

TEXAS DEPARTMENT OF MOTOR VEHICLES  
PROJECTS AND OPERATIONS COMMITTEE  
MEETING

Room 1.111  
William B. Travis Building  
1701 N. Congress Avenue  
Austin, Texas 78701

2:15 p.m.  
Wednesday,  
December 1, 2021

COMMITTEE MEMBERS:

John Prewitt, Chair  
Christian Alvarado (absent)  
Stacey Gillman  
Paul Scott

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## CLOSED SESSION

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5. The Committee may enter into closed session under one or more of the following provisions of the Texas Open Meetings Act, Government Code, Chapter 551:

- Section 551.071
- Section 551.074
- Section 551.076
- Section 551.089

6. Action Items from Closed Session

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7. Public Comment

none

8. Adjournment

123

P R O C E E D I N G S

(2:12 p.m.)

1  
2  
3 MR. PREWITT: Good afternoon. My name is John  
4 Prewitt, and I am pleased to open the Project and  
5 Operations Committee meeting of the Board of the Texas  
6 Department of Motor Vehicles.

7 It is now 2:12 p.m., and I am now calling the  
8 Board meeting for December 1, 2021 to order. I want to  
9 note for the record that the public notice of this  
10 meeting, containing all items on the agenda, was filed  
11 with the Office of the Secretary of State on November 23,  
12 2021.

13 I want to welcome those who are with us for  
14 today's meeting. Face coverings and social distancing are  
15 not required at this meeting, and each individual  
16 attending the meeting has the right and responsibility to  
17 decide for themselves, based on their personal  
18 circumstances. It is your choice, and you are welcome  
19 here at this meeting of the Texas Department of Motor  
20 Vehicles.

21 Before we begin today's meeting, please place  
22 all cell phones and other communication devices in a  
23 silent mode. And please, as a courtesy to others, do not  
24 carry on side conversations or other activities in the  
25 meeting room.

1           If you wish to address the Board, or speak on  
2 an agenda item during today's meeting, please complete a  
3 speaker sheet at the registration table, or send email to  
4 [gco\\_general@txdmv.gov](mailto:gco_general@txdmv.gov). Please identify in your email the  
5 specific item you are interested in commenting on, your  
6 name and address, and whether you are representing anyone  
7 or speaking for yourself. If your comment does not  
8 pertain to a specific agenda item, we will take your  
9 comment during the general public comment portion of the  
10 meeting.

11           In accordance with Department administrative  
12 rule, comments to the Board will be limited to three  
13 minutes. To assist each speaker, a timer has been  
14 provided. The timer light will be green for the first two  
15 minutes, yellow for one minute, and then red when your  
16 time is over.

17           Individuals cannot accumulate time from other  
18 speakers. Comments should be pertinent to the issues  
19 stated on the comment sheet. When addressing the Board,  
20 please state your name and affiliation for the record.

21           There are a few things that will assist in  
22 making the meeting run smoother, and assist the court  
23 reporter in getting an accurate record. One, please  
24 identify yourself before speaking. Two, speak clearly.  
25 Three, do not speak over others. And four, please ask the

1 Chairman to proceeding, and be sure to get recognized  
2 before speaking.

3 I would also like to thank our court reporter  
4 who is transcribing this meeting. To make sure we have an  
5 accurate recording of this meeting, it is very important  
6 that Board members and anyone presenting today identify  
7 themselves before speaking, and speak clearly and slowly.

8  
9 Before we begin today, I would like to remind  
10 all presenters and those in attendance of the rules of  
11 conduct at our Board meetings in Department's rules  
12 Section 206.22. The Board Chair is given authority to  
13 supervise the conduct of the meetings. This includes the  
14 authority to determine when a speaker is being disruptive  
15 at the meeting, or is otherwise violating the timing or  
16 presentation rules I just discussed.

17 The posted agenda stated that a quorum of the  
18 Board may be present at this meeting. However, Board  
19 members who are not members of the Project and Operations  
20 Committee will not vote on any Committee agenda items  
21 today, nor will any Board action be taken.

22 I don't see any other Board members here, Ms.  
23 Brewster. I think we have a full quorum and I would like  
24 to now have a roll call of the Board members. Please  
25 respond verbally if I call your name.

1 Board member Gillman?

2 MS. GILLMAN: Present.

3 MR. PREWITT: Board member Scott?

4 MR. SCOTT: Present.

5 MR. PREWITT: And let the record show that  
6 Board member Alvarado could not be here for today's  
7 meeting. Also, let the record reflect that I, John  
8 Prewitt, am also here, and we have a quorum.

9 Would we please all stand now, and honor our  
10 country. And Mr. Scott, lead us in the Pledge of  
11 Allegiance.

12 (Whereupon, the Pledge of Allegiance was  
13 recited.)

14 MR. SCOTT: Now let us address the Texas flag.

15 (Whereupon, a pledge to the Texas flag was  
16 recited.)

17 MR. SCOTT: Thank you.

18 MR. PREWITT: Thank you, Members, for leading  
19 us in the pledges. Let's now move to Item 3. So Item 3  
20 is the comments and announcements from the Committee  
21 Chair, Committee members and the Executive Director. I do  
22 not believe we have any announcements --

23 MS. BREWSTER: No, sir. We do not.

24 MR. PREWITT: Okay, or comments. So we will  
25 now take up Agenda Item 4, moving from three.

1           Agenda Item 4 is the Facilities update, which  
2 is briefing only. We will hear from Glenna Bowman, and  
3 Ann Pierce.

4           MS. BOWMAN: Good afternoon, Chairman Prewitt,  
5 Committee members. For the record, my name is Glenna  
6 Bowman. I am the Chief Financial Officer for the Texas  
7 Department of Motor Vehicles.

8           On this agenda item, you have some materials in  
9 your book, just a couple of pages with some pictures. And  
10 I will cover the first item, and then I have Ann Pierce,  
11 our Director of Administrative Services, with me today to  
12 cover the next two.

13           We are very excited that we have been giving  
14 Camp Hubbard and its facilities a much needed facelift  
15 over the last several months. We have been painting the  
16 lobbies, and we have also hard wall offices that we have  
17 in the Camp Hubbard buildings we have been replacing. We  
18 just replaced and refurbished the signage that is out  
19 front.

20           We are reseeding the front lawn and making  
21 irrigation system repairs. We are just doing a number of  
22 things to spruce up the facilities, because we do have  
23 people in the buildings and we have visitors that  
24 regularly are on the campus.

25           We also are in the works of updating the Lone



1 Star Board room. We plan to be painting in there, and  
2 installing carpet and baseboards. And so, we are in the  
3 process of talking through that schedule, and we are also  
4 talking to vendors and have some equipment already  
5 delivered to do technology replacements and upgrades.

6 And the last item that we have got is, we have  
7 a plan to modernize our elevators in Building One. And  
8 so, if you look at the pictures, you can see some of the  
9 painting that has gone on.

10 You can see the signage that is now larger. It  
11 is brighter. You can read it easily from the street.

12 And then, I also want to point out the picture  
13 with this very cool stainless steel, modern-looking  
14 elevator that we are going to be having installed in the  
15 future. So, that is the update on that.

16 Ann.

17 MS. PIERCE: Good afternoon. For the record, I  
18 am Ann Pierce. I'm the Director of Administrative  
19 Services.

20 I have got a couple of project updates for you  
21 all as well. They are both on page 5. Unfortunately,  
22 mine are new projects that are just about to take flight.

23 So we don't have any photos to share just yet, but those  
24 will be forthcoming as we move along.

25 The first project is the new headquarters

1 building. It is the Phase One project, and we are working  
2 with the Texas Facilities Commission for that project. We  
3 were appropriated \$6.2 million for use during fiscal year  
4 '22 and '23 for Phase One, which is the architectural and  
5 engineering design and planning of the new building.

6 We are going to build that new building on the  
7 footprint of where Building Five is currently located,  
8 which is where our IT staff, our NBCPO folks and OAH and  
9 some of our other folks are currently located. Part of  
10 that project will also involve moving folks from that  
11 current building into Building Six, once TxDOT turns that  
12 building over to us. And we have been talking to TxDOT  
13 lately, and we are anticipating that that is going to be  
14 able to happen in May of 2022.

15 The next project I would like to update you on  
16 is our Midland-Odessa Regional Service Center. That is a  
17 remodel project that we are doing. We want to update that  
18 location so it is more customer-friendly. We are working  
19 with TxDOT on that because that location is on TxDOT  
20 property.

21 We established a working group with TxDOT in  
22 order to make that project run smoothly, because there are  
23 components that TxDOT has to handle. We do have to have  
24 certain permissions. And there are some components that  
25 we need to directly handle.

1           So, we will be sharing more information on each  
2 of those projects with you all as we move forward. And  
3 that concludes my presentation. I am available for any  
4 questions.

5           MR. PREWITT: Thank you very much.

6           Board members, any questions?

7           MS. GILLMAN: I have a question, because this  
8 is my first meeting. What is the size of the building  
9 that we currently occupy, that will be the new  
10 headquarters building in the future? What is the size of  
11 the old?

12          MS. PIERCE: The old building?

13          MS. GILLMAN: Square footage.

14          MS. PIERCE: I don't have that off the top of  
15 my head.

16          MS. GILLMAN: That is okay.

17          MS. PIERCE: But I can get that for you.

18          MS. GILLMAN: And can you tell me the square  
19 footage of the new building?

20          MS. PIERCE: We are looking at the possibility  
21 of a four or five story building. The current building is  
22 only like a story and a quarter. We are planning on using  
23 the same footprint. So, I believe TFC indicated about  
24 3,800 square, 38,000 square foot per floor.

25          That will all actually be determined during

1 this first phase that we are going to be kicking off soon.

2 Whitney has already signed the contract with TFC for

3 that. So, we should --

4 MS. GILLMAN: What is TFC?

5 MS. PIERCE: The Texas Facilities Commission.

6 MS. GILLMAN: I knew that.

7 MS. PIERCE: So we can start working with them.

8 They are going to be providing us with a third party

9 vendor for architectural services.

10 We will be talking with each of our Division

11 Directors and getting input on the special requirements or

12 needs each of the divisions and the businesses may have.

13 Plus, we are going to be keeping in mind the footprint

14 change, since telecommuting has become more of a --

15 MS. GILLMAN: A thing.

16 MS. PIERCE: Yes.

17 MS. GILLMAN: Yes. I guess that is what I was

18 wondering is the square footage existing and what is

19 planning. And I didn't know. So, the design has not

20 been -- it is not started.

21 MS. PIERCE: No. That will be Phase One.

22 MS. GILLMAN: So, the \$6.2 million is for

23 architect fees and moving costs?

24 MS. PIERCE: Not moving costs. That will be

25 part of Phase Two down the road.

1 MR. SCOTT: For engineering and architecture,  
2 primarily?

3 MS. PIERCE: Yes. Yes.

4 MR. SCOTT: That is your engineering and  
5 architecture phase.

6 MS. PIERCE: Right. And well, I guess it will  
7 be for some moving fees, because we will be relocating  
8 people from Building Five to Building Six so that we can  
9 start utilizing that space, in determining the actual  
10 needs.

11 MS. GILLMAN: That seems really, really high.  
12 Six million just for an architect plan? No. I don't  
13 think so.

14 MS. PIERCE: They are going to be doing cost  
15 estimates. They are going to be doing the blueprints and  
16 everything. So that when we go back to request Phase Two  
17 funding, we will go back with everything, as though we are  
18 ready to start the project.

19 MR. SCOTT: Right.

20 MS. GILLMAN: I guess maybe a little bit more  
21 detail on the \$6 million. It sounds like a whole lot for  
22 just some blueprints. But I can't --

23 MR. PREWITT: Whitney, did you have a comment?

24 MS. BREWSTER: Chairman? Thank you, Chairman  
25 Prewitt. For the record, Whitney Brewster.

1           The appropriation was for planning and site  
2 prep. And so, I do believe that it is a little beyond the  
3 blueprints, but we will be sure to provide you with a  
4 better breakdown, so that you can see what that \$6.2  
5 million is comprised of. And that is money that was  
6 appropriated by the Legislature.

7           MS. GILLMAN: I thought that might be  
8 demolition.

9           MR. PREWITT: Was there some -- a point of  
10 information. Chairman Prewitt speaking. Was there  
11 asbestos in that building?

12           MS. BREWSTER: Why don't -- I'll let one of you  
13 answer that.

14           MS. PIERCE: We did have some assessments done  
15 through the Texas Facility Commission as well. There were  
16 some -- there is not anything active that is concerning in  
17 that building. But as you start tearing out components of  
18 the building, like the flooring, there is concern for  
19 that, and there is concern for mold.

20           MR. PREWITT: Okay. Thank you.

21           MR. SCOTT: Member Scott. Pardon me. So, when  
22 will the new building -- just when will the new building  
23 be complete? Is it a five year project, or --

24           MS. PIERCE: Well, we have to go back to the  
25 Legislature.

1 MR. SCOTT: I understand all that.

2 MS. PIERCE: But yes, that is realistic.

3 MR. SCOTT: Okay. I am sorry.

4 MS. PIERCE: That is realistic, five years.

5 MR. SCOTT: Okay. Okay. Curious.

6 MR. PREWITT: Any other questions?

7 (No response.)

8 MS. PIERCE: Okay.

9 MR. PREWITT: Seeing none, and no public  
10 comments, then thank you.

11 MS. PIERCE: Thank you, sir.

12 MR. PREWITT: Let's move on to Agenda Item 4B.

13 A briefing item, as well. We'll turn it over to Wendy  
14 Barron, who will talk about active Agency projects.

15 Wendy.

16 MS. BARRON: Good afternoon. Wendy Barron, for  
17 the record, interim CIO. I am going to be talking to you  
18 guys this afternoon about the active agency projects.

19 This is a briefing item only.

20 Right now, the Department of Information  
21 Technology and Resources Division project management  
22 office is overseeing nine active projects. And I am going  
23 to go through those projects and give you a little update  
24 about what they are, and the current status on those  
25 projects. Also going to provide a little bit of an update

1 of the work that we are doing to affect some of the  
2 legislative items that have occurred.

3           Before I go into the project descriptions,  
4 though, I want to just point out that several of these  
5 projects are improvements to webDEALER and some of the  
6 associated applications to webDEALER. And so we are  
7 working on these to improve some of the services to our  
8 Texas motor vehicle dealers in the state. The projects  
9 are the Statewide webDEALER Adoption, webLIEN, and then,  
10 webSALVAGE. So I will highlight that as I go through.

11           The first project I want to talk to you about  
12 today is the Statewide webDEALER Adoption. This is Phase  
13 Two of the project. We initiated this project originally  
14 when SB 604 passed in the 86th Legislative Session. The  
15 goal of this project is really just to make improvements  
16 to webDEALER: increase the throughput, maximize workflow,  
17 and just really streamline processes and improve usability  
18 of the system.

19           So, Phase One was completed in June of 2021.  
20 We are now onto Phase Two, and we are working to procure  
21 the resources to execute the project. We are -- the  
22 overall health is yellow because there is some concern  
23 that the level of work exceeds the current budget.

