other factor;
- Continue to reduce the use of restraint and seclusion in state and county-run facilities;
- Ensure that juveniles are provided the rights, benefits, responsibilities, and privileges to which a juvenile is entitled under the United States Constitution, federal law, and the constitution and laws of this state;

### Medium-term Goals

- Develop a comprehensive statewide delivery system of prevention and intervention services to at-risk youth and their families;
- Develop a consistent county-based continuum of effective interventions, supports and services for youth and families that reduce the need for out-of-home placement and that utilize graduated responses, including both rewards and sanctions, to address violations of probation;
- Promote programs that recognize that youth have a greater chance of success if served in the juvenile justice system rather than the adult criminal justice system;

- Develop additional medium-secure and staff-secure options with plans to transition away from secure facilities that house 200-400 youth to those that house fewer than 100 youth each;
- Encourage regional cooperation that enhances county collaboration;
- Reward communities by reinvesting dollars from reduced use of secure confinements and commitments into county-based, non-institutional services;
- Realign funding towards greater use of proven, non-institutional community-based interventions away from institutional care;
- Enhance the continuity of care throughout the juvenile justice system and between child-serving systems;
- Increase resources and develop and plan for increased monitoring of all facilities holding youth;
- Intentionally seek solutions to reduce the disproportionate involvement of youth of color in each step of the juvenile justice system;
- Establish educational continuity between TJJD and local education providers concerning academic and behavioral records, staff training and the use of transition coordinators, reentry planning, and educational aftercare of youth returning to the community from TJJD;
- Support effective strategies to reduce inappropriate referrals to the juvenile justice system from schools and the mental health and child welfare systems;

#### Long-term Goals

- Provide services in a manner that is age-appropriate, culturally competent, and in a language and format understandable by youth and families;
- Facilitate interagency coordination and collaboration among juvenile probation departments, local school districts and the Texas Education Agency to ensure educational services and programs, including special educational services, are delivered to juveniles, including youth with disabilities, in county-based facilities;
- Locate facilities regionally as geographically close as possible to necessary workforce and other services while ensuring youth maintain connections to their family;
- Ensure qualified personnel are available to meet the needs of youth who require specialized services such as mental health, substance abuse and sex offender treatment;
- Transition away from secure facilities that house 200-400 youth to those that house fewer than 100 youth each;
- Build the de-escalation and communication skills of all staff who work with youth in order to eliminate the use of physical and chemical restraints, isolation, and security hardware that do not support rehabilitation.





To: Texas Juvenile Justice Department (TJJD) Transition Team

From: Texas Criminal Justice Coalition (TCJC)

Date: December 7, 2011

Re: Stakeholders Meeting



TEXAS CRIMINAL  
JUSTICE COALITION

To the TJJD Transition Team:

TCJC appreciates the opportunity to provide additional input on the development of a transition plan for TJJD. For reference, we have attached our November 4, 2011, letter outlining TCJC's priorities for the transition. In addition to the details provided in that letter, we write to stress two urgent issues we believe are critical for the success of the transition plan: accountability and targeted grants.

**Accountability** must be at the heart of TJJD's new culture. A chief purpose of SB 653 is to assure "accountability, quality, consistency, and transparency through effective monitoring and the use of systemwide performance measures." In order to fulfill this responsibility, the transition plan should prioritize the following three accountability goals.

ACCOUNTABILITY GOALS:

1. Strengthen standards for county and state facilities.
  - a. *(by February 28, 2012)* Seek input from stakeholders on which standards to review for possible amendments.
  - b. *(by August 31, 2012)* Complete proposed rule changes and post to Register.
2. Fully support the Office of the Independent Ombudsman (OIO)
  - a. *(by February 28, 2012)* Increase funding for the OIO to support additional full-time employees to fulfill the office's legislative mandates.
  - b. *(by February 28, 2012)* Finalize new policies and oversight to ensure proper information sharing from counties to the OIO.
3. Implement performance measures that will make Texas the national leader in juvenile justice.
  - a. *(by February 28, 2012)* Seek input from stakeholders on performance measures.
  - b. *(by August 31, 2012)* Complete proposed performance measures and post to Register.

**Targeted grants** are powerful tools that allow county departments to build leading programs, tailored to local needs. Grant C has helped counties significantly reduce commitments to state secure facilities, and the transition plan should utilize targeted grants to fulfill the other goals laid out in SB 653. In particular, the transition plan should prioritize the creation of grants targeted to: **prevention and intervention; in-home rehabilitation services; mentorship; seclusion and restraint; disproportionate minority contact; trauma-informed care; and reentry programming.** These grants should be ready for application by August 31, 2013.

Thank you for your service on the Transition Team and for all that you do to ensure Texas youth are safe and on a path to a bright future.

Sincerely,

Texas Criminal Justice Coalition, Juvenile Justice Initiative

Benet Magnuson, JD  
Juvenile Justice Policy Analyst

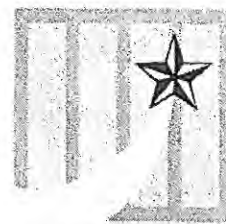
Jennifer Carreon, M.S.C.J.  
Juvenile Justice Research Analyst

To: Texas Juvenile Justice Department (TJJD) Transition Team

From: Texas Criminal Justice Coalition (TCJC)

Date: November 4, 2011

Re: Transition Plan



TEXAS CRIMINAL  
JUSTICE COALITION

To the TJJD Transition Team:

TCJC appreciates the opportunity to provide public comment to the TJJD Transition Team regarding its preparation of a transition plan for short-, medium-, and long-term transition goals for the new department, including potential benchmarks and timelines, as required by SB653. TCJC's priorities for these goals are outlined below, and we look forward to offering additional input with the Transition Team as the transition plan is developed and finalized.

TCJC is a non-profit organization committed to supporting youth and their families involved in the juvenile justice system and to advancing juvenile justice policy solutions that maximize the opportunities for youth to become productive, healthy, law-abiding adults.

Please contact Benet Magnuson ([bmagnuson@criminaljusticecoalition.org](mailto:bmagnuson@criminaljusticecoalition.org)) or Jennifer Carreon ([jcarreon@criminaljusticecoalition.org](mailto:jcarreon@criminaljusticecoalition.org)) with any questions. We greatly appreciate your consideration of our comments.

Sincerely,

Texas Criminal Justice Coalition, Juvenile Justice Initiative

Benet Magnuson, JD  
Juvenile Justice Analyst

Jennifer Carreon, M.S.C.J.  
Juvenile Justice Researcher

## SHORT-TERM TRANSITION GOALS:

*Based on our discussions with youth, their families, and county departments, TCJC urges TJJJ to act quickly on the four short-term transition goals listed below. TCJC prioritizes these four goals for the first year of the transition because they hold significant potential for improving services to youth and they are obtainable within a relatively short timeframe.*

**Short-term Transition Goal 1:** Establish a prevention and intervention division at TJJJ to study prevention and intervention programs and to establish standards for future prevention and intervention grants.

- **Discussion:** SB653 requires the Juvenile Justice Department to provide prevention and intervention services for at-risk youth and their families. Prevention and intervention programs hold the promise of keeping many kids out of the juvenile justice system entirely. TCJC therefore urges TJJJ to set ambitious prevention and intervention goals. This should include immediate funding for a small prevention and intervention office at TJJJ to study prevention and intervention programs and to establish standards for future prevention and intervention grants. When full funding becomes available in the future, TJJJ should monitor and evaluate programs to ensure the programs achieving the best outcomes receive the most funding support.
- **Benchmarks:** A comprehensive study of prevention and intervention services, including identification of best practices, estimated funding needs, and suggested outcome standards for prevention and intervention grants.
- **Timeline:** Immediate funding; Report to be completed by December 2012.

**Short-term Transition Goal 2:** Increase funding for the Office of the Independent Ombudsman (OIO) and ensure proper information sharing to OIO.

- **Discussion:** SB653 significantly increased the responsibilities of the OIO, and TCJC urges TJJJ to accordingly increase funding for the OIO to ensure the office is able to fulfill its mandate. SB653 also requires counties to provide the OIO with all data on complaints, abuse, exploitation, or neglect, and TCJC urges TJJJ to establish policies and oversight to ensure proper information sharing from counties to the OIO.
- **Benchmarks:** Increased funding for the OIO sufficient to fund additional full-time employees to fulfill the office's legislative mandates; New policies and oversight to ensure proper information sharing from counties to the OIO.
- **Timeline:** Immediate funding; New policies and oversight by June 2012.

**Short-term Transition Goal 3:** Review standards relating to use of seclusion and restraints in secure facilities.

- **Discussion:** Pilot programs in Texas have shown impressive promise for reducing seclusion and restraint in secure facilities. In light of these developments, TCJC urges TJJJ to review its standards on seclusion and restraints as part of its short-term transition process.
- **Benchmarks:** A review of seclusion and restraints standards for secure facilities, including recommended amendments to implement seclusion and restraints reduction best practices.
- **Timeline:** Report and recommended amendments to be completed by June 2012.