24           So, we are looking at that to see -- to flesh  
25 that out and make a determination on the path forward.



1 The project is anticipated to end in August 2023. WebLIEN  
2 is the --

3 MS. GILLMAN: Can I have a --

4 MS. BARRON: Yes, ma'am.

5 MS. GILLMAN: I have a question on webDEALER.

6 MS. BARRON: Yes, ma'am.

7 MS. GILLMAN: What is the adoption rate? How  
8 many dealers in Texas are using it --

9 MS. BARRON: That -- I do not know the answer  
10 to that, but --

11 MS. GILLMAN: -- that are eligible?

12 MS. BARRON: So, SB 604 actually basically  
13 required that webDEALER be made available to all Texas  
14 motor vehicle dealers. But I don't know how many motor  
15 vehicle dealers have taken us up on that offer, so to  
16 speak, so I will find out that information. We will get  
17 that back to you.

18 Any other questions?

19 (No response.)

20 MS. BARRON: All right. Moving on to webLIEN,  
21 this is a new project that we are initiating. It is going  
22 to be a new web-based self-service application for  
23 lienholders to secure liens electronically with the  
24 Department.

25 It is going to allow independent Texas motor

1 vehicle dealers that are licensed to finance vehicles to  
2 receive electronic titles. This project is going to allow  
3 for a web-based application to all lienholders. And this  
4 will be at no cost.

5 It is going to eliminate the paper and the  
6 manual processing, creating efficiencies. It is also  
7 going to help reduce fraud and cost, and provide improved  
8 data accuracy.

9 The project is currently in the procurement  
10 phase. We are -- we have written the statement of work.  
11 It is currently under review. The overall health is in  
12 yellow because we plan to leverage the Department of  
13 Information Resources deliverable space Information  
14 Technology Services contracts to execute this project.

15 But currently, DIR is in the process of  
16 renewing those contracts. So, the old contracts are  
17 expiring or have expired. The new contracts haven't been  
18 executed just yet, and we don't have a firm date.

19 So we are kind of in this limbo period. Hence,  
20 the health being in yellow. We also expect this project  
21 to end no later than August 2023.

22 webSALVAGE is -- did you have any questions on  
23 that project?

24 MR. SCOTT: No.

25 MS. BARRON: webSALVAGE is the next project.

1 It is another project that is going to help with the  
2 electronic titling. It is going to expand throughput and  
3 help with the issuance and transfer of electronic titles,  
4 allowing electronic submission of title applications by  
5 insurance companies and Texas salvage motor vehicle  
6 dealers, or hail damage, unrecovered thefts, or other non-  
7 salvage vehicles directly to county tax offices, and  
8 facilitate the electronic title submissions.

9 Again, the intent of this project is to reduce  
10 cost, mitigate fraud, and then just create efficiencies.  
11 We are initiating this project. We just began. We are  
12 drafting the charter.

13 Requirements are being gathered. And the  
14 project is in green right now. It is just getting off the  
15 board, off the ground. So, we are moving it forward.  
16 Again, this one is also anticipated to end no later than  
17 August 2023.

18 The next project is Digital License Plates.  
19 Digital License Plates was initiated as a result of SB 604  
20 from the 86th Legislative Session. It is a project to  
21 create the ability for fleet-owned or federal entities,  
22 commercial fleet-owned, or governmental fleet-owned  
23 entities to equip their vehicles with digital license  
24 plates.

25 The project is nearing the end. We have

1 developed the functionality for the vendor to be able to  
2 execute their license plate program. The vendor is  
3 wrapping up some items on their side.

4 We are in yellow, because our vendor that is  
5 working on this has some cybersecurity related items that  
6 they are still addressing as a result of some penetration  
7 tests that they did that were required as part of the  
8 contract. We do anticipate that this project will end in  
9 February of 2022.

10 MR. SCOTT: Let me ask you a question about  
11 that, please.

12 MS. BARRON: Yes.

13 MR. SCOTT: I am reading, it says that the  
14 project will also enhance awareness of emergency  
15 notifications on Public Safety Alert.

16 MS. BARRON: Uh-huh.

17 MR. SCOTT: So, how does that work?

18 MS. BARRON: Well, it is a digital license  
19 plate. And so there is digital technology, where you can  
20 connect into the license plate.

21 MR. PREWITT: So, the car is stolen, and the  
22 license plate will flash on and off or something?

23 MS. BARRON: Uh-huh.

24 MR. SCOTT: Emergency notifications and public  
25 safety alerts. Okay. It says it will enhance awareness

1 of emergency notification and public safety alerts.

2 MS. BARRON: Yes. So, when the vehicles are at  
3 rest, the license plates can be used to provide  
4 notifications as well.

5 MR. SCOTT: Okay.

6 MS. BARRON: So there can be push notifications  
7 potentially to the license plate -- can be used in that  
8 manner, as well.

9 MR. SCOTT: And the benefit to the owner of the  
10 vehicle to having a digital license plate as opposed to  
11 the metal tag -- why would somebody want one?

12 MS. BARRON: It is obviously, you know, cutting  
13 edge technology. It provides you know, a way, a method.  
14 Like I said, the communications. The push and pull  
15 notifications.

16 MR. SCOTT: Yes.

17 MS. BARRON: It is equipped with GPS. There is  
18 that added connectivity to this piece of equipment  
19 essentially on your vehicle, so that there is an  
20 enhancement sticker, like the emergency alerts. Or if the  
21 car is stolen, it can flash or, you know, provide some  
22 kind of notification. That kind of thing.

23 So those are some of the benefits.

24 MR. SCOTT: Can the owner of the vehicle, can  
25 they load their own message on that plate?

1 MS. BARRON: That, I do not know the answer to.  
2 I can find out.

3 MS. BREWSTER: Mr. Chairman.

4 MR. PREWITT: Yes.

5 MS. BREWSTER: Whitney Brewster, Executive  
6 Director. The owner of the vehicle would not be able to  
7 display whatever alphanumeric they want to on the plate.

8 MR. SCOTT: Okay.

9 MS. BREWSTER: The alphanumerics are still  
10 issued through TxDMV and displayed on the plate. And just  
11 a reminder that the Legislature wanted the Agency to  
12 pursue digital license plates. It was not a  
13 recommendation by TxDMV.

14 MR. SCOTT: Right.

15 MS. BREWSTER: And so, we are charged with  
16 implementing the digital license plate option for  
17 customers.

18 MS. GILLMAN: I don't understand it either,  
19 Paul.

20 MR. SCOTT: I would like to.

21 MS. GILLMAN: I don't understand it. I don't  
22 quite get it, either.

23 MR. PREWITT: Okay.

24 MS. GILLMAN: Okay.

25 MS. BARRON: We are working to make it happen.

1 MS. GILLMAN: Do we have one on the road?

2 MS. BARRON: Not at this time, because we are  
3 still working on the purchasing process.

4 MS. GILLMAN: Sure.

5 MS. BARRON: So soon, after February, we  
6 probably will. California has implemented digital license  
7 plates. And so there are license plates in California.

8 MS. GILLMAN: I would like to request a demo.

9 MR. SCOTT: Yes. Is there any information  
10 about a take rate in California, of people?

11 MS. BARRON: We can get that information.

12 MR. SCOTT: Okay. I will get it. Let's move  
13 on. I can ask a lot of questions, and we would just be  
14 stuck. So, okay. Thank you.

15 MS. GILLMAN: Let's have a demo, as soon as you  
16 get one.

17 MS. BARRON: Okay. Thank you.

18 MR. PREWITT: On the cybersecurity issue, is  
19 that going to be signed off by our internal audit, that  
20 they meet the appropriate cybersecurity protocols before  
21 we accept it from the vendor?

22 MS. BARRON: Yes. That, and our Chief  
23 Information Security Officer.

24 MR. PREWITT: Okay. Thank you.

25 MS. BARRON: Yes. Absolutely. All right.

1           Moving on, the Texas International Registration  
2 Program upgrade. This project is another project that we  
3 are working on. The intent of this project is to improve  
4 the usability of the current TxIRP application.

5           It is going to create a responsive mobile  
6 interface and automate the financing capabilities and  
7 enhance some reporting. The project is in the procurement  
8 phase. We have finished the Statement of Work and it is  
9 moving through the review and approval process.

10           The overall health is yellow because some of  
11 the delays in the funds approval. But we anticipate that  
12 the schedule is going to move very quickly now that we do  
13 have that approval.

14           MR. PREWITT: Okay.

15           MS. BARRON: So, the anticipated end date of  
16 this project is September 2024.

17           The next project is the Registration and  
18 Titling System Batch Cycle project. This one is an  
19 internal project. The great benefit of this project is,  
20 it is going to reduce the run time of about 33 batch jobs  
21 that basically run overnight to prepare data for reporting  
22 and whatnot.

23           We are also moving off of our older MAC Sensor  
24 technology, and developing these new -- the new code in  
25 JAVA. And it is going to optimize the run times. We have



1 already -- we have finished some of the rewrites, and we  
2 have seen reduced run times of up to 95 percent. So, yes.

3 It is going from twelve hours to one. So it is  
4 a huge increase. And we are really excited about it.

5 We are in the development and testing phases.  
6 The first set of batches are going to be released in  
7 December. And then we will release the next group in  
8 February.

9 And the health of the project is green. We do  
10 anticipate closing off this project in March of 2022.

11 MS. GILLMAN: Did you miss Call Center? Did  
12 you just do Call Center?

13 MS. BARRON: Did I miss -- I am sorry. I  
14 apologize. I did.

15 MR. SCOTT: Can I ask you a question on the  
16 batch?

17 MS. BARRON: Yes, sir.

18 MR. SCOTT: Once this is implemented and fully  
19 running, but there won't be anything that the public sees,  
20 right? This is the stuff that we have to run overnight.

21 MS. BARRON: No. This is -- right.

22 MR. SCOTT: We have to do it ourselves.

23 MS. BARRON: Yes. So, there is still, you  
24 know, there is still going to be the requirement to run  
25 the batch.

1 MR. SCOTT: Right.

2 MS. BARRON: It just won't take all night to do  
3 it.

4 MR. SCOTT: Right.

5 MS. BARRON: So, we could see some benefit.  
6 Say, something happened and we needed to run one of these  
7 batches. We could do so. And for some of them, have that  
8 happen in an hour, as opposed to taking all day.

9 MR. SCOTT: Right. Okay. All right. Thank  
10 you.

11 MS. BARRON: You are welcome. And I apologize.  
12 I did skip Call Center. Let me go back to that one.

13 Call Center upgrade project, this is Phase Two  
14 of the project. In this phase, we are implementing the  
15 survey tool. And this is a modern tool.

16 And we are upgrading the features. This will  
17 improve our interaction and the gathering of feedback with  
18 our customers. We are in the testing phase with the  
19 Consumer Relations Division.

20 Overall health is yellow, because we do have  
21 some vendor delays in meeting our requirements on  
22 executing an interconnection security agreement. We are  
23 working through that. And we believe we have gotten over  
24 the biggest of the humps.

25 But we are still working through that. So, the

1 project status is in yellow. We do anticipate an end date  
2 of this next summer, 2022.

3 The next project is Texas by Texas. We are  
4 pretty excited about this one. This is a partnership with  
5 DIR and their vendor, Deloitte. Texas by Texas is a  
6 mobile-friendly platform that provides services to the  
7 citizens of Texas to centralize their interaction with  
8 government.

9 And so DMV has joined in with a couple of  
10 different agencies and are working to deploy. We have  
11 actually already deployed the web application. But we  
12 will also be deploying a mobile app that will be coming  
13 out in the Google and Apple stores in January.

14 It is really exciting, because a constituent  
15 can go in, create a profile. They can register their  
16 vehicle with us. They can renew their drivers license  
17 with DPS. They can renew their registration with TDLR to  
18 become a massage therapist.

19 There is -- it is a one-stop shop. And so,  
20 there is other agencies that are going to be joining in,  
21 and we already do have plans to add more features, as time  
22 goes by. But this is really a new and innovative way of  
23 thinking about government.

24 MR. SCOTT: I have got a question about that.  
25 Will this also be available to like, our license dealers?

1 MS. BARRON: Right now --

2 MR. SCOTT: Just citizens, or --

3 MS. BARRON: Right now, it is direct to the  
4 individual citizens. So, it is individuals. We are  
5 having conversations with DIR about the possibility of  
6 expanding to commercial or government users, but that is  
7 not in place at this time.

8 And there is, I believe, some logistics to work  
9 out there, because I think every agency kind of interacts  
10 differently with organizations, companies, and --

11 MR. SCOTT: Yes. I know that many businesses  
12 in Texas of course, you know, they interact with multiple  
13 agencies.

14 MS. BARRON: Right.

15 MR. SCOTT: The OCCC, DMV, whatever.

16 MS. BARRON: Yes.

17 MR. SCOTT: So, I just wondered if that  
18 platform is going to go out.

19 MS. BARRON: In the future, yes. DIR  
20 definitely -- we have provided that feedback. I think  
21 several other agencies have provided that feedback that  
22 that is something that we would really like to see this  
23 app provide, is expanded beyond just that one-on-one  
24 relationship with an individual.

25 MR. SCOTT: Yes.

1 MS. BARRON: And to really look at who all of  
2 our constituents are, and expand those services. But  
3 right now, this app is really just kind of in its  
4 initiating phases. And so, they are focused on that one-  
5 on-one relationship. And they do plan to --

6 MS. GILLMAN: Is it a mobile webDEALER?

7 MS. BARRON: It is a mobile vehicle  
8 registration so you can register your vehicle. So, say I  
9 need to renew my registration. I can log on to this app,  
10 sign up with an account, and then register my vehicle.

11 MR. SCOTT: Right. So, you could register your  
12 vehicle, renew your drivers license, get your hunting  
13 license, get your fishing license, get your cosmetology  
14 license, whatever. Whatever renewals that an individual  
15 needs to do, just through this one app.

16 MS. BARRON: This one application. Yes.

17 MR. SCOTT: And all that information. So, you  
18 don't have to reenter everything, and start over.

19 MS. BARRON: Correct. Yes.

20 MR. SCOTT: It is coming up this spring?

21 MS. BARRON: Yes. So, the web application is  
22 already out. We deployed in October. It is mobile  
23 friendly. But it is still a web application, right. You  
24 still have to go to the internet.

25 The mobile application is going to be released

1 to the Apple and Google stores in January. So, and we are  
2 partnering with DIR on the marketing campaign as well.

3 MR. SCOTT: Yes. It is going to be pretty  
4 slick.

5 MS. BARRON: Yes. It is cool.

6 MR. SCOTT: Yes. I can tell.

7 MS. BARRON: It is a new application. We are  
8 in green on this project. And as I mentioned, we  
9 anticipate closing things out in spring of 2022.

10 The Motor Carrier Credentialing System rewrite,  
11 MCCS. So this is a basically full replace of the current  
12 legacy MCCS system. We are looking to upgrade and rebuild  
13 the MCCS system to an efficient, user-friendly model.

14 We are just initiating this project, and we are  
15 overall in green. We are drafting the charter and  
16 gathering requirements. We anticipate that this project  
17 will end in August 2023.

18 Those are all of the projects that the PMO  
19 group are managing, but I did want to touch base on some  
20 of the items that we are developing, enhancements in  
21 response to some of the legislative changes.

22 Two of the more significant items are in  
23 response to HB 3927 and SB 876. The systems that are  
24 impacted are RTS, the Registration and Titling System,  
25 webDEALER, and our e-licensing systems. The changes will

1 be released in alignment with the adoption of the rules.

2 MR. SCOTT: Could you spend a little -- could  
3 you give me a little bit more information about the MCCA  
4 update?

5 MS. BARRON: Yes.

6 MR. SCOTT: Carrier Credentialing System, we  
7 are replacing one. I am sorry. I don't even know what we  
8 are talking about.

9 MS. BARRON: Yes. So, the Motor Carrier  
10 Credentialing System is an application that our Motor  
11 Carrier Division uses to provide credentialing for our  
12 motor carriers. It is an internal built system that is,  
13 quite honestly, just old.

14 MS. GILLMAN: Credentialing, what does  
15 credentialing mean?

16 MS. BARRON: Jimmy.

17 MS. GILLMAN: What is credentialing?

18 MR. SCOTT: Jimmy.

19 MR. ARCHER: Member Scott, Director. Jimmy  
20 Archer; I am Director of Motor Carrier Division.

21 Motor Carrier Division system is a legacy  
22 system. It was built way back by TxDOT. It was built in  
23 a language that is -- just for the basics, it is built in  
24 a language that, I think, you have a hard time keeping  
25 employees that understand this language --

1 MS. BARRON: Yes.

2 MR. ARCHER: -- that it is built in. It is  
3 like COBOL or something. It was built several years ago.

4  
5 But basically, what the system does, for a  
6 carrier to be credentialed, we are talking about the  
7 carrier itself. Not the vehicle, but the carrier to be  
8 credentialed, you either have to have a Texas DMV number,  
9 or a USDOT number.

10 And when they are doing this, they also have to  
11 provide their insurance information and submit that to us.

12 And that is how they get their credential or CAB card for  
13 their credentials.

14 This will be the upgrade for this system. It  
15 will make it much easier for our customers to do it. We  
16 already allow renewals through part of our system, but  
17 this would be the new system for the application part.  
18 Does that answer your question?

19 MR. SCOTT: Yes. Thank you. Another question.  
20 Is this information, this system, is it available to  
21 like, other states? If a person is like, licensed in  
22 Texas, credentialed in Texas.

23 MR. ARCHER: Absolutely.

24 MR. SCOTT: And he is in Wyoming.

25 MR. ARCHER: Yes, sir, it is. It's through



1 the -- we use the, you know, the unified carrier  
2 registration system.

3 MR. SCOTT: Right.

4 MR. ARCHER: And that information is available  
5 through all the states --

6 MR. SCOTT: Okay. That is fine.

7 MR. ARCHER: Once again, USDOT number. That  
8 information that you see through the motor carrier  
9 information system, which is a federally-run system.

10 MR. SCOTT: So, is it safe to say then, or can  
11 you assume that everyone that has a credential in Texas,  
12 they also would have a DOT?

13 MR. ARCHER: Yes, sir. They would be.

14 MR. SCOTT: They would? Okay. And having both  
15 allows them to do interstate?

16 MR. ARCHER: Well, interstate is a little bit  
17 different. Interstate, you have to be -- you have to have  
18 registration.

19 You have to be credentialed through the  
20 international registration plan. Or, you would have to  
21 pay registration in each state. Or have a trip permit in  
22 each state. But, that is a path to get there.

23 MR. SCOTT: Okay. Okay. Thank you.

24 MS. BARRON: Director, this is Wendy Barron.  
25 Do you have any other questions about MCCS?

1 MR. SCOTT: No. Thank you.

2 MS. BARRON: Okay. This concludes my  
3 presentation. I will be glad to take any additional  
4 questions you might have.

5 MR. PREWITT: Earlier in your presentation,  
6 this is John Prewitt for the record, you mentioned that we  
7 are waiting on some vendors, on some interconnect  
8 agreements.

9 MS. BARRON: Uh-huh.

10 MR. PREWITT: Is that something that just came  
11 up as a result of this going through the process? Or is  
12 this something that we could do on the front end in the  
13 future? When you say interconnect agreement, is that just  
14 basically where they, we are agreeing on the same  
15 protocols, software protocol, or security protocol?

16 MS. BARRON: So, it is about how we handle  
17 things in the event of a breach.

18 MR. PREWITT: Okay.

19 MS. BARRON: So, this system, the survey  
20 component ties into our network.

21 MR. PREWITT: Yes.

22 MS. BARRON: And so, we want to make sure that  
23 we have an understanding agreement with the vendor, that  
24 we have clear roles and responsibilities in the event of a  
25 breach. We are also coordinating with the vendor to

1 ensure that they meet our security requirements, and  
2 conduct a security review.

3 The vendor, we have been working on this for  
4 quite some time, actually. And the vendors just, it is  
5 taking them a while to work through their chain, their  
6 legal chain, and then just provide us with the  
7 documentation.

8 MR. PREWITT: And what we do, is that  
9 consistent with what the Department of Information  
10 Resources, DIR, the State of Texas, then?

11 MS. BARRON: Yes, sir.

12 MR. PREWITT: Okay.

13 MS. BARRON: Yes, sir. This is something that  
14 we are looking at in all of our engagement with vendors,  
15 if there is any kind of situation where they are tying  
16 into our network --

17 MR. PREWITT: Right. Okay.

18 MS. BARRON: -- then we ensure we have this  
19 coverage.

20 MR. PREWITT: Very good.

21 MR. SCOTT: Could I back up and ask Mr. Archer,  
22 how many people do we have that are licensed or  
23 credentialed through that system?

24 MR. ARCHER: I think we have right around  
25 60,000 carriers that are actually credentialed through the

1 system. And it is in the hundreds of thousands of  
2 vehicles.

3 MR. SCOTT: Wow.

4 MR. ARCHER: I think it is close -- I am going  
5 off the top of my head. I don't have the stats right in  
6 front of me.

7 MR. SCOTT: Yes.

8 MR. ARCHER: I think it is close to 300,000,  
9 300 or 400,000 vehicles. It is right around 58,000 to  
10 60,000 carriers.

11 MR. SCOTT: Yes. Well, that would explain the  
12 need to have a system that is up to date. Or it is more  
13 people, you know, faster, more -- you know, working that  
14 many people through outdated technology would be pretty  
15 cumbersome.

16 MR. ARCHER: Absolutely. And you also have to  
17 remember, a lot of carriers are single operators. You  
18 know, they are owner-operators, and they are working out  
19 of their trucks. So, they need to be able to connect  
20 quickly, you know, and to be able to get the credentials  
21 they need, as quickly as possible, so they can get on the  
22 road.

23 MR. SCOTT: Yes. And when is that going to be  
24 ready?

25 MR. ARCHER: I think we are talking about the

1 end of the summer of '23.

2 MS. BARRON: August '23, yes.

3 MR. SCOTT: Okay. Okay. Thank you.

4 MR. ARCHER: Yes, sir.

5 MR. PREWITT: Okay. Any other questions?

6 Member Gillman?

7 MS. GILLMAN: No questions.

8 MR. PREWITT: Member Scott?

9 MR. SCOTT: No questions.

10 MS. GILLMAN: Thanks.

11 MR. PREWITT: Thank you.

12 MS. BREWSTER: Mr. Chairman.

13 MR. PREWITT: Yes, ma'am.

14 MS. BREWSTER: May I just answer a previous  
15 question by Member Gillman about webDEALER adoption?

16 MR. PREWITT: Yes.

17 MS. BREWSTER: Thank you. For the record,  
18 Whitney Brewster, Executive Director. As of the end of  
19 October, we have 3,160 franchise dealers using webDEALER.  
20 And that is about 14 percent of all Texas dealers.

21 MS. GILLMAN: Wow.

22 MS. BREWSTER: And 36 independent dealers using  
23 webDEALER. And that is .1 percent.

24 MR. PREWITT: Of the total?

25 MS. BREWSTER: So, I just wanted to make sure

1 that members got a response there.

2 MR. PREWITT: No, that is good. Thank you.

3 MS. BREWSTER: There are 111 counties  
4 participating. And 64 inactive counties signed up for  
5 webDEALER.

6 MR. PREWITT: Okay.

7 MS. GILLMAN: Are you happy with that? I mean,  
8 what I mean is, this may not be the right time or  
9 platform, but I wonder what was the expectation?

10 MS. BARRON: Well, I believe that the  
11 expectation through the Sunset review was that all  
12 counties make it available to dealers.

13 MS. GILLMAN: So, that is it.

14 MS. BARRON: That's --

15 MS. GILLMAN: Not an adoption percentage.

16 MS. BREWSTER: That is correct. The  
17 requirement.

18 MS. GILLMAN: Optional.

19 MS. BREWSTER: We think the system is great.  
20 And those counties that use it really see benefits.

21 MR. SCOTT: Interesting.

22 MR. PREWITT: Yes. Member Scott, anything  
23 else?

24 MR. SCOTT: My question for Director Brewster.  
25 If more counties, if we had a higher participation rate,

1 does that free up manpower inside the county offices?

2 MS. BREWSTER: It streamlines the process for  
3 the counties, as well as for the dealer, in that  
4 transactions are submitted electronically. So there are  
5 benefits there to the dealer and to the counties to have  
6 those electronically submitted versus people coming into  
7 the office to have those transactions done.

8 There is also a benefit when it comes to making  
9 sure that the correct fees are submitted. And so --  
10 because all of those calculations are done through  
11 webDEALER. So there are some significant efficiencies  
12 from using the webDEALER system, and we encourage all  
13 counties to use it.

14 MR. SCOTT: But not all counties do.

15 MS. BREWSTER: No, sir.

16 MR. SCOTT: So, in today, where we had our,  
17 whatever the listing of hot things for whatever you call  
18 that -- the stories about DMV. One of the stories was the  
19 continuing problem of taking so long to get vehicles  
20 registered.

21 People having to have -- take a month to get  
22 their license plates. They have to make appointments. Is  
23 webDEALER and other technologies going to have the  
24 potential to speed that process up, or alleviate that?

25 MS. BREWSTER: Whitney Brewster, Executive

1 Director. I believe that article that you are referring  
2 to is something that is going on in Travis County,  
3 currently, in terms of the month. I think there was a  
4 month-long delay. It was referenced.

5 MR. SCOTT: Yes.

6 MS. BREWSTER: There are various systems that  
7 can be used. Online registration is another great way to  
8 keep the lines down in the counties, if there is the  
9 option for renewing online, versus walking into an office.

10 I would also say that webDEALER does streamline  
11 the processing time for these transactions. But those are  
12 all technologies that could help counties with backlog.

13 MR. SCOTT: Okay. So, does Travis County use  
14 webDEALER?

15 MS. BREWSTER: Yes. I believe they do. Yes.

16 MR. PREWITT: Are you good?

17 MS. GILLMAN: It's a definite problem right  
18 now. But it is a complicated issue. And webDEALER, I  
19 think it is a fantastic tool to help speed things up.

20 But you still at the other end have to have a  
21 person process it at the tax office, at the Tax Assessor's  
22 office. And so, if they are not open, or they are short-  
23 staffed, or backlogged, then there is still -- even though  
24 webDEALER is a fantastic mechanism and tool to speed  
25 things up, it still takes human involvement.



1 MR. SCOTT: Yes.

2 MS. BREWSTER: Yes. That is correct, Member  
3 Gillman. And I just would like to add a little bit more  
4 information around, just to add context.

5 Over 50 percent of the actual dealer  
6 transactions go through webDEALER. And it is 52 percent.  
7 It is actually 52, I am sorry, 52 percent of dealer  
8 transactions go through webDEALER.

9 So, it is a very large number of all of the  
10 statewide dealer transactions that are going through it.  
11 Over half of those dealer transactions are going through  
12 webDEALER.

13 MR. SCOTT: Okay. All right. Yes. I just --  
14 you know, if everybody is using webDEALER, it seems like  
15 we would free up some clerical people at the county  
16 offices. Which obviously, webDEALER doesn't do any good  
17 for the person who just moved here from Wyoming, and they  
18 need to get plates.

19 MS. BREWSTER: That is correct.

20 MR. SCOTT: So, they have to go in person, so  
21 they can't use webDEALER. But I don't know if that is a  
22 role that -- if that is just something that is just left  
23 to the counties. Or is that something that we should be  
24 looking at, or --

25 MS. BREWSTER: I would say that it is certainly

1 within the Board's authority to consider other  
2 alternatives for webDEALER reuse. And we would be happy  
3 to talk about that further with the Board.

4 MR. SCOTT: Okay. Well, I don't want to get  
5 too far off of this meeting. I guess, there is a lot of  
6 discussion. There is a lot of interest.

7 You see people out there. You see these  
8 problems. And you think, well, we need to get some of  
9 this stuff fixed.

10 MS. BREWSTER: Yes.

11 MR. SCOTT: There is no reason for this stuff  
12 to happen. It shouldn't take forever for somebody to get  
13 license plates. Or, I don't know.

14 I don't know if its an area that our department  
15 gets involved in, or who does that? Who is supposed to be  
16 spearheading, on fixing some of this stuff for us?

17 MR. PREWITT: Well, the mandated county  
18 involvement, you would need something from the  
19 Legislature, wouldn't you.

20 MS. BREWSTER: Yes.

21 MR. PREWITT: So, it would be really a  
22 legislative issue, as far as increasing overall  
23 participation from the different counties in Texas. That  
24 is really what, that would be a --

25 MR. SCOTT: Okay. Thank you.

1 MR. PREWITT: All right. Thank you. Let's  
2 move on to Agenda Item 4C, the Operational Plan, with Tom  
3 Shindell. Tom.

4 MR. SHINDELL: Thank you. For the record, I am  
5 Tom Shindell, the Department's Innovation and Strategy  
6 Analyst. Chairman Prewitt, Board members, Ms. Brewster, I  
7 am providing a briefing item only.

8 This is at 4C. And it is the fiscal year 2022  
9 and fiscal year 2023 Texas Department of Motor Vehicles  
10 Operational Plan. And it is located on page 15 of your  
11 Board book.

12 The Operational Plan is a redesigned document.  
13 Ms. Brewster asked for an integrated document that  
14 includes our strategic plan activities, our balance score  
15 card strategic initiatives, and specific Division  
16 initiatives. Further, Ms. Brewster also wanted to be more  
17 transparent.

18 So, we included strategic management tools,  
19 such as our business drivers and the Operational Plan.  
20 The new Operational Plan makes the relationship clear  
21 between a specific activity and the three strategic goals  
22 established by you, the Board.

23 The activity is specified in the Department's  
24 most recent strategic plan. The five business drivers we  
25 use to select and approve a project, and the four

1 perspectives and 13 objectives contained in the  
2 Department's balanced score card. I am going to provide a  
3 brief overview of five activities among the 36 that are  
4 included in the plan.

5 The first one is from the Enforcement Division.

6 And it is: improve the complaint resolution timeframes  
7 and processes.

8 The Enforcement Division staff are actively  
9 engaged in identifying and recommending solutions to  
10 process inefficiencies in the complaint resolution  
11 process, and implementing enhancement to policies,  
12 procedures, and motor carrier and motor vehicle reports.  
13 Specifically, Enforcement staff are taking steps to  
14 eliminate or rework processes that hinder complaint  
15 resolution and implement new ideas that serve to reduce  
16 case aging, taking the following elements into  
17 consideration: case management system enhancements, case  
18 management system entries, division policies and  
19 procedures, general case processing work flow, section  
20 productivity and case aging reports, and staff alignment.