**Short-term Transition Goal 4:** Review standards relating to reentry planning.

- **Discussion:** Noting the importance of reentry planning to the success of youth released from facilities, some counties in Texas have begun to formalize reentry policies significantly more robust than the current standards. The experience of these counties suggests early reentry planning is critical to improving success after release. TCJC therefore urges TJJJ to review its standards on reentry as part of its short-term transition process.
- **Benchmarks:** A review of reentry planning standards, including recommended amendments to implement reentry planning best practices.
- **Timeline:** Report and recommended amendments to be completed by June 2012.

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**MEDIUM/LONG-TERM TRANSITION GOALS:**

*Looking beyond the first year of the transition, TCJC urges TJJJ to set ambitious medium- and long-term goals to fulfill the mandates of SB653 and to foster a statewide culture that provides a full continuum of effective supports and services to youth before, during, and after supervision by the juvenile justice system. Specifically, TCJC urges TJJJ to include the following in their list of medium- and long-term transition goals. As TJJJ moves forward with these goals, TCJC looks forward to working with the department to establish strong benchmarks and timelines.*

- Implement and evaluate prevention and intervention programs statewide.
- Ensure youth have access to mental health resources before referral and at all times after referral to the juvenile justice system.
- Reduce disproportionate minority contact.
- Increase family involvement.
- Ensure youth remain in their homes and communities as much as possible; ensure secure placements are in local, small facilities.
- Support counties in the development of strong Alternate Referral Plans.
- Increase resources for independent monitoring of all facilities.
- Reduce the use of seclusion and restraint in facilities.
- Increase regional cooperation among county departments.
- Provide sufficient counseling and programming resources to all county departments to fully respond to youths' MAYSI, RANA, and other assessment scores.
- Provide resources and oversight of all facilities to maintain strong suicide prevention policies and observation.
- Reduce youth-youth violence and bullying in facilities.
- Reduce the number of complaints, abuse, neglect, and exploitation.
- Increase resources for trauma-informed care.
- Implement and evaluate robust reentry policies and resources.



TO: Juvenile Justice Services and Facilities Transition Team  
DATE: October 19, 2011  
RE: Moving Prevention Programs into Texas Juvenile Justice Department

Dear Team Members;

The Texas Network of Youth Services (TNOYS) has a longstanding interest in the prevention programs operated by DFPS, PEI division; especially those intended to prevent delinquency. TNOYS was instrumental in the creation of the STAR Program (Services to At Risk Youth) in the early 1980's, and has played a longstanding role in providing training and program support to the STAR Program as well as the CYD Program (Community Youth Development). We are therefore intimately familiar with both programs, which are the largest of the delinquency prevention programs in PEI.

We are aware that SB 653 gave the new juvenile justice agency the responsibility for providing prevention and intervention services related to juvenile delinquency, truancy, and dropping out of school. TJJD is required to create and administer a statewide plan for prevention and intervention, improve efficiency and coordination of prevention dollars, fund research-based programs, and use outcome measures to evaluate success of the prevention and intervention programs. (Section 203.0065)

We are fully supportive of the development of a prevention division at TJJD, and certainly of allocating any new savings to prevention programs. At this time TNOYS does not take a position either supporting or opposing the transfer of funding for delinquency prevention programs from DFPS to TJJD; however we would be willing to support such a transfer, if we can be certain our concerns will be addressed adequately. Our concerns and recommendations are outlined in this letter.

1. Prevention programs must be (in fact and as perceived by the public) separate from and outside of local juvenile justice agencies. The STAR and CYD programs were intentionally established OUTSIDE the juvenile justice system. Keeping these programs community-based and outside the juvenile justice system, avoids discouraging youth and families from accessing services because of potential labeling, and public perceptions associating these programs with juvenile delinquency. We think this issue can be addressed as long as proper policies remain firmly in place; such as the current policies for STAR, which prescribe that these programs can't be operated by juvenile probation departments, and programs can't be housed in a probation office (or language to that effect). Providers typically have great relationships with their local probation departments, and these departments are a significant referral source; but we have a concern that probation departments may expect to receive this funding or be able to compete for it, if these programs are moved. We would prefer to see this provision fixed in statute, so that there can be no question of intent.



2. Build in sufficient time for effective hand-over. If the hand-over of these programs is not handled well, services could be disrupted for thousands of kids and families, and that shouldn't happen. Even if it is feasible to transfer entire programs en masse, with PEI staff and contracts intact (and I don't know if that is the case), there are most likely extensive complexities that would still have to be addressed. For example, the data system which DFPS maintains to collect essential data on services and outcomes would have to be sorted out. The two agencies will need to work collaboratively over a period of time to ensure full understanding of these complexities, and ensure a clean and efficient hand-off.
3. Maintain Two-fold Purpose for STAR - Delinquency Prevention and Child Abuse Prevention: The STAR Program has always had a dual purpose, which includes BOTH delinquency prevention and child abuse prevention. Some of the funding appropriated to STAR comes from what is commonly known as the "Children's Trust Fund," originating from a dedicated portion of marriage license fees that is intended for child abuse prevention. We are committed to maintaining that dual purpose for the program, and we know that service providers are adamantly opposed to losing the child abuse focus if the program were to move. In addition to the program's core services, STAR contractors are also required to carry out "Universal Child Abuse Prevention" (UCAP) activities, such as mass media and group primary prevention education activities.
4. Maintain Existing Services: There should be no changes to services currently provided; at least not without adequate opportunities for input from advocates as well as current service providers. Currently STAR services are available to children and youth ages zero through 17 and their families; not just school-age children. There is specific language in the Family Code listing a set of services that "may" be provided (as well as provisions addressing what judges and courts can do in terms of mandating services). But current requirements specify a rather extensive list of core services that all STAR contractors must provide. The current broad parameters for referrals should also be maintained. The CYD Program is based on principles of both youth development and community involvement; maintaining active participation and leadership by both young people and community members is essential.
5. Memorandum of Agreement. STAR Program policy currently requires a MOA between service providers and juvenile probation departments. If the program is moved there would undoubtedly be a need for continued partnerships with DFPS in a number of areas; a similar MOA would probably be needed to address such issues as referral practices, dealing with abuse and neglect issues, and possibly the criminal records checks the agency handles. (Unless juvenile justice agencies already have the same access to DFPS checks?)
6. Funding for Program Administration. At PEI, there is a separate funding strategy to cover the PEI staff that administers the program. Those funds would of course need to be transferred along with program funds; and unfortunately, this funding was cut significantly, which will no doubt increase the challenges of administering this program - especially if this funding strategy must be split between two different



agencies. We hope there will be a plan to adequately fund the administration of these programs, without reducing funding for services; and we believe the delinquency prevention programs at PEI should probably remain together, for reasons of efficiency.

7. Program Evaluation. There is a continued push to evaluate prevention programs, and we completely support further evaluation of both the STAR and CYD Program. With the emphasis on “evidence-based” models and practices, it becomes all the more imperative that programs whose outcome data to date strongly suggests effectiveness, should have the same opportunity for more strenuous evaluation that evidence-based models have benefited from. Such is the case with the STAR and CYD Programs. However, evaluation requires resources; and we do not support reducing services to free up resources for this purpose.
8. Administrative Issues. We conducted a survey of PEI providers last year, which indicates that PEI contractors (STAR contractors especially) have experienced heightened frustration in recent years, directed at the PEI division and administration of the program. Among their concerns were very high turnover of PEI staff and unreasonable/inconsistent performance measures; there are many others. DFPS, to its credit, has been working to address many of these issues. We have certainly observed over the years, the difference it can make for the program when goodwill exists between the state agency and service providers. Should the move take place, our desire is to assist the new agency in any way we can, to try to get off the ground on a positive footing, and hopefully avoid some of the potential pitfalls that have eroded relationships between the administering agency and contractors.
9. Input from the Field. We believe it is vitally important to include service providers in any discussion about moving programs; if they do not understand and support the move, implementing the change will be all the more burdensome. A sincere effort to engage active provider involvement in efforts to bolster and devise improvements to the program, at the front end, along with assurances that the agency has no agenda to change the program significantly, may well serve as a strategic investment likely to increase provider support.

Thanks very much for your consideration of these issues; I recognize the mammoth job you face with this transition task, and that these issues may seem minor by comparison! But I do hope that this document will offer some insights that may help you at whatever point you are ready to delve into moving prevention programs. I’m certainly available to discuss any of these issues further, if that will be helpful.

Most kindly,

A handwritten signature in black ink, reading 'Theresa Andreas Tod'. The signature is written in a cursive, flowing style.

Theresa Andreas Tod  
Executive Director







## Texas Probation Association (TPA) Juvenile Legislative Committee

Melissa A. Weiss, Legislative Co-Chair – (979) 865-5911  
Mark S. Williams, Legislative Co-Chair – (325)655-2323

TPA Testimony for TJJD Transition Team

Dec 7, 2011

### Overview

*The Texas Probation Association consists of Adult and Juvenile Probation Practitioners, Judges, Facility Administrators and Juvenile Justice Stakeholders striving to improve the System of Probation, training opportunities, funding, and programming in the State of Texas to ensure that the courts have the very best alternative to incarceration possible for adult and juvenile offenders.*

*The Texas Probation Association has always supported local decision making and local control of juvenile probation services because over the years it has served the children of Texas very well. We are committed to working alongside the new Texas Juvenile Justice Department to make the Texas Juvenile Justice System the best in the nation.*

*The 168 local probation departments supervise 97% of the juvenile offenders in the State. Local decision making is a crucial element in providing appropriate services for all the children in all the areas of the state who are referred to the courts. For this to happen, it is critical that the transition process for this new agency and decision making in the new agency continue to support the local control philosophy and allow probation services at the local level to serve the unique needs of each child.*

### TPA's Ongoing Priorities

1. Continue to maintain funding levels and flexibility in funding decisions at the local level concerning individual services to kids
2. Continue to maintain local control and decision making on probation and detention services, programs, and facility operations
3. Continue to support prevention and intervention programming at the local level as an alternative for commitment to higher cost institutions
4. Support a juvenile justice system that is front-end driven and family/community oriented as described in the legislation that created the new TJJD, with commitment to a State-operated secure facility as a last resort for those who pose a serious threat to community safety
5. Support the need for effective training, resources, and technical assistance from the new TJJD for all stakeholders in the juvenile justice system, such as judges, prosecutors, defense attorneys, educators, and treatment providers as well as juvenile probation professionals
6. Support the continued implementation of the Juvenile Case Management System (JCMS) statewide for all departments, facilities, and related agencies





The Texas Public Policy Foundation, a non-profit, non-partisan research organization devoted to promoting liberty, personal responsibility, and free enterprise, is highly optimistic that significant budget reductions are possible with the merger of two agencies into one, along with a more effective and efficient juvenile justice system. Below are goals the Foundation recommends for consideration by the Transition Team in its advice to the new board of the Texas Juvenile Justice Department.

#### **Short Term Goal: Eliminate Unnecessary Central Office Positions**

- Earlier this year, Texas Appleseed worked with a pro bono partner, FTI Consulting, Inc. (a recognized international management consulting firm), on an economic analysis of the cost benefits associated with the merger. FTI advised that the state could cut approximately 87 FTEs from the Central Offices of both TYC and TJPC. Under their analysis, this would save almost \$5,000,000 each year of the biennium. These positions are duplicate employees within TYC and TJPC that are no longer necessary after the merger, or reductions in staff based on the decreasing populations and footprint of state lockup facilities.
- This analysis used data from the State Comptroller's list of filled positions at the end of FY 2010. It is unclear how many budgeted, but unfilled, positions are in the Central Office, nor how many positions were cut in the past biennium.
- One example: TYC's legal department had 23.5 filled FTE positions in 2010. Budgeted positions may be as high as 35 FTEs. Other states' comparably-sized juvenile justice agencies (Georgia and Virginia) reported that their legal departments were staffed by five or less attorneys and assistants—which suggests considerable room for downsizing.
- Other large administrative departments in the central office include human resources (budgeted for 53 FTEs, filled positions are unknown) and information resources (budgeted for 56 FTEs, filled positions are unknown). The current budgeted full-time employees within the human resources department results in a 58:1 employee to human resources staff ratio. Private industry standards are well over 100:1; further, the Department of Public Safety, which has over 8,000 employees, only employs 47 human resource employees.
- The Transition Team would greatly benefit from receiving more detailed budgetary information regarding the Central Office to determine whether the staff to juvenile ratio is appropriate. Currently, the budgeted FTEs for both agencies is about two staff for every one youth committed to TYC, which suggests room for staff reductions, especially within the Central Office.

#### **Short Term Goal: Obtain Performance Measures**

- One of the public purposes for the new department, outlined in Senate Bill 653, is to assure accountability, quality, consistency, and transparency through performance measures. Indeed, the Legislature required that the new board track performance measures in its strategic plan.

- The new board could quickly require regular reporting of outcomes from directors of programs within the agency. Performance measures including recidivism, budgetary information, proportion of youth in residential care at the county level, and youth receiving education and vocational services are a simple starting point for the performance measures that are necessary to adequately evaluate the new Department.

#### **Medium Term Goal: Combining Probation and Parole Staff and Offices**

- Probation and parole, which were generally stratified under TYC and TJPC, may now be merged into a cohesive unit. In many cases, a youth is better served by continuation of service from a probation officer to a parole officer, and there are savings to be had by combining what are largely similar job functions as well as reducing administrative and overhead costs. Approximately 30 states have adopted combined probation and parole offices in some form. While the need for probation and parole officers may not be reduced in jurisdictions where caseloads are full, there are likely savings in overlapping supervisory and administrative positions, as well as in overhead such as office space.
- In some counties, under the previous agency structure, TYC contracted out with counties and private companies to provide parole. This same method could be extended to more counties, and result in reductions in both staff and overhead costs. County-level probation offices and staff may be much more appropriately equipped to handle parole administration, which the new agency could effectuate through contracts with the counties, or further privatization of parole services.

#### **Medium Term Goal: Explore Options for Diverting Youth from State-Based Facilities**

- According to Senate Bill 653, the new Juvenile Justice Department is to, “prioritize the use of community-based or family-based programs and services for youth over the placement or commitment of youth to a secure facility” and “establish funding priorities” to that end.
- In 2009, the Legislature authorized a Commitment Reduction Program Grant, which provided funding to counties that reduced state-level commitments of juveniles. This approach, where the funding follows the youth, ensures accountability. Further, the restrictions the Legislature placed on the funding ensure effective, cost-efficient placements for youth. In the new agency’s forthcoming Legislative Appropriation Requests, a request for the shifting of funds from current strategic goals towards the Commitment Reduction Program Grant would effectuate this goal.

#### **Long Term Goal: Prepare to Close Additional State Lockup Facilities**

- As the use of community-based treatment options increase, incarceration rates may drop, and additional facilities may be closed. The cost-saving capabilities of this could be significant, including capital outlays for facilities, staffing costs, and central office costs.
- Although these closures may not be achieved before August of 2013, the board should make expenditure and programmatic decisions with regard to the possibility of closures. For example, extensive, expensive renovations should be carefully considered in relation to the possibility that the facility in question—or another facility—may be closed in the near future.

**DATE: November 3, 2011**

**TO: Chelsea Buchholtz, Advisor to the Governor**

**RE: Goals for the newly created Texas Juvenile Justice Department**

Below are goals the Texas Public Policy Foundation recommends for consideration by the state as it consolidates the Texas Youth Commission and the Texas Juvenile Probation Commission, in an effort to deliver the most cost-effective services for Texas taxpayers and juveniles.

- **Short Term Goal: Eliminate Unnecessary Central Office FTEs**

- Earlier this year, Texas Appleseed worked with a pro bono partner, FTI Consulting, Inc. (a recognized international management consulting firm), on an economic analysis of the cost benefits associated with the merger. FTI advised that the state could cut approximately 87 FTEs from the Central Offices of both TYC and TJPC. Under their analysis, this would save almost \$5,000,000 each year of the biennium. These positions are duplicate positions for TYC and TJPC that are no longer necessary after the merger, or reductions in staff based on the decreasing populations and footprint of state lockup facilities.
- This analysis used data from the State Comptroller's list of filled positions at the end of FY 2010. It is unclear how many budgeted, but unfilled, positions are in the Central Office, nor how many positions were cut in the past biennium.
  - One example: TYC's legal department had 23.5 filled FTE positions in 2010. Budgeted positions may be as high as 35 FTEs. Other states' comparably-sized juvenile justice agencies (Georgia and Virginia) reported that their legal departments were staffed by five or less attorneys and assistants—which suggests considerable room for downsizing. Other large administrative departments in the central office include human resources (budgeted for 53 FTEs) and information resources (budgeted for 56 FTEs).
  - The Transition Team would greatly benefit from receiving more detailed budgetary information regarding the Central Office to determine whether the staff to juvenile ratio is appropriate (currently, the budgeted FTEs for both agencies is about two staff for every one youth committed to TYC).

- **Medium Term Goal: Combining Probation and Parole Staff and Offices**

- Probation and parole, which were generally stratified under TYC and TJPC, can now be merged into a cohesive unit. In many cases, a youth is better served by continuation of service from a probation officer to a parole officer, and there are savings to be had by combining what are largely similar job functions as well as reducing administrative and overhead costs. Approximately 30 states have adopted combined probation and parole offices in some form. While the need for probation and parole officers may not be reduced in jurisdictions where caseloads are full, there are likely savings in overlapping supervisory and administrative positions, as well as in overhead such as office space.

- **Medium Term Goal: Increasing the Number of Youth Diverted From State-Based Facilities**

- According to SB 653, the new Juvenile Justice Department is to, “prioritize the use of community-based or family-based programs and services for youth over the placement or commitment of youth to a secure facility” and “establish funding priorities” to that end. Short-term cost savings can be dedicated to the goal of increased diversions to those community-based and family-based programs, which would compound the cost savings by incarcerating fewer juveniles in state facilities at a rate of \$359 per day, per youth in 2010, as well as by reducing recidivism rates in those juveniles.

- **Long Term Goal: Close State Lockup Facilities**

- As the use of community-based treatment options increase, incarceration rates will drop, and additional facilities can be closed. The cost-saving capabilities of this goal would be broad, including capital outlays for the facility itself, staffing costs, as well as central office costs. Ultimately, this step would not only decrease costs for the new agency, but would improve outcomes for juveniles both in terms of recidivism rates and performance measures, and increase public safety.