21 These efforts began in fiscal year 2019, and  
22 have resulted in correcting process inefficiencies  
23 identified by the Sunset Advisory Commission staff. This  
24 is a new single year initiative.

25 Do you have any questions?

1 MS. GILLMAN: I guess my question is, I love  
2 the plan and steps to take that you have just outlined to  
3 improve. But can we see the actual results?

4 MR. SHINDELL: Yes, you can. It is currently  
5 undergoing final review. And the plan will be ready in  
6 mid-February, excuse me, mid-December.

7 MS. GILLMAN: And will that come back here to  
8 this Committee? Or is it in another --

9 MS. BREWSTER: Mr. Chairman, if I may?

10 MR. PREWITT: Yes.

11 MS. BREWSTER: Whitney Brewster, Executive  
12 Director. Member Gillman, are your comments specific to  
13 what Dr. Shindell laid out for the Enforcement Division?

14 MS. GILLMAN: Yes.

15 MS. BREWSTER: Yes. It is specific to the  
16 Enforcement Division. And Brian Ge is here, and will be  
17 later presenting. And perhaps he could provide additional  
18 information there about the current status of our cases.

19 MS. GILLMAN: I guess the -- I guess your goal  
20 is to take us from wherever we are right now to a little  
21 bit better.

22 MR. SHINDELL: That is. Tom Shindell for the  
23 record. Yes. My job is to not only help us get to be a  
24 little bit better, but to support the divisions in their  
25 improvement initiatives.

1 MS. GILLMAN: So, we will hear today from Brian  
2 where we are right now. Is that --

3 MS. BREWSTER: I think Brian can provide some  
4 additional information in his presentation, later.

5 MS. GILLMAN: Okay.

6 MR. SHINDELL: He certainly can.

7 MS. BREWSTER: And to answer your very specific  
8 question as to whether or not there is further approval  
9 needed by the Board, operational plans are something that  
10 we initiate as department staff.

11 MS. GILLMAN: No. I wasn't suggesting about  
12 the Board.

13 MS. BREWSTER: So, okay.

14 MS. GILLMAN: I was talking about --

15 MS. BREWSTER: The results?

16 MS. GILLMAN: The results.

17 MS. BREWSTER: On that item. Okay.

18 MR. SCOTT: Yes.

19 MS. BREWSTER: Thank you.

20 MS. GILLMAN: We have 4,000 cases.

21 MS. BREWSTER: Right.

22 MR. SCOTT: Right.

23 MS. GILLMAN: And the next meeting, we have  
24 3,000 cases. That would be an improvement.

25 MR. PREWITT: Right. Yes.

1 MS. GILLMAN: I don't know.

2 MS. BREWSTER: Thank you for that  
3 clarification.

4 MR. PREWITT: Right.

5 MR. SHINDELL: And Tom Shindell again. And  
6 also, we prepared an Operational Plan report for the  
7 biennium, for two fiscal years.

8 We also do an outcomes report for each one of  
9 those, where we do the status of each of the activities.  
10 So, that would be another source of information for you as  
11 well.

12 MS. GILLMAN: And I am sorry. When is that?

13 MR. SHINDELL: So, the last outcomes report was  
14 for fiscal year '21, and it has already been released.  
15 And I can certainly make sure that you get a copy of that,  
16 if you would like it.

17 MS. GILLMAN: Sure.

18 MR. SHINDELL: Absolutely. Any other  
19 questions?

20 (No response.)

21 MR. SHINDELL: Okay. The next activity is for  
22 the Human Resources Division, and it is the internal  
23 education campaign.

24 This initiative is intended to improve the  
25 quality of customer service provided to external and

1 internal customers by the Department. The most  
2 significant component of this initiative is developing and  
3 implementing a customer service training for all Texas  
4 Department of Motor Vehicle employees.

5 The training will teach TxDMV employees the  
6 skills to allow them to provide world class customer  
7 service for both external and internal customers. This is  
8 a new multi-year strategic plan activity.

9 The next activity is for the Motor Vehicle  
10 Division, and it is new licensing external user guides,  
11 materials, and videos. The Motor Vehicle Division will  
12 work with the Consumer Relations Division to revise  
13 existing new licensing user guides, manuals, and videos.  
14 They will also create additional resources for internal  
15 staff in external licensing use.

16 While the eLICENSING system has been  
17 successfully operational for over two years, a full scale  
18 refresh of the supporting resources is needed. This  
19 initiative includes updating resources to reflect system  
20 enhancements made since the initial deployment, as well as  
21 recent legislative and policy changes. The Department's  
22 response to COVID-19 required the Motor Vehicle Division  
23 to allocate staff resources to other priorities, for  
24 example, assisting the Consumer Relations Division call  
25 coverage.



1           Moreover, recent legislative and policy  
2 changes, as well as efforts to retool the Division's  
3 existing guides to make them more user-friendly requires  
4 this to be an ongoing initiative. Staff from both  
5 divisions have already begun the process of retooling the  
6 guides.

7           This initiative began in fiscal year 2020 and  
8 will be carried forward in fiscal year 2022. Do you have  
9 any questions?

10           MR. SCOTT: Yes. Paul Scott for the record.  
11 My question, looking at this, at the last Board meeting we  
12 had some testimony from law enforcement about a number of  
13 dealers' fraudulent activities, as far as fraudulent  
14 dealer license applications and multiple licenses and so  
15 forth.

16           Is that some area -- is this an area that is  
17 going to be addressed here or eLICENSING? Thank you.

18           MS. BREWSTER: If I may?

19           MR. PREWITT: Yes, ma'am.

20           MS. BREWSTER: Mr. Chairman, Whitney Brewster,  
21 Executive Director. This effort that you see here is  
22 really more specific toward providing more useful  
23 information to users of the eLICENSING system.

24           MR. SCOTT: Okay.

25           MS. BREWSTER: Separate and apart from that,

1 the Agency is developing recommendations to address what  
2 you are referring to, which are some of the concerns  
3 around dealer licensing.

4 MR. SCOTT: Okay.

5 MS. GILLMAN: So, eLICENSING and dealer  
6 licensing is different.

7 MS. BREWSTER: eLICENSING is the system that  
8 dealers and the Agency uses to license dealers.

9 MR. SCOTT: Okay. Right.

10 MS. GILLMAN: So, it is intertwined.

11 MS. BREWSTER: It is. It is. It is a system  
12 that we use.

13 Of course, as we are going through and  
14 reviewing the materials and the videos we will be very  
15 conscientious of what we have learned and experienced when  
16 it comes to some of the items that we have been made aware  
17 of, when it comes to maybe tightening dealer licensing  
18 processes. But that is a separate policy discussion for  
19 the Board.

20 MR. SCOTT: Okay.

21 MS. BREWSTER: This is just making sure that  
22 our manuals and information provided is up to date and  
23 reflects the policies of the Department.

24 MR. SCOTT: Okay. So, would the -- it would be  
25 up to the Board then, to -- if we wanted to change

1 something, it would be changed in the licensing process.

2 But it has to be -- it can't be. Staff can't  
3 change it, or whatever. It has to come -- there is a  
4 process to get those changes.

5 MS. BEAVER: Tracey Beaver. Tracey Beaver,  
6 General Counsel for the record. The Board will be able to  
7 look at policy changes through several avenues before the  
8 Board coming up this spring.

9 Some of those include rulemaking. The Board  
10 also has the ability to look at possible legislative  
11 recommendations to the Legislature for the upcoming  
12 session. And we will be having further discussions with  
13 the Board on some of those policy options.

14 MR. SCOTT: Okay. Thank you, and to Tom.

15 MR. SHINDELL: For the record, Tom Shindell.  
16 And so, what this activity will be doing is, when there  
17 are those changes, then they will make changes in these  
18 corresponding materials, so that as there are changes,  
19 these will be updated so they can be current. And that is  
20 what this activity is about.

21 MR. SCOTT: Yes. Okay. One other thing.  
22 Circle back to the interactive licensing process, Texas by  
23 Texas. I can see where I was going earlier.

24 You can see how if this were linked back to  
25 that other project, you know. I have a license to do

1 something. Now, I want to get a motor vehicle license. I  
2 can just go to the same website and go to the Motor  
3 Vehicle Department part of it, and do my license there.

4 But all my other information is still stored.  
5 And that is where having it available to businesses to get  
6 licensed, I think, would be good.

7 MR. SHINDELL: Yes. Tom Shindell again, for  
8 the record. You are exactly right, Mr. Scott. That is  
9 exactly what the long term intent of Texas by Texas is.

10 They are just launching it now, and they are  
11 going to be adding more and more licenses. Different  
12 agencies will be added, and the participation rate will  
13 expand. We are just one of the first agencies in the  
14 initial launch.

15 MR. SCOTT: Do we have -- are there other  
16 states that have a -- you know, Wyoming by Wyoming or  
17 whatever, that uses --

18 MS. BREWSTER: A centralized portal.

19 MR. SCOTT: Yes.

20 MS. BREWSTER: Whitney Brewster, Executive  
21 Director.

22 MR. SCOTT: Do we know?

23 MS. BREWSTER: Yes. There are some states that  
24 do have a centralized portal for state services.

25 MR. SCOTT: Okay. So, we probably have the

1 ability to learn a lot from them as well. It just sounds  
2 like it is going to be really great.

3 MR. SHINDELL: It should be.

4 MR. SCOTT: Yes.

5 MR. SHINDELL: It should be.

6 MR. SCOTT: And the lead on that project is  
7 which department? It is not us.

8 MS. BREWSTER: The Department of Information  
9 Resources. Whitney Brewster, Executive Director. The  
10 Department of Information Resources.

11 MR. SCOTT: Okay. Okay. All right. Thank  
12 you.

13 MS. GILLMAN: I have one question. So, along  
14 your lines, it is just -- maybe I need to clarify. Does  
15 Texas by Texas, can you get a dealer license from a mobile  
16 app?

17 MS. BREWSTER: Whitney Brewster, Executive  
18 Director. No, not currently. That is not made available  
19 right now. It is the individual citizen.

20 As more state agencies join Texas by Texas, it  
21 will become more and more useful. DIR, in terms of a  
22 customer being able to do all of their services, right now  
23 they are able to do vehicle registration. They are able  
24 to renew their dealer -- renew their driver license. And  
25 there is some licensing, from, I believe, massage

1 therapists.

2 So, those are the three functions that are  
3 currently out there. But DIR does -- Department of  
4 Information Resources does have a number of folks or  
5 agencies in the hopper for consideration, in terms of  
6 bringing additional applications up.

7 They are continuing to explore, to your point,  
8 Member Scott, being able to bring on businesses, versus  
9 the specific citizen, into the system. But they are not  
10 there yet.

11 MR. SCOTT: Okay.

12 MR. PREWITT: Any other questions?

13 (No response.)

14 MR. PREWITT: Thank you.

15 MR. SHINDELL: Tom Shindell for the record.

16 So, the next activity is the Office of Administrative  
17 Hearings. Oh, I am sorry. I forgot to say that that  
18 project began in fiscal year 2020, and will be carried  
19 forward in fiscal year 2022.

20 The next project is the Office of  
21 Administrative Hearings, and it is to develop a Lemon Law  
22 education campaign for the public. This activity is  
23 designed to review and update the Department's external  
24 communications regarding the Lemon Law program.

25 This will be an effort to highlight and

1 advertise the benefits of the Lemon Law program to the  
2 public, and to develop a process to ensure that consumers  
3 receive consistent, readable, consumer-centric  
4 communications regarding the Lemon Law. This will include  
5 any necessary revisions to the Department's website, plus  
6 ensuring a stronger presence on social media and  
7 establishing web search priority. This is a new single  
8 year activity, and it is scheduled to begin in fiscal year  
9 2023.

10 The last one I want to share with you is from  
11 the Motor Vehicle Crime Prevention Authority. And it is  
12 the law enforcement coordination and network improvement  
13 initiative. The Motor Vehicle Crime Prevention Authority  
14 Division is implementing a new initiative to improve the  
15 targeted allocation of funding to law enforcement  
16 programs.

17 The focus is to combat motor vehicle crime in  
18 Texas. The initiative will also improve the coordination  
19 and network activities of those funded programs. The  
20 Motor Vehicle Crime Prevention Authority will implement  
21 new types of funding streams to law enforcement that  
22 directs investigators, equipment and other resources to  
23 better support the Authority's vision and mission.

24 These activities will also support the  
25 Department of Motor Vehicles' goals and strategic

1 initiatives. Under the direction of the Motor Vehicle  
2 Crime Prevention Authority and with the support of the  
3 Texas Department of Motor Vehicles, the Motor Vehicle  
4 Crime Prevention Authority Division will provide new  
5 methods to target funds to solve motor vehicle crime  
6 problems in Texas.

7 The initiative includes improving investigation  
8 tools and training, with and among task forces. This will  
9 include specialized equipment funding and tools to improve  
10 communication.

11 The program also connects with other state and  
12 federal and private groups to meet the vision and mission  
13 of the Motor Vehicle Crime Prevention Authority. This  
14 initiative began in fiscal year 2021 and will be carried  
15 forward.

16 And I just wanted to mention again that the  
17 Operational Plan will be available in mid-December.

18 That concludes my presentation. Do you all  
19 have any questions?

20 MR. SCOTT: Member Scott. I have a question on  
21 the Lemon Law education campaign for the public. So, why  
22 are we doing that?

23 MR. SHINDELL: So, Tom Shindell for the record.  
24 So, the Office of Administrative Hearings inside the  
25 Department is the one that handles consumer Lemon Law



1 complaints.

2 And sometimes consumers have a hard time  
3 understanding what all is involved in filing a Lemon Law  
4 complaint. And sometimes they have trouble understanding  
5 what they need to do in terms of providing information for  
6 a Lemon Law hearing.

7 So, Edward Sandoval, the Director, and his  
8 staff have really been working on trying to make it  
9 clearer and easier for the public to understand what the  
10 requirements are for filing a Lemon Law complaint, and  
11 what they need to do to represent themselves in a Lemon  
12 Law hearing. Because most of those participants, is my  
13 understanding, represent themselves. They are not  
14 represented by counsel.

15 Did I answer your question, sir?

16 MR. SCOTT: Yes. I think so. So, we think  
17 that having a bigger presence on social media is going to  
18 fix that?

19 MR. SHINDELL: I believe that we are just  
20 thinking that having a bigger presence on social media  
21 will let people know that such a program exists. I think  
22 a lot of consumers don't understand that that program is  
23 available, if they feel they have gotten a car that does  
24 not perform appropriately.

25 MR. SCOTT: Okay. But they represent

1 themselves. So, they have this problem. They call the  
2 Department.

3 They get routed to the correct people. We have  
4 people there that are equipped or trained on how to get  
5 them the information that they need for pursuing their  
6 Lemon Law claim. Right?

7 MR. SHINDELL: That is correct. And we are  
8 trying to make that easier for the consumer and more  
9 customer-centric for the consumer.

10 When they have a Lemon Law hearing, a  
11 manufacturer is represented, and they have legal counsel.

12 And usually, it is an individual citizen, who has  
13 purchased a car, that is representing themselves. And so  
14 they may or may not have all the right documentation,  
15 receipts.

16 And then there is criteria. And please don't  
17 hold me accountable for all the criteria, but it is things  
18 like, you have given the manufacturer several  
19 opportunities to resolve the problem. Those repairs have  
20 to have been requested within a certain time frame. There  
21 is certain requirements that have to be met.