# Recommendations



## **1. Establish a continuum of community-based alternatives to incarceration**

1. Reduce overreliance on incarceration and detention and redirect resources locally into proven strategies that cost less, enhance public safety, reduce racial disparities, and increase youth success
2. Coordinate efforts at all levels of the community, to include the school system, in identifying and serving youth
3. Require each community (ISD, county, city, service providers, day care providers) to adopt a comprehensive plan for reducing juvenile delinquency and improving graduation and workforce success that is based on a needs assessment

## **2. Develop a statewide standardized RFP process**

1. Consider instituting a performance-based contract approach
2. Require data-driven decision making and programming
3. Partner with accredited agencies with proven track records
4. Establish State-level performance measures and goals that include improvement in academics, graduation, improvement in behaviors that lead to delinquency, enrollment in secondary education, etc.
5. Include a point system that requires providers to collaborate to maximize services in the community that avoids duplication and is cost effective

## **3. Invest in a statewide community-based prevention model**

1. Identify where system-involved youth live and invest resources in the revitalization of their home communities
2. Provide a comprehensive and holistic approach for youth and families, using a case management and assessment model to identify all issues, including mental health
3. Replicate the Children's Promise model in communities throughout Texas to prevent juvenile justice system involvement, offering services from birth to adulthood
4. Establish an anchor institution in each city/county with wraparound services provided at all hours to meet family needs

## **4. Ensure diversity and cultural competency in providers and services**

1. Consider cultural competency and diversity at all levels: leadership, board, service delivery practices, guiding principles
2. Ensure individualized practice, staff training, and organizational culture promotes cultural competency
3. Consider the population projections for state and the potential impact on the juvenile justice system





# Texas Juvenile Justice Department Memorandum#

**To:** Cherie Townsend, Executive Director

**From:** Robin McKeever, Deputy Executive Director  
Lisa Capers, Deputy Executive Director  
Linda Brooke, Director of External Affairs

**Subject:** Information on Activities for Agency Strategic Planning

**Date:** February 9, 2012

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The purpose of this agenda item is to provide general information about the strategic planning process and timelines. The staff would also appreciate any guidance the board might provide regarding their preferences for participating in the process before their consideration of the agency's strategic plan for final approval.

The Texas Government Code requires all state agencies within the executive branch to submit a strategic plan every two years for a five-year planning horizon. The staff recently initiated activities to produce the Texas Juvenile Justice Department (TJJD) strategic plan for fiscal years 2013-2017. An agency's plan must conform to detailed instructions issued jointly by the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board. The *Instructions* for the upcoming planning period have not been published yet; however, based on informal staff information, we anticipate few significant changes from the previous *Instructions* in 2010. We also anticipate that the agency's strategic plan will need to be finalized in June 2011.

Strategic planning was adopted as a comprehensive process in 1991 at the state level in Texas. Planning goals are formally linked to budget development, followed by budget implementation, then monitoring and evaluation. Individual agency plans must be aligned with the Statewide Strategic Plan, which is normally published every two years as an appendix to the detailed *Instructions for Preparing and Submitting Agency Strategic Plans*. Critical elements of an agency's strategic plan include the following:

- Agency mission statement
- Agency philosophy statement
- Assessment of external and internal accomplishments, resources, constraints, conditions, and challenges
- Agency goals
- Objectives and associated outcome measures
- Strategies and associated output, efficiency, and explanatory measures

As we have reviewed in previous presentations on the agency's operating budget, the TJJD budget structure consists of goals, objectives, strategies, and performance measures. The goals, strategies, and key



performance measures are utilized in the General Appropriations Act to reflect funding decisions and performance expectations.

Agency activities to develop the strategic plan normally commence in January or February of even-numbered years and end with the submission of the plan to the Governor's Office and Legislative Budget Board in June or July. The following activities and plans are underway:

- We have established a Core Project Group of staff to begin coordinating a broad range of activities to produce the Strategic Plan document.
- Our target date for final approval by the Board is June 22, 2011 at their public meeting. The submission due dates are normally published as an appendix to the detailed *Instructions*.
- Preliminary activities are focused in several areas:
  1. Project organization and management (Project Plan attached)
  2. Planning for stakeholder input regarding strategic agency needs
  3. Developing any revisions to the agency budget structure for submission in April as a major project milestone
  4. Detailed staff reviews for the sections of the Plan relating to internal and external assessments
  5. Development of numerous required appendices to the Strategic Plan

We anticipate the need for regular input from the Board, and the staff requests a standing agenda item for strategic planning updates through June. The attached Project Plan reflects milestones and several items for the Board's guidance, especially on pages two and three.

Attachment

**Texas Juvenile Justice Department  
Strategic Plan 2013-2017  
Project Plan**

ID	Task Name	Duration	Start	Finish	% Complete	Resource Names
0	<b>TJJD Strategic Plan 2013-2017</b>	<b>132 days</b>	<b>Mon 1/30/12</b>	<b>Tue 7/31/12</b>	<b>1%</b>	
1	<b>Project Planning</b>	<b>6 days</b>	<b>Mon 1/30/12</b>	<b>Mon 2/6/12</b>	<b>100%</b>	
2	Initial Planning Meeting	1 day	Mon 1/30/12	Mon 1/30/12	100%	Linda,Lisa,Robin
3	Core Project Group Meeting	1 day	Mon 2/6/12	Mon 2/6/12	100%	Core Group
4	<b>Stakeholder Input</b>	<b>64 days</b>	<b>Tue 1/31/12</b>	<b>Fri 4/27/12</b>	<b>10%</b>	
5	Develop Stakeholder Survey Draft #1	4 days	Tue 1/31/12	Fri 2/3/12	100%	John Posey
6	Review of Survey Questions	5 days	Mon 2/6/12	Fri 2/10/12	30%	Core Group
7	Finalize Survey Questions	5 days	Mon 2/13/12	Fri 2/17/12	0%	Core Group
8	Executive Review	4 days	Mon 2/20/12	Thu 2/23/12	0%	Linda,Lisa,Robin,Cherie,Chris
9	Survey Revisions	3 days	Wed 2/22/12	Fri 2/24/12	0%	Kristy,John
10	Survey Completed	1 day	Thu 2/23/12	Thu 2/23/12	0%	Kristy,John
11	Juvenile Law Conference Dissimination	3 days	Mon 2/27/12	Wed 2/29/12	0%	Kristy
12	Review of Survey Input from JLC	3 days	Wed 2/29/12	Fri 3/2/12	0%	John
13	Data Entry of Survey from JLC	2 days	Thu 3/1/12	Fri 3/2/12	0%	Kristy,Dona,Diane
14	Survey Monkey Development	5 days	Mon 3/5/12	Fri 3/9/12	0%	Jim,Rick
15	Survey Monkey Deployment	1 day	Mon 3/12/12	Mon 3/12/12	0%	Jim,Rick
16	Survey Due Date	1 day	Fri 3/30/12	Fri 3/30/12	0%	
17	Survey Data Analysis	15 days	Mon 4/2/12	Fri 4/20/12	0%	John,Chuck,Nancy
18	Management Review of Data Analysis	5 days	Mon 4/23/12	Fri 4/27/12	0%	Cherie,Robin,Lisa,Linda,Chris
19	<b>Strategic Review of Facility/Halfway House Needs</b>	<b>26 days</b>	<b>Mon 2/13/12</b>	<b>Mon 3/19/12</b>	<b>0%</b>	
20	Develop Survey for TJJD Staff	5 days	Mon 2/13/12	Fri 2/17/12	0%	
21	Dissimination of Survey	8 days	Mon 2/20/12	Wed 2/29/12	0%	
22	Review and Analysis of Survey Results	7 days	Thu 3/1/12	Fri 3/9/12	0%	
23	Executive Approval of Survey Analysis	5 days	Mon 3/12/12	Fri 3/16/12	0%	
24	<b>Strategic Plan Report Format Design</b>	<b>15 days</b>	<b>Mon 2/6/12</b>	<b>Fri 2/24/12</b>	<b>0%</b>	
25	Design Report Format	3 days	Mon 2/6/12	Wed 2/8/12	0%	Kristy
26	Create Working Draft Documents	5 days	Mon 2/13/12	Fri 2/17/12	0%	John,Kristy
27	Assign Sections	5 days	Mon 2/20/12	Fri 2/24/12	0%	John,Kristy
28	<b>LBB Staff Collaboration</b>	<b>22 days</b>	<b>Mon 2/13/12</b>	<b>Tue 3/13/12</b>	<b>0%</b>	
29	Meeting with Legislative Budget Board	1 day	Tue 3/13/12	Tue 3/13/12	0%	Executive Staff