22 And so, it is helping consumers understand all  
23 those specifics. And again, what information they need to  
24 bring in order to successfully represent themselves in a  
25 hearing, or at least fairly represent themselves in a

1 hearing.

2 MR. SCOTT: Right. I mean, I think that is a  
3 good idea. I really salute that. The developing of  
4 better material to communicate to the consumer, this is  
5 what you have to have. This is what you have to have to  
6 qualify. This is what you will need at a hearing,  
7 developing all of that information.

8 I just don't -- I just saw the advertising  
9 social media and thought, if we are going to put this on  
10 Facebook, I don't know how that is -- I don't know how it  
11 does that. Again, I think if someone has got a problem,  
12 they are going to call the Department.

13 And we need to have -- we need to be equipped  
14 to give them everything that they need to pursue their  
15 rights. So, part of this project here should be looking  
16 at our -- what we currently furnish them, as opposed to  
17 how we could do a better job of that.

18 And we are not trying to take anybody's side.  
19 But our consumer is sitting here with not all the tools  
20 that are available to the other side. Okay. We have got  
21 legal representation, and we have got specialists and all  
22 of that. So, we need to give them -- like I said, we  
23 can't take a side, and say, well this is -- the dealer or  
24 manufacturer should lose.

25 But we need to be able to clearly give that

1 consumer all, every opportunity that we can, so that they  
2 understand what they are going to need to have, I guess is  
3 the point.

4 MS. BREWSTER: Mr. Chairman.

5 MR. PREWITT: Yes.

6 MS. BREWSTER: Whitney Brewster, Executive  
7 Director. That is the spirit of this initiative. And  
8 that is to make sure that consumers understand what they  
9 can expect when they deal with our department and a Lemon  
10 Law case, or a warranty performance case.

11 MR. SCOTT: That is right.

12 MS. BREWSTER: Both of those. A lot of times,  
13 and there was an internal audit done of the Lemon Law  
14 program. And what was found was is a lot of folks did not  
15 even know that the process existed. So, a lot of it is,  
16 and I think the rationale behind using social media is to  
17 make sure that people understand where to go --

18 MR. SCOTT: Okay.

19 MS. BREWSTER: -- that we are the department  
20 that handles warranty performance and Lemon Law cases.

21 MR. SCOTT: Okay.

22 MS. BREWSTER: And then, here is information  
23 for you. If you have -- if you are eligible, this is how  
24 you apply, and this is what to expect in a hearing. So,  
25 that really is -- it is generally -- that is the effort.

1 MR. SCOTT: Okay. Yes. I think that is great.

2 MS. BREWSTER: Thank you.

3 MR. SCOTT: Okay.

4 MR. PREWITT: Thank you, Tom.

5 MR. SHINDELL: Thank you all very much.

6 MR. PREWITT: Moving on, let's move to Agenda  
7 Item 4D, which is our workforce update with Matthew  
8 Levitt. Matthew.

9 MR. LEVITT: Good afternoon, Chairman Prewitt,  
10 Member Scott, Member Gillman. My name is Matthew Levitt.

11 I am the Human Resources Director. I am here to give you  
12 an update and overview of our workforce.

13 Three issues I will be discussing. One is  
14 talking about the Agency demographics overall. Second, I  
15 will be talking about turnover for the last fiscal year.  
16 And third, I will be talking about a major effort that we  
17 went through for salary equity adjustments, to try to help  
18 bring up pay of some number of our employees.

19 So in your books you will see the graphs, if  
20 you want to follow along, talking about looking at our  
21 demographic. When looking at our demographics, we also  
22 looked at where our percentages are, and also compared  
23 this to overall Texas state government, of 150,000 people  
24 in Texas state government.

25 So, first looking at gender, about 2/3 of our

1 employees are women. Slightly higher than overall,  
2 compared to other state agencies.

3 Some other demographics, looking at -- we have  
4 a diverse ethnicity. Just over half of our employees are  
5 white, and slightly over a quarter are Hispanic, 14  
6 percent are Black. So that we have a diverse range of  
7 races, you know, somewhat comparable again to Texas state  
8 government in trying to represent the demographics of the  
9 state overall.

10 We have a slightly older workforce, compared to  
11 the rest of state government. 16 percent of our employees  
12 are over 60. A total of 15 percent are 50 or older, which  
13 is slightly higher, a slightly older workforce compared to  
14 the rest of Texas state government.

15 We also have a fairly tenured staff,  
16 particularly when looking at people who have worked for  
17 state government for a while, that nearly half of our  
18 employees have been with Texas state government for ten  
19 years or longer. Again, that is about 10 percent higher,  
20 compared to the rest of the state.

21 Our demographics overall are fairly consistent,  
22 comparable to the rest of state government. None of these  
23 numbers that I have just gone over have had any  
24 significant change over the last couple of years. They  
25 have had a 1 or 2 percent change difference over time, and

1 remains relatively constant.

2 Talking about the demographics of where  
3 employees work. The majority of our staff work in Austin  
4 at our Camp Hubbard headquarters, over 70 percent. There  
5 are 29 percent that are working throughout the state.

6 Of those 29 percent, those over 200 employees,  
7 about 80 percent of those are in the Vehicle Titles and  
8 Registration Division, working in the 16 Regional Service  
9 Centers around the state.

10 Yes, ma'am.

11 MS. GILLMAN: I'm sorry. There are, I think  
12 you said at the beginning, 733 filled positions. Is that  
13 right?

14 MR. LEVITT: That is correct.

15 MS. GILLMAN: And of the 733, how many are  
16 working at Camp Hubbard?

17 MR. LEVITT: Just over, approximately 500. I  
18 can give you a --

19 MS. GILLMAN: Okay. Okay. I just am -- I just  
20 didn't know that.

21 MR. LEVITT: I would also --

22 MS. GILLMAN: Okay.

23 MR. LEVITT: Just to clarify also, that is the  
24 home base for many of those. That many of these are  
25 telecommuting. Jimmy Archer, sitting behind me, for

1 instance. And the Motor Carrier Division, the vast  
2 majority of those employees are based at our Austin  
3 headquarters, and they are working on 100 percent  
4 telecommuting.

5 So, we do have -- so, based at Camp Hubbard  
6 headquarters, and whether -- that includes people  
7 telecommuting, or working in person at the headquarters.

8 MS. GILLMAN: Yes. How many are telecommuting  
9 right now? About --

10 MR. LEVITT: Just over half. The latest  
11 numbers are at 51 percent who are telecommuting.

12 Members, any other questions about the  
13 demographics before I move on to the next piece, talking  
14 about turnover in the last year?

15 MS. GILLMAN: I think it is interesting. I  
16 have never had it presented this way. In TxDMV, in  
17 relation to all state agencies. I would have thought it  
18 would have been in relation to our population in Texas.

19 MR. LEVITT: We can do that as well. I think  
20 that --

21 MS. GILLMAN: So, it is interesting.

22 MR. LEVITT: -- when we think about who is our  
23 hiring pool of applicants and who are we compared to, we  
24 have a number of people that we hire every year, who leave  
25 our agency from other Texas state agencies.



1           So, that is part of what we are looking at. It  
2 is significant how we compare to the state overall, as  
3 well. So, that is the second piece. So, both of those  
4 are certainly relevant.

5           MS. GILLMAN: Yes. Not that I want you to do  
6 re-do your presentation at all. I am not requesting it.  
7 But I think it would be interesting to see, because our  
8 state is changing so much. So, anyway.

9           MR. LEVITT: I will look at that for the next  
10 time, coming back on this.

11          MS. GILLMAN: Okay.

12          MR. LEVITT: Thank you.

13          MS. GILLMAN: Thanks. Thank you, Mr. Chairman.

14          MR. PREWITT: Yes, ma'am.

15          MR. SCOTT: Just a quick question. On the --  
16 let's see what that slide is actually called. But, yes.  
17 Slide 4, employee race.

18                 We have 14 percent African American and the  
19 rest of the -- all state agencies have 25. So, we are  
20 about 50 percent of what the other agencies -- what would  
21 have been -- why is that?

22          MR. LEVITT: That, there is a lot of different  
23 explanations for that. And I would say that part of that  
24 is related to Member Gillman's question a minute ago, that  
25 the 14 percent is more comparable to the overall state as

1 a whole.

2 MR. SCOTT: Okay.

3 MR. LEVITT: So, in some cases, it is more  
4 similar to that. I think there are a lot of various  
5 reasons depending on work location, the type of work, you  
6 know, a whole range of factors.

7 And I really don't want to -- hard to come up  
8 with a simple one-sentence answer for what the, you know,  
9 why people are working at other state agencies, and their  
10 race, for you know, 150,000 at over a hundred other  
11 different agencies. It is probably a broad answer.

12 MR. SCOTT: Yes. I would think that whatever,  
13 I guess, whatever there would be out there that would  
14 apply, would apply pretty much equally across all  
15 agencies, I guess.

16 Maybe our department requires a higher, more  
17 skilled workforce?

18 MR. LEVITT: I am not sure that I would say  
19 that is necessarily a factor, that the workforce itself  
20 could be one piece. I think there are a range of factors.

21 If I could come back to that, and get more info, looking  
22 at it.

23 It is the -- we do have a generally compared to  
24 some of the very large agencies, where a lot of you know,  
25 very low paid employees doing sort of very entry-level

1 work. We do have a slightly more skilled workforce  
2 compared to a lot of other Texas state agencies.

3 But there is really a pretty wide, you know,  
4 range of, again, over 100 agencies, and you know, 150,000  
5 employees across the state. So if we try to generalize, I  
6 think it is a little difficult to come up with a one size  
7 fits all answer on the spot. But I will do more digging,  
8 and get back with you, if you would like.

9 MR. SCOTT: Yes. I wouldn't have any answer on  
10 my own.

11 Executive Director, did you have a comment?

12 MS. BREWSTER: No. Thank you, Committee Chair.

13 Whitney Brewster here, Executive Director. I would say  
14 that the Agency has been exploring its recruitment  
15 efforts --

16 MR. SCOTT: Okay.

17 MS. BREWSTER: -- to ensure that we are not  
18 just posting, and they will come. That we are actively  
19 looking at areas where we are under-represented, so that  
20 we can make efforts to make sure that folks understand  
21 that we have availability at the Department. And so that  
22 we can make sure that we are addressing any disparities,  
23 so that we as an Agency also look like Texas.

24 MR. SCOTT: Right. So have we been doing that  
25 for a while?

1 MS. BREWSTER: No, sir. We have not been doing  
2 that for a while. Those have been recent efforts.

3 MR. SCOTT: Okay. So, it is too early to see  
4 if we are getting any results. Okay. I think it is  
5 important.

6 MR. PREWITT: Uh-huh.

7 MR. SCOTT: Thank you.

8 MR. LEVITT: Your comment will lead into some  
9 of the next pieces I am addressing. So as Executive  
10 Director Brewster said, the recruitment of historically  
11 under-represented populations at our agency is a  
12 significant issue that we in HR really try and pay much  
13 more attention to.

14 So if I can move on to the next piece, looking  
15 at our Agency's turnover, that you may be aware of the  
16 fact that this agency had significantly lower turnover.  
17 Again, Member Gillman, I'm comparing this to the rest of  
18 Texas state government, that compare to other agencies.

19 In 2019, the turnover increased fairly  
20 significantly, to 20 percent, which was consistent with  
21 the rest of state government. Previously, it had been --  
22 this Agency had a turnover rate below that.

23 Last year, the turnover rate dropped to 16.9  
24 percent. In this past fiscal year, which ended on August  
25 31st, the turnover rate for our Agency overall was 16

1 percent. So, a slight drop, but still a little bit higher  
2 than it had been historically, before 2019.

3 So, if you see any information there, there  
4 isn't any comparison for 2021 with the rest of state  
5 government. We are still waiting on that information from  
6 the State Auditors Office that collects it. So, it is  
7 hard to make a judgment about how our Agency stacks up  
8 compared to other agencies, but the turnover rate is  
9 slightly lower compared to last year.

10 We also looked particularly at the voluntary  
11 turnover, those people who are leaving -- who are leaving  
12 our agency voluntarily. That is just under 12 percent for  
13 this past fiscal year. Again, that has a slight decrease  
14 compared to last year, but again, a little bit higher than  
15 what it has been, historically.

16 So, there are a couple of specific observations  
17 I want to point out about what our turnover looks like,  
18 and some of the particular areas of concern in question.

19 Member Scott, you asked about you know, our  
20 Black employees and you know, what the percentage looks  
21 like. One issue that has been a concern is the fact that  
22 there has been a turnover rate for Black employees that is  
23 higher than for other racial groups at TxDMV. Something  
24 we are certainly concerned about, want to address, and try  
25 to figure out what that is, and to reverse that.

1           A second particular category of concern is that  
2 there has been higher turnover rate for newly-hired  
3 employees, those employees within their first two years of  
4 employment at TxDMV. They have been leaving at a higher  
5 rate compared to historically what that's been in the  
6 past. And so again, an important piece is to make sure  
7 that we are doing things to retain and develop those  
8 employees within those first two years, so they continue  
9 to remain employed as part of our Agency.

10           Those are two particular concerns. And there  
11 is going to be more that we are looking into to try to  
12 address those coming in the future.

13           MR. SCOTT: Matthew, we're about to launch a  
14 new film or video for incoming employees? Or for all  
15 staff, I guess. Or for directly -- is it more directly  
16 toward people just joining us? That talks about how, what  
17 we do, and how to do it better, and --

18           MS. GILLMAN: Onboarding?

19           MR. SCOTT: Yes.

20           MR. LEVITT: Yes. So, there is a video coming  
21 that is focused primarily on new employees, but is really  
22 for anyone.

23           And I think it is a perfect opportunity for  
24 people like me in HR and other areas that are not directly  
25 working with our -- and customers, to understand all of

1 the things that you have been hearing talked about  
2 beforehand. So, people in HR, people who work in the mail  
3 room, people who may work in a small function understand  
4 what the big picture of what our Agency does.

5 And so the intent of this video is to make sure  
6 that we emphasize to our staff, what you do matters. Here  
7 is how you connect. Here is how your work connects to  
8 other agencies. Here is how your work contributes to  
9 fulfilling the overall mission of our Agency.

10 So, this is something that is going to be shown  
11 to new employees on the first day. We are very pleased  
12 with it. I think it is clever and creative.

13 And so, in answer to your comment about that,  
14 the target audience is for new employees. I am still  
15 going to require all HR staff to watch it, because I want  
16 us to continue to understand, you know, who are our  
17 customers in the rest of the Agency. What do people need  
18 in Motor Carrier, Motor Vehicle, and Vehicle Title and  
19 Registration -- what are they doing, so that we can best  
20 support them?

21 So, it is going to be shown to all new  
22 employees. And the intent as well, is to show it to  
23 current employees of the Division.

24 MR. SCOTT: So, is that ready now, or will be  
25 ready soon?

1 MR. LEVITT: Very soon. I can confirm that it  
2 is coming. And then hopefully, with some coordination  
3 with our Executive Director, I would say, in the next  
4 week.

5 MR. SCOTT: Okay.

6 MR. LEVITT: So, it is on its way.

7 MR. SCOTT: Okay. I would think that has  
8 potential to be pretty helpful with new employee turnover.  
9 I would think some new employee turnover, a lot of that  
10 comes in as more entry level.