**Texas Juvenile Justice Department  
Strategic Plan 2013-2017  
Project Plan**

ID	Task Name	Duration	Start	Finish	% Complete	Resource Names
30	Resolution of How to Count Commitments	1 day	Mon 2/13/12	Mon 2/13/12	0%	Executive Staff
31	<b>Development and Approval of Budget Structure</b>	<b>65 days</b>	<b>Mon 3/19/12</b>	<b>Fri 6/15/12</b>	<b>0%</b>	
32	Preparation of Budget Structure	5 days	Mon 3/19/12	Fri 3/23/12	0%	Fiscal, Executive Staff
33	Submission of Proposed Structure to LBB, GOBP	5 days	Mon 3/26/12	Fri 3/30/12	0%	
34	Meetings/Negotiations With LBB, GOBP	44 days	Mon 4/2/12	Thu 5/31/12	0%	
35	Formal LBB/GOBP Approval of Structure	10 days	Mon 6/4/12	Fri 6/15/12	0%	
36	<b>Identify Key Strategic Initiatives/Goals</b>	<b>35 days</b>	<b>Mon 2/13/12</b>	<b>Fri 3/30/12</b>	<b>0%</b>	
37	Brainstorming Meeting on Initiatives	1 day	Mon 2/13/12	Mon 2/13/12	0%	Robin, Lisa, Linda, John, Chris
38	Review Transition Team Report	5 days	Mon 2/13/12	Fri 2/17/12	0%	
39	Review Interim Charges	5 days	Mon 2/13/12	Fri 2/17/12	0%	
40	Review Advisory Council Report	5 days	Mon 2/13/12	Fri 2/17/12	0%	
41	Board Input on Initiatives/Goals	1 day	Fri 2/17/12	Fri 2/17/12	0%	Board
42	First Draft of Initiatives	5 days	Mon 2/20/12	Fri 2/24/12	0%	
43	Second Draft of Initiatives	5 days	Mon 2/27/12	Fri 3/2/12	0%	
44	Executive Review Strategic Initiatives	5 days	Mon 3/5/12	Fri 3/9/12	0%	
45	Final Draft of Strategic Initiatives	15 days	Mon 3/12/12	Fri 3/30/12	0%	
46	<b>Strategic Plan Development</b>	<b>100 days</b>	<b>Mon 2/6/12</b>	<b>Fri 6/22/12</b>	<b>0%</b>	
47	<b>Governing Board Input</b>	<b>91 days</b>	<b>Fri 2/17/12</b>	<b>Fri 6/22/12</b>	<b>0%</b>	<b>Board</b>
48	<b>Board Meeting February 17, 2012</b>	<b>1 day</b>	<b>Fri 2/17/12</b>	<b>Fri 2/17/12</b>	<b>0%</b>	
49	Strategic Plan Process/Timeline Overview	1 day	Fri 2/17/12	Fri 2/17/12	0%	
50	Input on Strategic Initiatives/Goals	1 day	Fri 2/17/12	Fri 2/17/12	0%	
51	<b>Committee/Board Meeting April 5-6, 2012</b>	<b>2 days</b>	<b>Thu 4/5/12</b>	<b>Fri 4/6/12</b>	<b>0%</b>	
52	Budget Structure Review/Approval	2 days	Thu 4/5/12	Fri 4/6/12	0%	
53	Review/Input on Strategic Priorities	2 days	Thu 4/5/12	Fri 4/6/12	0%	
54	<b>Committee/Board Meeting May 3-4, 2012</b>	<b>2 days</b>	<b>Thu 5/3/12</b>	<b>Fri 5/4/12</b>	<b>0%</b>	
55	Status Report on Budget Structure	2 days	Thu 5/3/12	Fri 5/4/12	0%	
56	Update on Development of Strategic Plan	2 days	Thu 5/3/12	Fri 5/4/12	0%	
57	<b>Committee/Board Meeting June 21-22, 2012</b>	<b>2 days</b>	<b>Thu 6/21/12</b>	<b>Fri 6/22/12</b>	<b>0%</b>	
58	Final Approval of Strategic Plan	2 days	Thu 6/21/12	Fri 6/22/12	0%	
59	<b>Guiding Principles</b>	<b>60 days</b>	<b>Mon 3/5/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	

**Texas Juvenile Justice Department  
Strategic Plan 2013-2017  
Project Plan**

ID	Task Name	Duration	Start	Finish	% Complete	Resource Names
60	Mission of Texas State Government				0%	
61	Philosophy of Texas State Government				0%	
62	State-level Priority Goals & Benchmarks				0%	
63	Agency Vision, Mission, & Philosophy	13 days	Mon 2/13/12	Wed 2/29/12	0%	Cherie,Leadership Council
64	<b>External/Internal Assessment</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	
65	Strategic Priorities	43 days	Thu 3/1/12	Mon 4/30/12	0%	Cherie,Exec Staff,Core Group
66	<b>Overview and Scope</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	
67	Statutory Basis				0%	Legal
68	Who We Are				0%	
69	Historical Perspective				0%	
70	Key Populations & Functions				0%	
71	<b>Organizational Aspects</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	<b>Human Resources,Fiscal</b>
72	Size & Composition of Workforce				0%	
73	Organizational Structure				0%	
74	Geographic Locations				0%	
75	Geographic Locations of Service Populations				0%	
76	Capital Assets				0%	
77	Human Resources Strengths & Challenges				0%	
78	HUB Program				0%	
79	Key Organizational Events & Impacts				0%	
80	Use & Anticipated Use of Consultants				0%	
81	<b>Fiscal Aspects</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	<b>Fiscal</b>
82	Agency Budget				0%	
83	Appropriations & Expenditure Trends				0%	
84	Per Capita Impacts				0%	
85	Method of Finance				0%	
86	Comparison to Other State Budgets				0%	
87	Budgetary Limitations				0%	
88	Current & Expected Budgetary Needs				0%	
89	Capital and Lease Needs				0%	
90	<b>Population and Demographics</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	<b>Research</b>

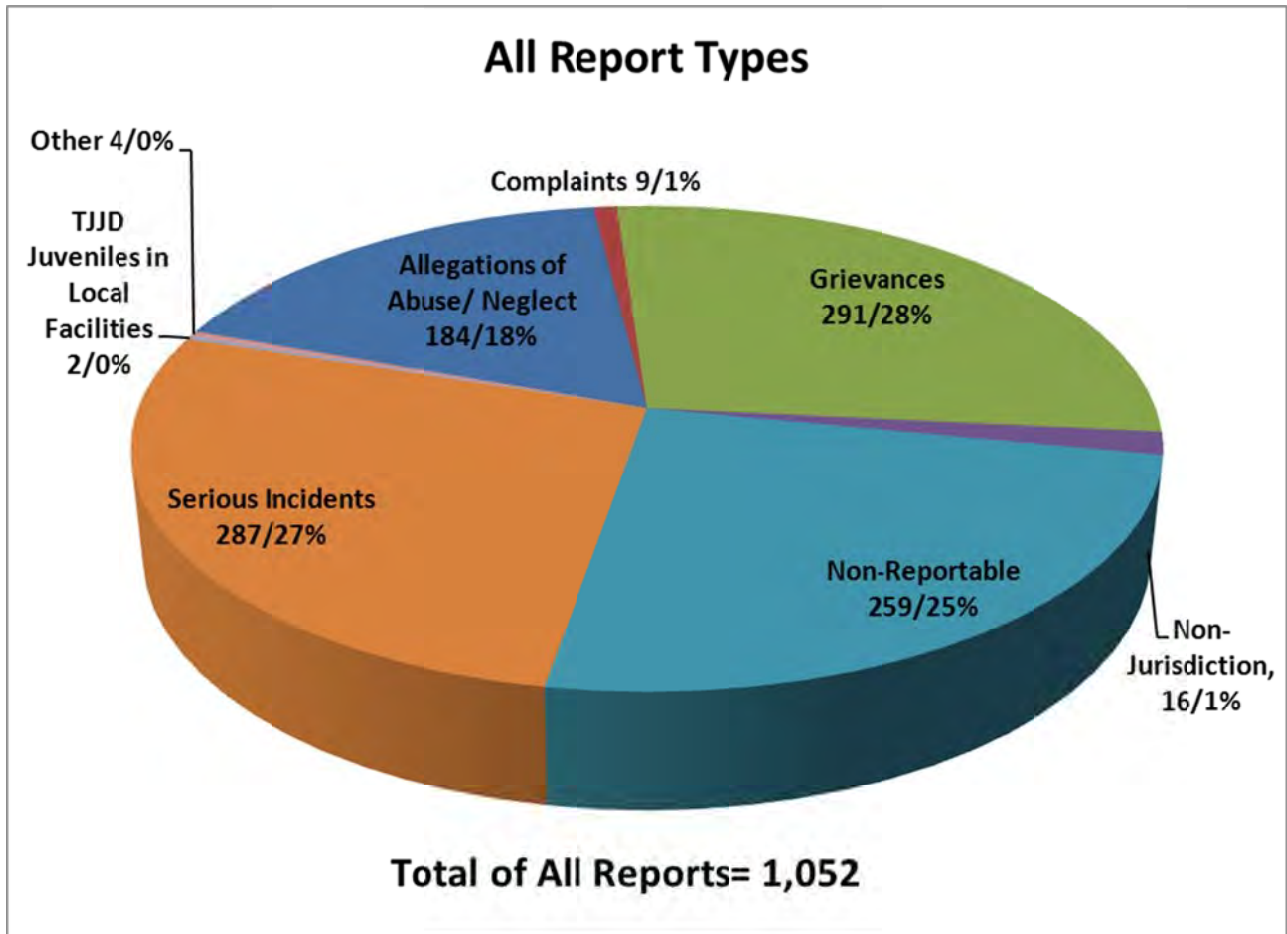
**Texas Juvenile Justice Department  
Strategic Plan 2013-2017  
Project Plan**

ID	Task Name	Duration	Start	Finish	% Complete	Resource Names
91	Population Characteristics & Demographics				0%	
92	Future Trends & Impacts				0%	
93	New Commitment Trends by County				0%	
94	Statistics in External Environment				0%	
95	<b>Technological Developments</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	<b>IRD</b>
96	Impact of Technology on Current Operations				0%	
97	Impact Anticipated Technological Advances				0%	
98	Degree of Agency Automation				0%	
99	Anticipated Need for Automation				0%	
100	Economic Variables	62 days	Thu 3/1/12	Fri 5/25/12	0%	
101	Impact of Federal Statutes & Regulations	62 days	Thu 3/1/12	Fri 5/25/12	0%	Legal
102	Impact of State Statutory Changes	62 days	Thu 3/1/12	Fri 5/25/12	0%	Legal
103	Self Evaluation	62 days	Thu 3/1/12	Fri 5/25/12	0%	
104	Agency Performance Measures, Goals, Objectives & Strategies	62 days	Thu 3/1/12	Fri 5/25/12	0%	Fiscal, Research
105	<b>Technology Resource Planning</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	<b>IRD</b>
106	Technology Assessment Summary				0%	
107	Technology Initiative Alignment				0%	
108	<b>Appendices/Attachments</b>	<b>62 days</b>	<b>Thu 3/1/12</b>	<b>Fri 5/25/12</b>	<b>0%</b>	
109	Agency Planning Process				0%	
110	TJJD Org Chart				0%	
111	Five-Year Outcome Projections				0%	
112	Performance Measure Definitions				0%	
113	Workforce Plan				0%	
114	Employee Survey				0%	
115	Workforce Development System Strategic Plan				0%	
116	Customer Service Report				0%	
117	<b>Intermediate Review Phase</b>	<b>20 days</b>	<b>Mon 4/2/12</b>	<b>Fri 4/27/12</b>	<b>0%</b>	
118	Review of Guiding Principles	3 days	Mon 4/2/12	Wed 4/4/12	0%	Robin, Lisa, Linda, Chris
119	Review of External/Internal Assessment	4 days	Thu 4/5/12	Tue 4/10/12	0%	Robin, Lisa, Linda, Chris
120	Review of Agency Goals, Objectives & Strategies	4 days	Wed 4/11/12	Mon 4/16/12	0%	Robin, Lisa, Linda, Chris

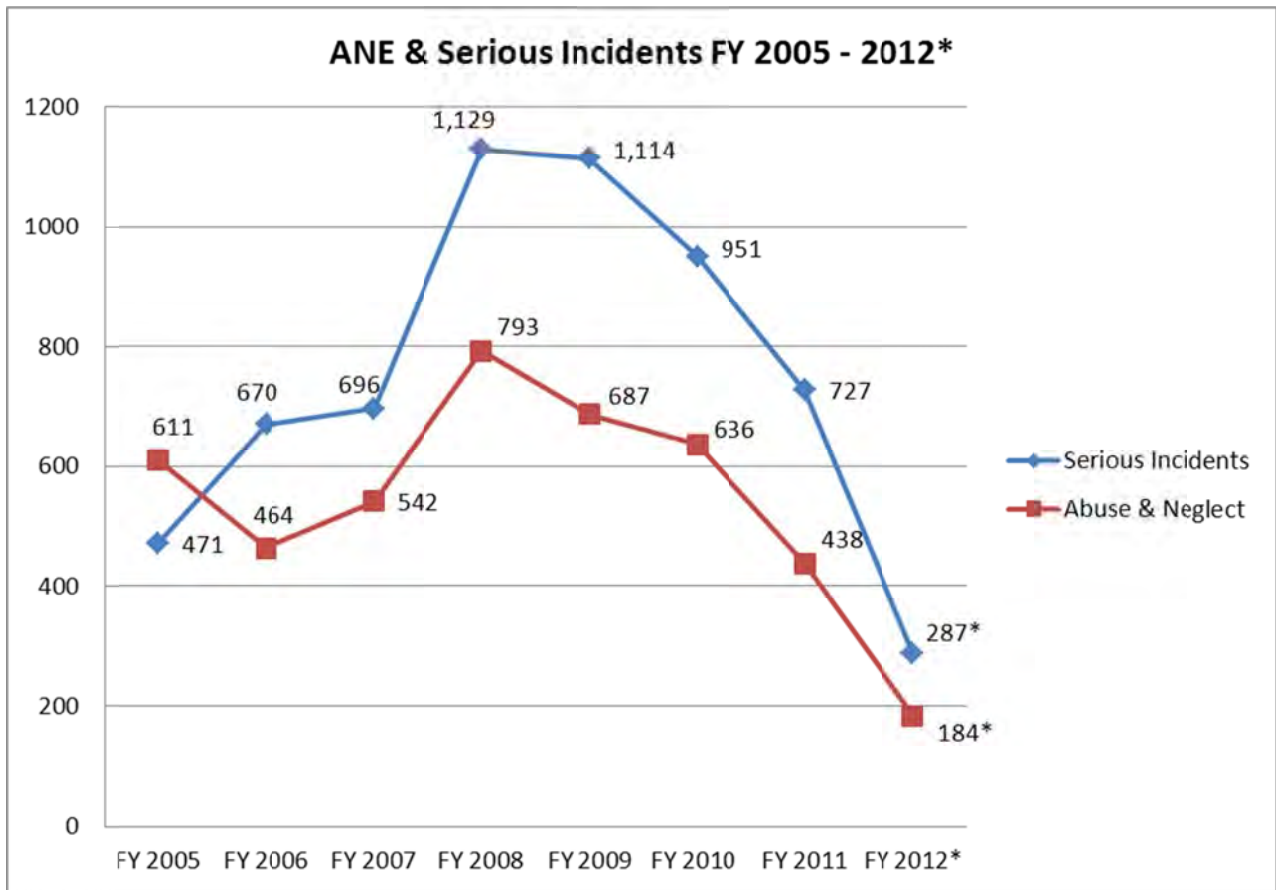
**Texas Juvenile Justice Department  
Strategic Plan 2013-2017  
Project Plan**

ID	Task Name	Duration	Start	Finish	% Complete	Resource Names
121	Review of Technology Resource Planning	3 days	Mon 4/16/12	Wed 4/18/12	0%	Robin,Lisa,Linda,Chris
122	Review of Appendices/Attachments	2 days	Thu 4/19/12	Fri 4/20/12	0%	Robin,Lisa,Linda,Chris
123	Executive Intermediate Review	15 days	Mon 4/9/12	Fri 4/27/12	0%	Cherie
124	<b>Final Approval Phase</b>	<b>10 days</b>	<b>Mon 5/28/12</b>	<b>Fri 6/8/12</b>	<b>0%</b>	
125	Core Team Final Approval	4 days	Mon 5/28/12	Thu 5/31/12	0%	Core Group
126	Final Modifications	3 days	Wed 5/30/12	Fri 6/1/12	0%	Kristy,John
127	Executive Final Approval	5 days	Mon 6/4/12	Fri 6/8/12	0%	Cherie
128	<b>Board Approval</b>	<b>6 days</b>	<b>Fri 6/15/12</b>	<b>Fri 6/22/12</b>	<b>0%</b>	
129	Strategic Plan Final Copy	1 day	Mon 6/11/12	Mon 6/11/12	0%	Kristy,John
130	Board Packets Mailed	1 day	Fri 6/15/12	Fri 6/15/12	0%	Jeannette
131	Board Approval of Strategic Plan	1 day	Fri 6/22/12	Fri 6/22/12	0%	Board
132	<b>Submission of Plan</b>	<b>22 days</b>	<b>Mon 7/2/12</b>	<b>Tue 7/31/12</b>	<b>0%</b>	
133	Final Amendments to Plan (if any)	10 days	Mon 7/2/12	Fri 7/13/12	0%	John,Kristy
134	Copying and Binding	10 days	Mon 7/16/12	Fri 7/27/12	0%	Jeannette
135	Delivery of Plan	2 days	Mon 7/30/12	Tue 7/31/12	0%	John

**Texas Juvenile Justice Department  
Abuse, Neglect, Exploitation & Serious Incident Report  
for Community Based Programs and Facilities  
Fiscal Year 2012 September - January**



Report Type	Number	Percentage
Allegations of ANE	184	18%
Complaints	9	1%
Grievances	291	28%
Non-Jurisdiction	16	1%
Non-Reportable	259	25%
Serious Incidents	287	27%
TJJJ Juveniles in Local Facilities	2	0%
Other	4	0%
<b>Total</b>	<b>1052</b>	<b>100%</b>



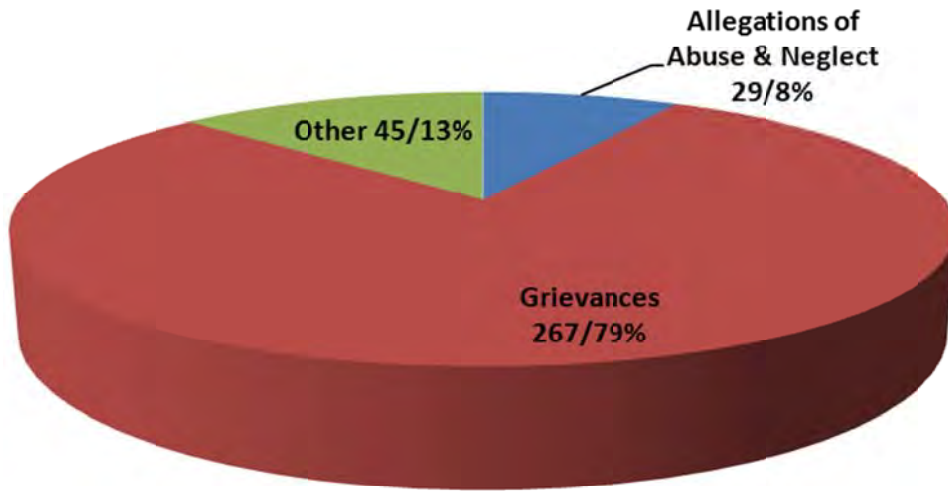
\*The numbers shown are only from the beginning of the current fiscal year through the end of the most recently completed month.