11 But we do have people at entry level. I don't  
12 know what that -- you know, they are not coming in as  
13 department heads. So, we have an ability to communicate  
14 with them, to see how their job reacts throughout the  
15 organization.

16 And at the same time, it might expose them to  
17 some -- a little bit more of a career path. Saying, I am  
18 here. I can go here. This is what other people are  
19 doing.

20 So, I can, maybe I can dial into an area. That  
21 I am working in the mail room, but I really want to work,  
22 I saw this job over here. I would think that might help  
23 with the employee turnover.

24 MR. LEVITT: Absolutely correct. I think you  
25 said it -- explained it very well. I totally agree with



1 that.

2 MR. SCOTT: Yes. Okay. Thank you.

3 MR. LEVITT: Any other comments or questions  
4 about employee turnover, before we move on to the third  
5 topic?

6 (No response.)

7 MR. LEVITT: Finally, I want to talk about a  
8 major initiative that we undertook, the Market Salary  
9 Adjustment project. One of the concerns that we had was  
10 the number of employees -- and this was in response to  
11 several things.

12 One, the State Auditors Office identifying us  
13 as an Agency with high turnover. Part of this was in  
14 response to the -- just employee feedback and concerns  
15 about overall pay. And again, trying to improve the  
16 satisfaction and support of our employees.

17 So, one piece we looked at was, trying to do  
18 something to increase salaries to make them more  
19 competitive. And particularly, we are looking at the pay  
20 compared to the midpoint of the salary ranges.

21 So what that means is, for those people who are  
22 compensation professionals, is every job is a salary  
23 range, you know, a minimum and a maximum. The midpoint is  
24 theoretically, according to the State Auditors Office who  
25 created these, a fully functioning employee, someone who

1 is well supported in their role.

2 We have a lot of employees who are paid well  
3 below the midpoint, and significantly below the midpoint.

4 So, we undertook a major initiative to look at people's  
5 pay compared to the midpoint, and considered other factors  
6 as well: their tenure with the Agency, and also looking  
7 at their employee performance.

8 Based on these factors, we implemented a large  
9 number of salary increases. Almost exactly half of the  
10 Agency received these increases, which were effective by  
11 September 1st. The total cost was \$1.4 million to the  
12 Agency.

13 I believe this will have a really significant  
14 impact in trying to make our pay more competitive. I just  
15 had a conversation earlier about just the number of  
16 employees who are taking second jobs to make ends meet,  
17 and to try to really make it a more livable wage for our  
18 staff to stay and be retained with us at TxDMV.

19 Happy to answer any other questions about that.  
20 And do you want --

21 MS. BREWSTER: Chairman Prewitt, if I may?

22

23 MR. PREWITT: Yes.

24 MS. BREWSTER: That \$1.4 million, I would like  
25 to just state that that is not -- those are not additional

1 dollars that the Agency asked for or requested from the  
2 Legislature. We found savings and efficiencies within our  
3 existing budget to be able to pay for those.

4 So, I just wanted to make sure that the Board  
5 understood that this was a very important thing for our  
6 Agency to do. We see all of our employees have -- exiting  
7 employees have the opportunity through the State Auditors  
8 Office to take the exit survey. And what we were seeing  
9 is, the rationale behind leaving had a lot to do with pay.

10 And when we saw our folks jumping to other  
11 state agencies, it begged the question: are we not paying  
12 our employees what is comparable? And in many cases, we  
13 were not.

14 And so, during COVID-19, we found that it was  
15 not wise to make requests from the Legislature for  
16 additional dollars, in the event that they denied the  
17 request. Because when the Legislature denies a request,  
18 you cannot pursue that.

19 So we made a conscientious and strategic  
20 decision to find savings within our existing budget to  
21 make this happen, because recruitments and retention of  
22 our employees is extremely important.

23 MR. SCOTT: So, how did you go about doing  
24 that? Did you have a task force, a department head, or  
25 who? Matthew?

1 MS. BREWSTER: Matthew.

2 MR. LEVITT: So, in HR, we coordinated this,  
3 and pulled together some preliminary things, looking at  
4 the pay grade midpoint, and tried to find a percentage  
5 increase to increase people closer to that pay grade  
6 midpoint. We came up with a couple of models.

7 We worked with our Executive Director's office,  
8 also worked with the division management to say -- with  
9 Division Directors to say, here is what our proposed plan  
10 is, looking forward, for your division. Does this reflect  
11 what is most compelling for, you know, the concerns?

12 So, we had several different models that we  
13 went through until we landed on, again, those three  
14 factors that I mentioned earlier: their pay compared to  
15 the pay range midpoint, their tenure with the Agency, and  
16 their overall performance as determined on their most  
17 recent performance evaluation.

18 MR. SCOTT: Yes. I can see that. I can see  
19 how HR would be involved in that process.

20 So but then HR is going to come back with a  
21 number and this is going to cost us \$1 million. And so,  
22 we take it to the Executive Director's office and say,  
23 well, we can't get any more money. So, we are going to  
24 have to find the money inside the Agency. So, what --

25 MS. BREWSTER: So, the question is around,

1 where did we find savings?

2 MR. SCOTT: Who, yes.

3 MS. BREWSTER: That would be our Finance and  
4 Administrative Services Division, worked very closely with  
5 HR to find the dollars to be able to do this. Some of it  
6 was unspent salary dollars.

7 MR. SCOTT: Okay.

8 MS. BREWSTER: So, there are some of those  
9 situations. But we looked to find ways that we could move  
10 money to be able to pay for these things.

11 MR. SCOTT: Yes.

12 MS. BREWSTER: We also saw a significant  
13 decrease in travel. And so, that too provided an  
14 opportunity for additional funds to be moved towards  
15 salaries versus travel.

16 MR. SCOTT: Yes. Well, I would like to commend  
17 Matthew for his work on that. It is very important.

18 And I would like to commend whoever in the  
19 Department that worked on finding the money. That was  
20 good work. Good work.

21 MS. BREWSTER: Thank you.

22 MR. SCOTT: You know, that is something that  
23 maybe not be expected. But we saw a need, analyzed it,  
24 figured out what we needed. And then we said, okay. Now,  
25 we have got to find the money.

1           And we did it. So, congratulations to  
2 everybody that worked on that. Thank you.

3           MR. LEVITT: Member Scott, let me also say that  
4 our Executive Director, she was fully behind this. And I  
5 think it is nice to have an Executive Director, who is the  
6 highest paid employee in the Agency, is really concerned  
7 about the lowest paid employees. And it is concern.

8           And so, she has really, she made it a priority.  
9 So, I appreciate your acknowledgment. But I hope you  
10 also recognize this was really championed and supported by  
11 our Executive Office.

12           MR. SCOTT: Well, you don't normally get to be  
13 the highest paid person if you don't take care of the  
14 other people. Congratulations.

15           MS. BREWSTER: An agency of one. Thank you.

16           MR. LEVITT: Any other questions?

17           MR. PREWITT: I guess the only question I would  
18 have, Matthew, is as far as you are seeing the impact of  
19 that, well, I guess we will track that over the next year,  
20 just see what our turnover is --

21           MR. LEVITT: Absolutely.

22           MR. PREWITT: -- in our different areas of the  
23 organization, as far as director turnover and different  
24 areas. So.

25           MR. LEVITT: One other piece that I would just

1 add, in terms of how we are tracking that. One other  
2 piece -- aspects that we are just undertaking is the  
3 survey of employee engagement, which is a biennial survey  
4 that is done with most Texas state agencies, and is done  
5 every two years.

6 One of the questions on there is, what is your  
7 satisfaction, with a whole range of 50 different  
8 questions. And one is, satisfaction with pay. So, we  
9 will be looking there.

10 We will also be looking at exit survey  
11 information, and you know, how that plays out -- whether  
12 people are leaving for money as being a primary reason  
13 that people are leaving the Agency.

14 MR. PREWITT: Perfect. Thank you.

15 MR. LEVITT: Thank you.

16 MS. GILLMAN: I have a question, Mr. Chairman.

17 MR. PREWITT: Okay.

18 MS. GILLMAN: Matthew, I am curious. Do  
19 positions change with the amount of work? If we sell more  
20 cars, we might need more people. If you sell less cars,  
21 you may need less people.

22 So, I am curious. Does the Agency -- and maybe  
23 every department stands on its own. Maybe the Motor  
24 Carrier Division is really busy, but the sales in Texas  
25 are down. Do you modify number of positions based on

1 the --

2 MR. PREWITT: Volume.

3 MS. GILLMAN: The volume that is coming in the  
4 door. If you had a hundred people, but now you are doing  
5 20 percent less registrations, do you factor that in? Not  
6 immediately, but like, in the long, over the long haul.

7 MR. LEVITT: I can give a brief answer on that.  
8 I would ask Whitney to help out -- bail me out after I do  
9 my attempt at it.

10 I would say, yes, certainly, we look at where  
11 is the work needed. And just as a couple of examples, in  
12 the last couple of legislative sessions, additional  
13 positions were added to the CRD, the Consumer Relations  
14 Division. Some positions were added into the Vehicle  
15 Title and Registration division, as work is needed.

16 And likewise, if there are things that where  
17 the work force is changing, I know Whitney has on the  
18 agenda, you know, later in this meeting, talking about  
19 some organizational and structural changes. We are  
20 continually looking to taking Tom's guidance about, you  
21 know, innovation and improvement. Continually looking at,  
22 do we have the appropriate staffing? Do we need to shift  
23 what that looks like? Do we need to reorganize in any  
24 way?

25 And so, that is something that I would suggest



1 is an ongoing piece in our office. As things change, new  
2 staff are moved around, new staff are added, positions are  
3 shifted.

4 And I would turn to you to --

5 MS. BREWSTER: Member Gillman, the Agency does  
6 not have the authority to exceed the number of positions  
7 that we have been allocated by the Legislature. So if we  
8 had a particularly strenuous year, we couldn't go out and  
9 go above 802 employees and hire folks.

10 If we needed to do something like that, we  
11 would have to bring on temporary employees under contract.

12 So, hopefully, that answers at least a little of that.

13 But we do have within our control the ability  
14 to like, Matthew said, to reorganize the Agency with our  
15 existing FTEs, to address fluctuations where we may see  
16 huge demand over in one division and we are just not  
17 seeing it in another.

18 A case in point, and I would say one of the  
19 biggest ones, was when we -- there was a great deal of  
20 innovation through the TxPROS process that eliminated the  
21 need for the number of folks that we had in the Motor  
22 Carrier Division to do permitting. What we did with that  
23 staff is, we moved, I think, approximately twelve FTEs  
24 over to IT. And so, we have the ability and the  
25 flexibility to do things like that.

1 MS. GILLMAN: That is good.

2 MS. BREWSTER: If we do need additional  
3 employees, we also have the ability to make requests from  
4 the Legislature for additional employees. But we also  
5 understand that there is not always a willingness to  
6 expand the number of employees in state government.

7 MR. LEVITT: Thank you.

8 MR. PREWITT: Thank you, Matthew.

9 With that said, let's move on to Agenda Item  
10 4E, ombudsman activities with Leah Leone.

11 Leah.

12 MS. LEONE: Good afternoon, Mr. Chairman, Board  
13 members, Director Brewster, General Counsel, participants  
14 and viewers in the gallery. Welcome. I am so happy to  
15 see you.

16 I, over the last year, have been very happy to  
17 step into this role. I am Leah Leone, the Employee  
18 Ombudsman, for the record, and I have taken many moments  
19 of time to go and do a lot of things.

20 I realize that this was a position that was  
21 created to address several needs, and so I hit the ground  
22 running to fulfill that need. I would like to just to  
23 give you a brief overview of the work that I have been  
24 doing, as well as my activities over the last year.

25 I will start with custom reporting to the

1 Executive Office of the management proactive conflict  
2 awareness function, and conflict management. Agency wide:  
3 regional trend, our morale, team building, development,  
4 positive culture, crucial conversation and communication.

5 Facilitated conversation -- mediations, several.  
6 Dispute resolution, conflict trend analysis, confidential  
7 communication and conflict resolution option building with  
8 several employees. One-on-one employee mentoring and  
9 productivity coaching. Responding to anonymous inquiry.

10 Monthly new hire presentation and orientation.  
11 Forums, town halls, conversation café, and presentations.  
12 Assisting in policy drafting. Information of employee  
13 ombudsman process and procedure, cross-agency business  
14 process and workforce collaboration. Writing employee  
15 relations and conflict resolution blogs -- my favorite.

16 The creation of an internal agency forecast  
17 with several other employee engagement initiatives. I  
18 love the conversation that we just had about retention and  
19 attrition.

20 And I would like to simply add as part of my  
21 activities: working with HR to make certain that we take  
22 a look at all of those things, and how the Employee  
23 Ombudsman adds value to that function. Being able to have  
24 a resource which is confidential, informal, that you might  
25 take up issues that you have in the workplace.

1           And having a voice to help you sort of exercise  
2 options, to hear you as an employee. It is critical to  
3 the success of retention, because you might otherwise find  
4 yourself restrained with change under a policy and  
5 procedure. And having someone at the other side to reason  
6 with you, to give you a little bit of strength in your  
7 backbone to stay, stick around, connect, re-engage with a  
8 vision of this organization.

9           The manner in which we proceed is critical to  
10 our success. And so, we have brought on this position and  
11 in my activities, I have been very passionate about that.

12          I have encountered and touched over 143 employees, if we  
13 count the one from yesterday.

14           And I can tell you that they are renewed in the  
15 way that they understand our vision from our Executive  
16 Team. And they have gained, in many ways, another day to  
17 train, and to remember the values for which we stand under  
18 this agency.

19           And so there has been talk about, you know, how  
20 does an ombudsman enhance an agency? It isn't simply  
21 looking at conflict, but it is becoming more conflict  
22 competent. It is allowing people to understand that  
23 conflict gives you the opportunity for growth.

24           Diversity. We have an agency that is diverse.  
25 We have socioeconomic differences, educational, racial,

1 ethnic. We have many diverse people here.

2 And to imagine that they can just deal with  
3 conflict and differences of opinions and the ways to  
4 govern themselves day-to-day, there are numerous systems.

5 We would be really not looking forward of our  
6 surroundings and our communities, the way that the  
7 landscape of work looks today, and so the question of  
8 whether or not -- you know, standing on its own, sure not.

9  
10 But I have support in GC and HR, and  
11 supplemental to their actions in all of the activities  
12 that I partake. So this has been a pleasurable year. And  
13 I will yield there.

14 I said a lot to the members. I'm going to ask  
15 your queries, should you have --

16 MS. GILLMAN: Thank you, Mr. Chairman. I guess  
17 I am a stats person. I crave -- where were we before in  
18 turnover, or dispute resolution or conflict or mediation,  
19 and where are we now? I am always looking for a return,  
20 or accountability.

21 Are our efforts, are they show -- can you see  
22 them? I don't know if that is a fair question in your  
23 line of work. But that is my, always, my go-to, is to  
24 measure. So what do you use to measure your return of  
25 your effort?

1 MS. LEONE: Absolutely. So, one of my primary  
2 goals is to mitigate risk. And if we just took a moment  
3 to look at the 143 people that I've talk to over the year,  
4 let's assume they had conflict that they could not  
5 understand how to go away from, or to manage.