FISCAL YEAR	ABUSE & NEGLECT	SERIOUS INCIDENT
FY 2005	611	471
FY 2006	464	670
FY2007	542	696
FY 2008	793	1,129
FY 2009	687	1,114
FY 2010	636	951
FY 2011	438	727
FY 2012*	184	287

	FY 11 THRU JAN	FY 12 THRU JAN	% CHANGE
ABUSE & NEGLECT	200	184	-8%
SERIOUS INCIDENTS	336	287	-15%



## Probation Reports to the IRC via the Call-Line



Call Type	Number	Percentage
Allegations of ANE	29	8%
Grievances	267	79%
Complaints*	5	1%
Non-Jurisdiction*	10	3%
Non-Reportable*	15	4%
Serious Incidents*	14	4%
TJJD Juveniles in Local Facilities*	1	0%
<b>Total</b>	<b>341</b>	<b>100%</b>

*\*The "Other" category in the pie chart contains all of the denoted report types.*

Month	Number
September	50
October	23
November	96
December	99
January	73
<b>Total</b>	<b>341</b>

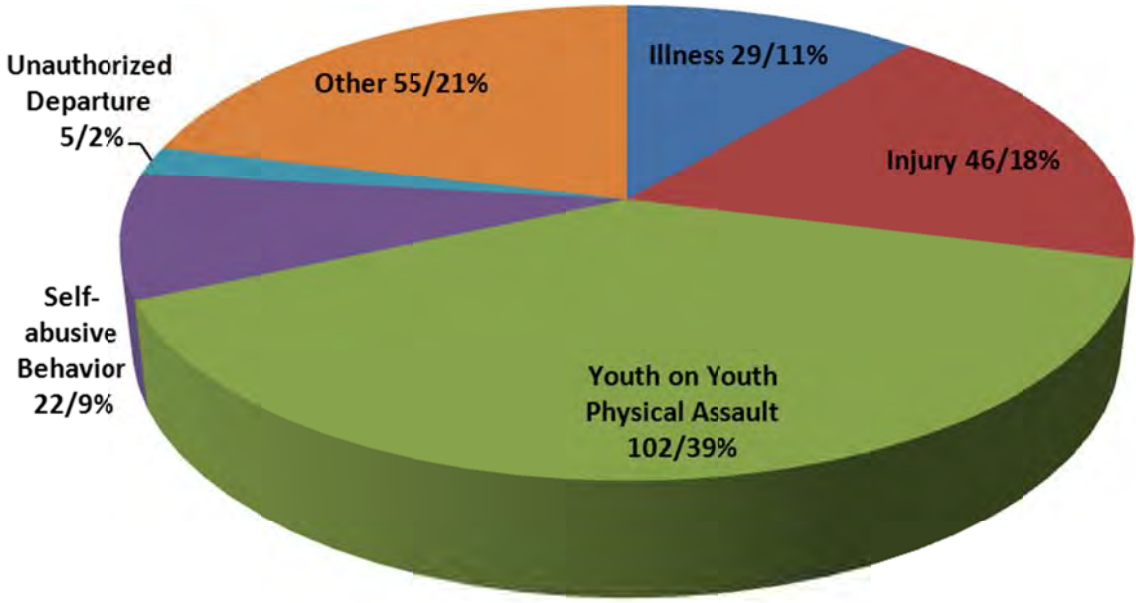
Facility Type	Number	Percentage
Detention	186	55%
Post Secure	113	34%
Post Non-Secure	34	10%
JJAEP	2	1%
Probation/Parole	6	0%
<b>Total</b>	<b>341</b>	<b>100%</b>

ANE Allegation Type	Number
Emotional Abuse	0
Exploitation	0
Medical Neglect	1
Supervisory Neglect	2
Physical Abuse – Mechanical Restraint	1
Physical Abuse – Non Restraint	9
Physical Abuse Physical Restraint	11
Serious Physical Abuse	0
Sexual Abuse – Contact	4
Sexual Abuse – Non Contact	0
Verbal Abuse	1
<b>Total</b>	<b>29</b>

Disposition	Number
Reason to Believe	0
Concur	1
Ruled Out	4
Does Not Meet	2
Unable to Determine	0
Baseless	0
Pending	22
<b>Total</b>	<b>29</b>

Reporting Counties	Total Calls
Angelina	2
Atascosa	2
Bell	1
Bexar	35
Cameron	8
Dallas	83
Denton	3
Duval	1
El Paso	4
Galveston	4
Garza	4
Grayson	18
Guadalupe	1
Harris	37
Harrison	1
Hays	6
Hidalgo	1
Hood	2
Hunt	35
Kerr	1
Lubbock	5
Medina	1
Milam	43
Montgomery	1
Nolan	1
Nueces	7
Polk	1
Randall	4
San Patricio	1
Smith	1
Tarrant	2
Taylor	10
Victoria	14
<b>Total</b>	<b>341</b>

# Types of Non-Reportables



Total Non- Reportables= 259

Report Type	Number	Percentage
Illness	29	11%
Injury	46	18%
Youth on Youth Physical Assault	102	39%
Self-Abusive Behavior	22	8%
Unauthorized Departure	5	2%
Other	55	21%
<b>Total</b>	<b>259</b>	<b>100%</b>



Sexual Abuse – Non-Contact	2	0	2	2	1									7
<b>Total Cases Received:</b>	<b>39</b>	<b>41</b>	<b>43</b>	<b>29</b>	<b>32</b>									<b>184</b>

**Summary of TJJD Actions**

**Total by Disposition:** The dispositions will change every month as additional cases are closed. For example, the numbers listed in the disposition columns for February will change in March depending on how many cases were closed since the last report was run. **\*Other dispositions may include:** Not Under TJJD Jurisdiction, Referred to DSHS, Referred to Law Enforcement for Investigation, Unable to Determine, and Unable to Investigate – No Information.

Reason to Believe	1	2	0	0	0									3
Concur	6	3	2	0	0									11
Ruled Out	8	4	4	0	0									16
Does Not Meet Definition of ANE	3	3	4	0	0									10
Baseless	1	1	0	0	0									2
Other Dispositions*	0	0	0	0	0									0
<b>Pending</b>	<b>20</b>	<b>28</b>	<b>33</b>	<b>29</b>	<b>32</b>									<b>142</b>

**Local Disciplinary Actions**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Year to Date
Administrative Leave/Suspended	3	3	0	0	0								6
Probation	0	0	0	0	1								1
Resigned	0	0	0	0	0								0
Reprimanded	4	0	0	0	0								4
Re-trained	4	2	0	0	0								6
Terminated	4	3	2	0	0								9
None	10	11	11	0	7								39
<b>Total Local Discipline Actions:</b>	<b>25</b>	<b>19</b>	<b>13</b>	<b>0</b>	<b>8</b>								<b>65</b>

**Serious Incidents**

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Year to Date
<b>Total by Program Type:</b>													
Day Reporting	0	0	0	0	0								0
Detention	36	37	28	40	44								185
JJAEP	0	1	2	0	1								4
Non-Secure Placement	5	2	1	4	0								12
Probation	0	1	0	1	0								2
84Secure Placement	17	13	18	16	20								84
<b>Incident Type:</b>													
Death – Suicide	0	0	0	0	0								0
Death – Non-Suicide	0	1	0	0	0								1
Attempted Suicide	26	26	26	36	41								155
Escape	1	1	0	2	0								4
Attempted Escape	0	0	0	1	0								1
Escape-Furlough	3	3	0	2	0								8
Reportable Injury	13	9	10	10	12								54
Youth on Youth Physical Assault	4	3	4	3	6								20
Youth Sexual Conduct	11	11	9	7	6								44
<b>Total Reports Received:</b>	<b>58</b>	<b>54</b>	<b>49</b>	<b>61</b>	<b>65</b>								<b>287</b>

- The Average Daily Population for December for all county operated secure and non-secure facilities from September – December 2011, was 2,940.