6 And let's assume then, if they decided to  
7 leave, then that would have cost us \$2 million over, if we  
8 include some costs, and the rate of retention in having  
9 someone else hired and trained. If we use a scale of the  
10 average front-line employee, it costs us about \$14,000 to  
11 train them, alone. So, 143 times --

12 MS. GILLMAN: So, turnover is your number one  
13 indicator?

14 MS. LEONE: No. That is a point. And so, I am  
15 just speaking about how we look at retention and turnover.

16 If we look at that number in the whole, right.

17 So, if we imagine that those people may have  
18 left, but they have been able to stay. At the cost of \$2  
19 million, plus some costs that we are not factoring, that  
20 is a measure.

21 You know, you can't measure in numerics the  
22 value of an ombudsman office in that way. It is not a  
23 hard fact. I understand that you like numbers. The real  
24 numbers is in that cost, because where would we be, had  
25 they left.

1           The other is intangibles. Again, when you  
2 think about the business of HR, and say, formalistic  
3 process that once an employee engages HR, the Agency is on  
4 notice. And there is a formal pattern that must occur.

5           People are afraid of that route. They are not  
6 sure what is going to be on the other side. And having an  
7 ombudsman here, then they can go an informal way, in a  
8 route to mitigate risks to themselves, to their jobs, and  
9 how they are perceived at the Agency.

10           And so, when we talk about a measure, ombudsman  
11 offices are less inclined to count the numbers outside of  
12 the monetary costs that I just let you know about. But  
13 there really isn't a number that you can put to it. It is  
14 intangible, and tangible in that way.

15           So, when you talk about retention and  
16 attrition, sure. You can count those numbers easily. But  
17 there is so many intangibles.

18           MS. GILLMAN: Thank you.

19           MR. PREWITT: So, the culture, effectively,  
20 with your coming on with us, that has helped us with our  
21 culture, I would think, as far as more open and more  
22 sharing?

23           MS. LEONE: Absolutely.

24           MR. PREWITT: And so, you feel that impact is  
25 also a positive for the Agency.

1 MS. LEONE: Absolutely. And when we think  
2 about culture of humans, there is oftentimes a built-in  
3 culture in the workplace, of fear.

4 MR. PREWITT: Right.

5 MS. LEONE: Afraid of being fired, let go, or  
6 terminated, or sort of admonished, demoted, right. We all  
7 have that in our culture at work.

8 And so when you have an ombudsman, that is one  
9 of the intangibles, really. To sit down and change the  
10 culture, to be forward thinking in our culture, that we  
11 can be transparent with each other.

12 They can come to me and talk about matters that  
13 they may never ever talk about with anyone else except for  
14 peers. But peers don't offer solutions that are  
15 longstanding, to allow them to connect to the job, and  
16 remain. And so, when we think about that, the difference,  
17 it is immeasurable, really.

18 The ability to look at this culture that we  
19 have before us at Texas DMV, and look at it in a manner  
20 that we are all going to embrace the realities of day-to-  
21 day interpersonal conflict issues, productivity, by  
22 keeping someone here that can speak to the employees  
23 confidentially and mitigate risks of lawsuit, or a public  
24 nightmare PR disaster. You know, it just goes on and on,  
25 really.



1 I could stay here forever. But I have only got  
2 ten minutes, I am told. Yes, Member Scott.

3 MR. SCOTT: Yes. I have a question. At your  
4 beginning, you said that this position was created about a  
5 year ago. Is that correct?

6 MS. LEONE: Correct. November 1st, I started.

7  
8 MR. SCOTT: Okay. So, how did that happen? I  
9 mean, how did -- I mean, you stated that the position was  
10 created because it was needed.

11 MS. LEONE: Yes.

12 MR. SCOTT: But was that identified? Was there  
13 a mandate from the Legislature to create this position  
14 throughout the agencies, through the state government? Or  
15 did we as an agency? How did that happen?

16 MS. BREWSTER: Committee Chair Prewitt, if I  
17 may?

18 MR. PREWITT: Yes. Sure.

19 MS. BREWSTER: Whitney Brewster, Executive  
20 Director. No, it was not a requirement of the  
21 Legislature. We identified that we have situations where  
22 people were leaving.

23 We had met the statewide average for the first  
24 time as an Agency, when it comes to turnover rate. And  
25 so, we went about -- I went about the process of

1 identifying a vacant position that could be reclassified  
2 into an ombudsman role.

3 MR. SCOTT: Okay.

4 MS. BREWSTER: And so that occurred. And then,  
5 we recruited Leah Leone into the role.

6 MR. SCOTT: Okay.

7 MS. BREWSTER: So, there was, there are other  
8 state agencies that do have an Employee Ombudsman, but it  
9 is not a requirement that all state agencies have them.

10 MR. PREWITT: Right.

11 MR. SCOTT: Yes. So, I can look it up, I  
12 guess. But what is the definition of ombudsman?

13 MS. LEONE: A person who serves the people.  
14 Serves the people.

15 MR. SCOTT: Serves the people.

16 MS. LEONE: Correct.

17 MR. SCOTT: Okay. That sounds right. Okay.

18 MS. LEONE: Yes.

19 MR. SCOTT: So, the process -- you are having  
20 an office. And the process is, someone has something.  
21 What is the process that goes? How does that happen?

22 MS. LEONE: Absolutely.

23 MR. SCOTT: I see most of it is through email.

24 MS. LEONE: Yes. Most of it is email, because  
25 I think there is, still again, this sort of fear of the

1 unknown. If they are reaching out to me, email sort of  
2 acts as a buffer.

3 But, mostly, people email, and they say, Hello,  
4 Leah, I have an issue. And/or, they ring me on the phone.  
5 And/or, they will engage me via Teams. So they will ping  
6 me a message on Teams that they would like to speak.

7 And after such time, I give them the option of  
8 meeting in person. I will come to the office. I  
9 telecommute, but I am always willing to meet face-to-face.

10 And that happens quite a bit, actually.

11 Because people again, would rather see me, and  
12 to understand some level of comfort. And then, if not, we  
13 speak via Teams, with cameras on, so that I might make a  
14 connection and to understand what they are facing.

15 MR. SCOTT: So do you meet with people off-  
16 premises, or --

17 MS. LEONE: Typically, no. I have not.

18 MR. SCOTT: Okay.

19 MS. LEONE: But I do meet with people after  
20 hours, if it requires. Because people -- again, you know,  
21 if someone calls, I am off at 4:30, so after hours for me.

22 But 5:00, you know, is my cutoff.

23 But people sometimes are terrified, again, to  
24 sort of engage the first time. But then, the second time,  
25 they are much more confident.

1 MR. SCOTT: So, if you are meeting with -- if  
2 someone is contacting you, and you are going to meet with  
3 them. You are going to meet with them at the headquarters  
4 building. Is there a specific place?

5 MS. LEONE: In my office.

6 MR. SCOTT: I just kind of think, well, you  
7 know she is here. I wonder who, you know, who ratted  
8 somebody out, you know.

9 Leone is here. Somebody is in trouble. Or  
10 somebody did something. I mean, how do we do that and  
11 maintain some level of confidentiality from the person  
12 that is -- right?

13 MS. LEONE: I love that question. So, you know  
14 what I do. I sprinkle myself through the week at the  
15 office, just because, for that reason.

16 MR. SCOTT: Okay.

17 MS. LEONE: So when people see me, they aren't  
18 thinking that.

19 MR. SCOTT: Okay.

20 MS. LEONE: So I show up. I walk the floors.  
21 I greet people and meet people. And therefore, they see  
22 me, and they don't think, oh, Leah is here for some  
23 reason.

24 MR. SCOTT: Yes.

25 MS. LEONE: And the other is, the positioning

1 of my office. It is in a corner of the building, where I  
2 believe I only have two flatmates in one section, that has  
3 mostly telecommute. So, they are rarely there.

4 I have loads of sound machines. The window  
5 pane is covered. And I make sure that there is no back-  
6 to-back appointments. So, I take all precautionary steps  
7 to make certain that confidentiality is maintained during  
8 those moments.

9 MR. SCOTT: Yes. I think that's important.  
10 Because I think if people don't have a pathway to, you  
11 know, to voice their concerns, to speak to someone, to --  
12 you know. If we don't have that for them, then they act  
13 out in other ways, which can be harmful. I am sure you  
14 know what I am talking about.

15 MS. LEONE: Tremendous. You know, one of the  
16 benefits, again, the intangible is that once you touch a  
17 life, recognizing the issue. And then, you put forth a  
18 person who is an expert in the field of issue. And then,  
19 you embrace and understand, how do we fix this, right.

20 What they take away is that, A, this agency  
21 actually cares. That is primary.

22 MR. SCOTT: Right.

23 MS. LEONE: Everyone that leaves says, you  
24 know, I think this is a good place. So, I say, yes it is.

25 Secondly, the interaction, the relief that I

1 can see, the aha moment as we talk about solutions. And  
2 again, part of the informality of an ombudsman is that you  
3 needn't do anything at all. You may just want to give me  
4 the shared burden.

5 MR. SCOTT: Exactly.

6 MS. LEONE: Right. You don't have to go away  
7 and do anything, and that is a relief. Because they think  
8 often, because again, the difference between me and the  
9 formal process of HR is that HR is going to largely have  
10 to do something on behalf of the Agency, because that is a  
11 formal process.

12 So with me, they can talk about idea sharing.  
13 What do you think? And then, once that pressure is  
14 relieved, that they are not going to be outed, if you  
15 will, the fear dissipates in a major way. And they go  
16 away feeling as if they've found resolution in some manner  
17 that extends the life of their career at TxDMV.

18 It is really quite amazing, the moment to see.  
19 I wish it wasn't confidential, so everyone could witness  
20 it. But it is really life altering, for me and them, in  
21 so many ways.

22 Because I am not quite sure where you can go  
23 and actually talk to someone who is your peer, who  
24 understands the work for which you do on a daily basis,  
25 and will keep your information confidential. Very rare.

1 MR. SCOTT: Yes. Just following up with what  
2 Member Gillman had to say. It is going to be hard.

3 There isn't a -- there is not like a set of  
4 numbers that we can push through, and go, see. This was  
5 this. I guess we just have to see over time. It is like,  
6 did things get better, or not? That is the measurement,  
7 right?

8 MS. LEONE: Right. Yes.

9 MR. SCOTT: I mean, people stay. Our tenure  
10 lasted longer. We had less turnover. We had -- maybe it  
11 is a case of, maybe we end up with less people leaving our  
12 agency and going to another agency.

13 Maybe they are happy working in state  
14 government with the restrictions and all of that, that  
15 comes with that job. But you know, maybe they don't see  
16 us as home, and maybe we can make that better for them.

17 MS. LEONE: Yes. In one way -- that I will  
18 touch on briefly without going too far, because I am  
19 certain that JC will reel me back in -- is the number of  
20 mitigating factors of risk, and by complaints. Things of  
21 that nature can absolutely be measured. How many  
22 complaints have been lodged formally with EEOC or TWC, in  
23 the time that I have been here.

24 MR. SCOTT: Okay. Yes.

25 MS. LEONE: I didn't speak of that, to answer

1 your question, because I am guided by legal counsel not  
2 to, in this forum. But those are absolutely numbers that  
3 we can gauge during my tenure. And I can tell you, that  
4 the number is very low. It is absolutely unremarkable.

5 MR. SCOTT: Okay.

6 MS. LEONE: And I credit that, again, for  
7 people being able to trust me with confidentiality and  
8 also working through these processes. And the mediations  
9 that I have done, very often mediations can go another  
10 way, where people are now fed up and head to lawsuit  
11 options. But they haven't. They have remained.

12 MR. SCOTT: Yes.

13 MS. LEONE: And they send me notes of thanks  
14 after the fact. And they are doing well. So, there are  
15 definite numbers that we can look at, there, for sure.

16 MR. SCOTT: Okay. All right. Nothing further.

17 MR. PREWITT: Thank you.

18 MS. LEONE: Thank you so much for your time.

19 MR. PREWITT: All right. Let's move on to  
20 Agenda Item 4F, Organizational Structure Update with  
21 Executive Director Brewster. Or actually, that is what I  
22 have in my agenda, but is it Brian's turn?

23 MR. SCOTT: Brian Ge?

24 MS. BREWSTER: Thank you, Mr. Chairman.  
25 Whitney Brewster, Executive Director. The Agency's



1 leaders continuously look to improve processes and find  
2 greater alignment within the organization.

3           There have been some pretty significant  
4 organizational structure changes that have occurred pretty  
5 recently that we wanted to make sure that we shared with  
6 the Project and Operations Committee. And to share with  
7 you also, are we seeing the results that we hope to see  
8 yet.

9           So, there are several areas within the  
10 Department that restructuring has been done. And we would  
11 like to share that with you this afternoon. Mr. Chairman,  
12 if we could just go on to the presentation.

13           MR. PREWITT: Okay.

14           MS. BREWSTER: So, thank you.

15           MR. PREWITT: So, Brian. Brian, if you will  
16 come up for Compliance and Investigations Division.

17           MR. GE: Good afternoon, Mr. Chairman, Members,  
18 Ms. Brewster. My name is Brian Ge. And I am the managing  
19 attorney for the Enforcement Division.

20           Agenda Item 4F, which can be found on page 27  
21 of your materials, is a briefing to update you on the  
22 status of the merger of the Enforcement and Compliance and  
23 Investigation Divisions.

24           On August 1st of this year, the duties and  
25 responsibilities of the Compliance and Investigations

1 Division, or CID for short, were transferred to the  
2 Enforcement Division. As a result of the merger, the  
3 Department realized a number of efficiencies.

4 The first efficiency we realized was the case  
5 processing. Since March of 2020, when COVID happened and  
6 everyone got sent home, the number of complaints that the  
7 Department received has more than tripled on a monthly  
8 basis. By integrating the former CID investigators into  
9 the general motor vehicle investigator pool, we have been  
10 able to shuffle some much needed resources to addressing  
11 those complaints.

12 So we have trained the former CID investigators  
13 to conduct motor vehicle investigations, salvage  
14 investigations, and likewise, our other investigators, how  
15 to do some former CID-exclusive investigations. So that  
16 has definitely been a step toward improving our Division's  
17 case processing performance. Former CID data and  
18 administrative support personnel, they have also been  
19 trained on the Enforcement side of our case management  
20 system, and they have been helping keep track of our  
21 Division-wide performance metrics.

22 Another efficiency that we've realized was in  
23 the tracking and processing of red flag cases. A red flag  
24 case, they are cases that are referred to us by our Texas  
25 Tax Collector-Assessor partners. And when they come

1 across suspicious transactions, they flag them.

2 You know, they see something, it should raise a  
3 red flag. And so, we call them red flag cases.

4 MR. SCOTT: Yes.

5 MR. GE: Prior to the merger, these referrals  
6 from the Tax Assessor-Collectors, they were coming in, in  
7 different avenues, sometimes formal, sometimes not.  
8 Sometimes online, sometimes on paper. We have -- and they  
9 have to be tracked by staff manually.

10 And we didn't necessarily have a comprehensive  
11 way of keeping track of everything that came in, and all  
12 the responses that went out. So after the merger, we  
13 integrated that red flag process into eLICENSING, our  
14 online complaint management system, and that has allowed  
15 us to more robustly track those cases.