**MONTHLY ABUSE, NEGLECT AND EXPLOITATION RECEIVED BY COUNTY**

SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-------

		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
ANDERSON	Pre	0	0	0	0	0								0
ANGELINA	Pre	0	0	0	0	0								0
ATASCOSA	Pre & JJAEP	0	0	0	0	0								0
BELL	Pre, Post, JJAEP	0	1	0	0	0								1
BEXAR	Pre, Post, JJAEP	3	6	5	2	7								23
BRAZORIA	Pre, Post, JJAEP	0	0	0	0	0								0
BRAZOS	Pre & JJAEP	0	0	1	0	0								1
BROWN	Holdover	0	0	0	0	0								0
CAMERON	Pre, Post, JJAEP	5	3	1	0	0								9
COLLIN	Pre, Post, JJAEP	0	0	0	0	0								0
DALLAS	Pre, Post, JJAEP, Non-Secure	6	5	6	8	7								32
DEAF SMITH	Non-Secure	0	0	0	0	0								0
DENTON	Pre, Post, JJAEP	1	0	0	0	1								2
DUVAL	Pre & Post	2	0	0	0	0								2
ECTOR	Pre & Post	0	0	0	0	0								0
EL PASO	Pre, Post, JJAEP	1	0	1	1	0								3
ELLIS	Holdover	0	0	0	0	0								0
FLOYD	Non-Secure	0	0	0	0	0								0
FORT BEND	Pre, Post, JJAEP	0	0	2	0	0								2
GALVESTON	Pre, Post, JJAEP	1	1	0	0	0								2
GARZA	Pre & Post	0	0	0	0	2								2
GRAYSON	Pre & Post	0	0	1	2	0								3
GREGG	Pre	0	1	0	0	0								1
GUADALUPE	Pre	0	0	0	0	2								2
HALE	JJAEP	0	0	0	0	0								0
HARDIN	Pre & JJAEP	0	0	0	0	0								0
HARRIS	Pre, Post, JJAEP, Non-Secure	7	4	14	2	8								35
HARRISON	Pre & Post	0	0	0	0	0								0
HAYS	Pre, Post, JJAEP	2	1	2	1	1								7
HIDALGO	Pre, Post, Non-Secure, JJAEP	0	2	1	2	1								6
HILL	JJAEP	0	0	0	0	0								0
HOOD	Pre & Post	2	9	0	0	0								11
HOPKINS	JJAEP	0	0	0	0	0								0
HOWARD	Holdover	0	0	0	0	0								0

		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
HUNT	Pre	2	1	0	0	0								3
JEFFERSON	Pre, JJAEP	1	0	0	0	0								1
JOHNSON	JJAEP	0	0	0	0	0								0
KARNES	JJAEP	0	0	0	0	0								0
KERR	Pre	0	0	0	0	0								0
LIMESTONE	Pre	0	0	0	0	0								0
LUBBOCK	Pre, Post, JJAEP	0	0	0	2	0								2
MCLENNAN	Pre, Post, Non-Secure, JJAEP	0	0	0	0	0								0
MEDINA	Post	1	0	0	0	0								1
MIDLAND	Pre	0	0	0	0	0								0
MILAM	Pre, Post	1	3	5	2	0								11
MONTGOMERY	Pre, JJAEP	0	0	0	0	0								0
NOLAN	Probation	0	1	0	0	0								1
NUECES	Pre, Post, JJAEP	1	0	0	1	0								2
RANDALL	Pre, Post, Non-Secure	1	0	1	1	0								3
SAN PATRICIO	Pre	0	0	0	0	0								0
SMITH	Pre, JJAEP	0	0	0	0	0								0
STARR	Pre	0	0	0	0	0								0
TARRANT	Pre, JJAEP	0	1	1	3	0								5
TAYLOR	Pre, Post, JJAEP	0	1	0	0	0								1
TOM GREEN	Pre	0	0	0	0	0								0
TRAVIS	Pre, Post, Non-Secure, JJAEP	1	0	2	2	1								6
VAL VERDE	Pre	0	0	0	0	0								0
VAN ZANDT	Pre, Post	0	0	0	0	0								0
VICTORIA	Pre, Post,	0	0	0	0	0								0
WEBB	Pre, JJAEP	0	1	0	0	1								2
WICHITA	Pre, JJAEP	0	0	0	0	1								1
WILLIAMSON	Pre, Post, Non-Secure, JJAEP	1	0	0	0	0								1
WILSON	JJAEP	0	0	0	0	0								0
<b>TOTAL</b>		<b>39</b>	<b>41</b>	<b>43</b>	<b>29</b>	<b>32</b>								<b>184</b>

- Unless a report was received from a probation department, the only counties listed herein contain at least one of the following: a pre-adjudicated secure facility, a post-adjudicated secure facility, a post-adjudicated non-secure facility, a holdover facility or a JJAEP. Counties with only a probation department and no reported allegations of abuse, neglect, exploitation, death or serious incidents were not included in the chart.
- Pre-Adjudicated Facilities = 50; Post-Adjudicated = 34; Non-Secure = 11; Holdover = 3; JJAEP = 34

**MONTHLY SERIOUS INCIDENTS RECEIVED BY COUNTY**

		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
ANDERSON	Pre	0	1	0	1	0								2
ANGELINA	Pre	0	0	0	0	1								1
ATASCOSA	Pre & JJAEP	1	0	0	0	0								1
BELL	Pre, Post, JJAEP	1	5	3	4	4								17
BEXAR	Pre, Post, JJAEP	2	3	5	2	1								13
BRAZORIA	Pre, Post, JJAEP	0	0	0	0	0								0
BRAZOS	Pre & JJAEP	1	0	2	1	0								4
BROWN	Holdover	0	0	0	0	0								0
CAMERON	Pre, Post, JJAEP	2	0	1	2	2								7
COLLIN	Pre, Post, JJAEP	1	1	2	0	0								4
DALLAS	Pre, Post, Non-Secure, JJAEP	17	9	7	10	20								63
DEAF SMITH	Non-Secure	0	0	0	0	0								0
DENTON	Pre, Post, JJAEP	2	1	0	0	1								4
DUVAL	Pre & Post	0	0	0	1	3								4
ECTOR	Pre & Post	0	0	1	0	0								1
EL PASO	Pre, Post, JJAEP	3	1	0	1	0								5
ELLIS	Holdover	0	0	0	0	0								0
FLOYD	Non-Secure	0	0	0	0	0								0
FORT BEND	Pre, Post, JJAEP	0	0	0	0	0								0
GALVESTON	Pre, Post, JJAEP	1	0	0	0	0								1
GARZA	Pre & Post	0	0	0	0	0								0
GRAYSON	Pre & Post	0	0	3	1	0								4
GREGG	Pre	0	0	0	0	0								0
GUADALUPE	Pre	0	0	0	0	1								1
HALE	JJAEP	0	0	0	0	0								0
HARDIN	Pre & JJAEP	0	0	0	0	0								0
HARRIS	Pre, Post, Non-Secure, JJAEP	7	6	10	10	9								42
HARRISON	Pre & Post	0	0	2	0	0								2
HAYS	Pre, Post, JJAEP	0	4	3	2	1								10
HIDALGO	Pre, Post, Non-Secure, JJAEP	1	3	3	3	2								12
HILL	JJAEP	0	0	0	0	0								0
HOOD	Pre & Post	2	4	1	4	2								13
HOPKINS	JJAEP	0	0	0	0	0								0
HOWARD	Holdover	0	0	0	0	0								0



		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
HUNT	Pre	2	1	2	0	2								7
JEFFERSON	Pre, JJAEP	0	0	0	0	0								0
JOHNSON	JJAEP	0	0	0	0	0								0
KARNES	JJAEP	0	0	0	0	0								0
KERR	Pre	1	1	0	0	0								2
LIMESTONE	Pre	0	0	0	0	0								0
LUBBOCK	Pre, Post, JJAEP	1	0	0	1	0								2
MCLENNAN	Pre, Post, Non-Secure, JJAEP	1	0	0	1	0								2
MEDINA	Post	0	1	0	0	0								1
MIDLAND	Pre	0	0	0	0	0								0
MILAM	Pre, Post	2	0	0	0	1								3
MONTGOMERY	Pre, JJAEP	0	1	0	4	1								6
NUECES	Pre, Post, JJAEP	0	4	0	0	3								7
RANDALL	Pre, Post, Non-Secure	1	1	1	0	0								3
SAN PATRICIO	Pre	0	0	0	0	0								0
SMITH	Pre, JJAEP	0	0	0	0	0								0
STARR	Pre	0	0	0	1	0								1
TARRANT	Pre, JJAEP	0	0	1	0	1								2
TAYLOR	Pre, Post, JJAEP	0	0	1	1	0								2
TOM GREEN	Pre	0	1	0	0	0								1
TRAVIS	Pre, Post, Non-Secure, JJAEP	0	0	0	1	3								4
VAL VERDE	Pre	0	0	0	0	0								0
VAN ZANDT	Pre, Post	0	0	0	0	0								0
VICTORIA	Pre, Post,	0	1	0	0	0								1
WEBB	Pre, JJAEP	5	2	0	8	6								21
WICHITA	Pre, JJAEP	3	1	2	0	0								6
WILLIAMSON	Pre, Post, Non-Secure, JJAEP	1	2	0	1	1								5
WILSON	JJAEP	0	0	0	0	0								0
<b>TOTAL</b>		<b>58</b>	<b>54</b>	<b>49</b>	<b>61</b>	<b>65</b>								<b>287</b>

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- Pre-Adjudicated = 50; Post-Adjudicated = 34; Non-Secure = 11; Holdover = 3; JJAEP = 34