16 We also set up an easy to remember email box  
17 that the Tax Assessor-Collectors can email and can get  
18 responses from. So they don't have to keep track of a  
19 bunch of different investigators, like I go to you for  
20 this question, I go to you for this question. Now, they  
21 just go to [redflag@txdmv.gov](mailto:redflag@txdmv.gov), and they get a response.

22 Supervisory and support staff in Enforcement,  
23 they were also given access to our Registration and  
24 Titling System, to place and remove title rejections on  
25 motor vehicle records associated with red flag cases. All

1 of this, in turn, has allowed our field services staff to  
2 offload their administrative support role that they were  
3 doing on top of the field services that they were doing,  
4 the compliance reviews for the Tax Assessor-Collectors.

5 And so now those field services staff, they can  
6 devote their full time and energy to doing compliance  
7 reviews of the County Tax Assessor-Collectors. And  
8 speaking of those compliance reviews, given how important  
9 those reviews are to Tax Assessor-Collectors, we also  
10 created a new key performance indicator to give the Tax  
11 Assessor-Collectors a degree of transparency into how long  
12 it should take the Department to complete one of these  
13 reviews for them.

14 We are using this current fiscal year to set a  
15 baseline. And obviously, we will try to improve that  
16 metric going forward on a yearly basis.

17 We are also in the process of advising our  
18 client to use standard operating procedures to better  
19 communicate to the Tax Assessor-Collectors the degree of  
20 risk that they are facing. Previously, it was either you  
21 had no concern, or you had a concern. Now, we have  
22 differentiated it into a low, medium, and high risk  
23 category, so the Tax Assessor can have a better idea of  
24 how much risk they are facing.

25 We have also adopted procedures that would

1 allow our Compliance specialists to, instead of just focus  
2 on one assigned area, they get to do compliance reviews  
3 across the state. This has two advantages.

4 First, it allows people, the review  
5 specialists, a set of fresh eyes when looking at different  
6 counties. It is not the same person always looking at the  
7 same county, because that creates a degree of complacency.

8 You know these people. Okay, I trust Bob. I  
9 have worked with Bob for ten years. He is not going to do  
10 anything.

11 Well, you know what? Once you let your guard  
12 down, Bob is going to do something. So, the second  
13 benefit is, it mitigates that risk.

14 And then, the final efficiency that we realized  
15 from our merger was being able to reduce confusion for the  
16 Tax Assessor community as to what the Department can and  
17 cannot do for them. The staff from Enforcement and our  
18 Vehicle, Title, and Registration Division, we hosted and  
19 attended several webinars and in-person events to just  
20 educate the Tax Assessor-Collector community about the  
21 services that the various divisions within the Department  
22 can provide, and what we can't do.

23 We also gave them up-to-date contact  
24 information and education about other agencies they can go  
25 to for the help that they are seeking. So in just the

1 span of a few months, the Department has achieved many of  
2 the goals that we sought to achieve from the merger.

3 The efficiencies that we realized will have  
4 more pronounced effects over the coming months -- likely  
5 by spring of next year, once we are fully staffed and the  
6 new staff become familiar with their jobs, and as our  
7 stakeholders start to embrace some of our new processes.

8 And Member Gillman, I have -- I know exactly  
9 what you are going to ask. I am going to give you the  
10 numbers.

11 MS. GILLMAN: Really.

12 MR. GE: So, in March of 2020, when everything  
13 shut down, we had approximately 6,056 cases pending with  
14 Enforcement. Over, starting -- and then I fast-forwarded  
15 to August of this year, when this merger happened.

16 From March of 2020 to August of 2021, we had a  
17 305 percent increase in the number of complaints that came  
18 in, 305 percent. In the same time, we have dropped our  
19 number of pending cases from 6,056 to 3,772, a 38 percent  
20 reduction.

21 And that reduction has continued since -- just  
22 since August of '21 to today, or I guess, 10/31. We saw  
23 another 2 percent reduction in our case load.

24 Our investigation caseload has been increasing,  
25 but again, the number of complaints coming in have been

1 increasing. We have also had some staff turnover. And  
2 so, even with staff turnover and that huge increase in  
3 complaints, our overall cases are still down.

4 And the number of cases that we are  
5 investigating on a monthly basis has held relatively even.

6 And some of that has to do with adding more personnel to  
7 the Investigations Team. And a lot of it has to do with  
8 the flexibility that we are giving to staff in how best to  
9 do their jobs.

10 MR. PREWITT: What was the primary driver in  
11 the increase in complaints? What was that caused by?

12 MR. GE: Mostly the failure to transfer title  
13 timely.

14 MR. PREWITT: Okay.

15 MR. GE: So with -- as Member Gillman noticed,  
16 the drying of the new car inventory, both franchise and in  
17 pending dealers, they have to sell many, many more used  
18 cars.

19 MR. PREWITT: Right.

20 MR. GE: And with that comes, you don't have a  
21 shiny MCO waiting for you to take to the tax office. You  
22 have to wait for titles to come in. You have business  
23 processes, where perhaps a dealer doesn't want to do  
24 things exactly right on waiting until they have title in  
25 hand to sell the car.

1           Someone wants the car now. If I don't sell it  
2 to them, the dealer down the street is going to sell to  
3 them. So, things like that.

4           And then, there is the county backlogs with  
5 processing during COVID. It is a number of factors that  
6 lead to less than ideal results for consumers.

7           MR. PREWITT: So, it is great that you are down  
8 3,022 or 3,072 some odd number of cases down from 6,000.  
9 What is the -- how much are you cutting that number down,  
10 a month, would you say, on average?

11           I wouldn't hold you to a specific number. But  
12 just what is the general number, what you think you can  
13 reduce that by, in terms of some of the backlog you guys  
14 have?

15           MR. GE: It depends on the month. During the  
16 holidays, more staff take time off.

17           MR. PREWITT: Right.

18           MR. GE: But generally, we have been seeing  
19 about a hundred, 150 case reduction per month.

20           MR. PREWITT: Okay. Yes.

21           MR. SCOTT: So, from the time of COVID, we went  
22 up 305 percent?

23           MR. GE: Yes, 305 percent.

24           MR. SCOTT: So, that is like, a thousand a  
25 month, or something?



1 MR. GE: Well, the total number of complaints  
2 went from 1,028 in March to 3,137 in August. And these  
3 cases, they are -- we are not just talking about cases  
4 that are sitting in Investigations.

5 These processes probably go through the various  
6 stages, state attorneys and whatnot. But I am just saying  
7 the number of fresh complaints that are coming in, we went  
8 from 1,000 to 3,000 over the course of a year and a half.

9 MR. SCOTT: Right. Okay, 1,000 to 3,000 in a  
10 year and a half. That is 2,000. That is like --

11 MR. GE: And it is not linear. It is not -- it  
12 decreases a little bit every month.

13 MR. PREWITT: Right.

14 MR. SCOTT: Yes. I am just trying to get a  
15 sense of what was that level of incoming complaints prior  
16 to what is it now. It is like, 150 complaints a month  
17 coming in. Before COVID, it was --

18 MR. PREWITT: It is sort of that you are  
19 educating the consumer. You are educating, would you say,  
20 Brian, on that? On those complaints? Some of that -- you  
21 are having to educate them on the process and why it is  
22 taking so long?

23 MR. GE: We educate the consumer.

24 MR. PREWITT: Right.

25 MR. GE: To let them kind of know why this is

1 happening.

2 MR. PREWITT: Right.

3 MR. GE: But we also try to educate the dealer,  
4 to prevent this from happening in the future.

5 MR. PREWITT: Right.

6 MR. GE: For repeat actors, we take Enforcement  
7 action against them, sometimes against their licenses.  
8 Sometimes, just the penalty. But typically, dealers, they  
9 are receptive to wanting to do the right thing and for the  
10 consumers.

11 And you know, sometimes, as your operation  
12 scales, you just encounter difficulties in your business,  
13 and that is understandable. But you still have to  
14 ultimately get that title to the consumer.

15 MR. PREWITT: Thank you.

16 MR. SCOTT: At the beginning, you said that you  
17 get a referral from a red flag?

18 MR. GE: Yes. From our --

19 MR. SCOTT: From a financial partner?  
20 Financial --

21 MR. GE: From our Tax Assessor-Collectors.

22 MR. SCOTT: Okay. It is not from the  
23 Comptrollers Offices. It is from the Tax Collector.

24 MR. GE: Yes.

25 MR. SCOTT: Okay. Okay.

1 MR. GE: Yes. And now, they have their own  
2 portal to submit these complaints. We can track them  
3 through the entire life cycle of the complaint.

4 MR. SCOTT: So, what is the nature of a  
5 complaint from a Tax Assessor?

6 MR. GE: Title fraud.

7 MR. SCOTT: Title fraud? Like --

8 MR. GE: Yes. I don't have those to pull out.  
9 Yes. Like, employees at tax offices behaving -- it is --  
10 Whitney might know.

11 MR. PREWITT: On the compliance review for Tax  
12 Assessors. What is our -- I know we have 254 counties in  
13 Texas. What is our penetration? Do we -- every two years  
14 we try to do all the counties, or is it every three years,  
15 we try to get to them? Just ongoing.

16 MR. GE: I can get that information to you.

17 MR. PREWITT: Okay. Just curious.

18 MS. GILLMAN: Mr. Chairman.

19 MR. PREWITT: Yes, ma'am.

20 MS. GILLMAN: I absolutely commend you for  
21 adding more personnel, and attacking, you know, a  
22 measurable number from this many cases, trying to get it  
23 down. That is fantastic.

24 The rise in number of title issues is -- I am  
25 hearing, and I know in my own business, that it is. It is

1 a real serious problem. There are so many people coming  
2 here from out of state.

3 And the guy from Wyoming, I know he traded in  
4 his car. And I paid off the loan that he had in Wyoming.  
5 But I can't get the title. I can't get it.

6 MR. PREWITT: Right.

7 MS. GILLMAN: And it is -- I can't get it from  
8 Wyoming. And then, I can't -- so I can't process it with  
9 DMV. And the customers are waiting and waiting.

10 And I am -- there are really good dealers out  
11 there, that are trying their best. But it is a -- I have  
12 the manpower and ready to process. I have a title  
13 department. But it is -- I am stuck. I can't do  
14 anything.

15 And I know that customers are frustrated. I  
16 think that a merging of your division -- or anything that  
17 we can do to try and come up -- can come up with --

18 MR. PREWITT: Right.

19 MS. GILLMAN: -- a better mousetrap for dealers  
20 and for our customers and for the -- it is badly needed  
21 right now. I am afraid it is going to -- your office is  
22 going to be flooded. I am not seeing any getting better.

23

24 And a lot of is because we are growing so fast,  
25 and there is so many people from out of state. And in my

1 own business, I have services out there trying to help me  
2 expedite New Jersey titles and Illinois titles.

3 And it is really -- and I promise, I am trying  
4 to do it right. I don't like the fines associated with  
5 not getting -- being able to register the vehicle. It is  
6 a big problem.

7 And I know that if it is really difficult for  
8 me, and I am trying to do it right, as fast as possible,  
9 then -- and I am throwing money at it, to try and fix it.

10 But, so any resources we can, or collaboration.

11 And these videos, you said, of explaining your  
12 process to the Tax Assessors, I encourage you. Those same  
13 webinars, explaining, you said, to VTR and Enforcement  
14 webinars to Tax Assessors?

15 MR. GE: So, we -- this is Brian Ge, for the  
16 record. We put on webinars to explain to the Tax  
17 Assessors, this is what -- these are the services that  
18 Enforcement can offer you. These are the services that  
19 the Vehicle, Title, and Registration Division can offer.

20 MS. GILLMAN: Could that be beneficial for the  
21 dealer associations to know as well? I think it -- I  
22 don't know.

23 MR. GE: I think dealers, the dealer community  
24 in general would prefer to never know Enforcement.

25 MS. GILLMAN: No. We -- I appreciate what you

1 do. Really. Honestly. And I would like to know.

2 MR. GE: Yes. Absolutely. We can look into  
3 that.

4 MS. GILLMAN: Thanks.

5 MR. GE: And yes. We also share information  
6 about where the Tax Assessors, they can go for help for  
7 things that we can't do anything about. If they see  
8 criminal activity, we put them in contact with law  
9 enforcement. And if they suspect sales tax fraud, we put  
10 them in contact with the Comptroller. So, yes.

11 MS. GILLMAN: Well, I applaud your efforts,  
12 certainly, to measure. And I know that the complaints, or  
13 cases have been filed in different categories in the past,  
14 you know. Advertising complaints, new car, used car,  
15 motor carrier, heavy truck.

16 MR. PREWITT: Right. You name it.

17 MS. GILLMAN: Can we see that? And what is  
18 becoming more and more of a problem, and where are you  
19 making great strides, and it is less of a problem?

20 MR. GE: I think we can absolutely work on that  
21 for you.

22 MS. GILLMAN: That would be great. And I would  
23 like to know, because this title issue is -- it is a  
24 booger.

25 MR. GE: I can tell you, just off the top of my

1 head, the vast majority of these cases are going to be  
2 categorized as motor vehicle general. And that includes  
3 the failure to titles.

4 MR. PREWITT: Right.

5 MR. GE: Tag misuse, all of those. They are  
6 all into that category. Motor carrier is a separate -- it  
7 is a separate metric that is tracked separately than motor  
8 vehicle. It is not even in the same system. But we can  
9 get those numbers.

10 MS. GILLMAN: And because I can't get a title,  
11 I have to reissue another temporary tag. And it is  
12 just -- it is horrible. It is horrible. It is a bad  
13 solution.

14 MR. PREWITT: Any questions?

15 MR. GE: I would also be happy to speak with  
16 you privately about that.

17 MS. GILLMAN: Trying to improve. Yes. Thank  
18 you.

19 MR. PREWITT: Thank you, Brian.

20 MR. GE: Thank you.

21 MS. BREWSTER: Mr. Chairman.

22 MR. PREWITT: Yes, ma'am.

23 MS. BREWSTER: Thank you. Whitney Brewster,  
24 Executive Director. I wanted to reply to the Compliance  
25 Review question.

1 MR. PREWITT: Yes.

2 MS. BREWSTER: How often those are done per  
3 county?

4 MR. PREWITT: Per county, yes.

5 MS. BREWSTER: Twice a year.

6 MR. PREWITT: Oh, good. That is really good.

7 MS. BREWSTER: Yes. Twice a year. One onsite,  
8 one offsite.

9 MR. PREWITT: That is very good. That is  
10 great. That is a lot of work. Thank you, Brian.

11 Next up, Mr. Archer, Jimmy Archer will discuss  
12 Credentialing and Commercial Fleet Services in the Motor  
13 Carrier Licensing and Registration Section.

14 MR. ARCHER: For the record, Jimmy Archer,  
15 Director of the Motor Carrier Division. Mr. Chairman,  
16 Members.

17 In the vein of improving services to our  
18 customers, I am going to steal your term, build a better  
19 mousetrap. We are trying to build a better mousetrap for  
20 our carriers. We saw an opportunity to serve our  
21 customers more efficiently by consolidating our  
22 credentialing system and our Commercial Fleet Service  
23 section into one new MC section, which is now called the  
24 Motor Carrier, Licensing, and Registration Section.

25 What these two operations have in common is



1 registration, whether it is the carrier themselves as an  
2 entity, a business entity, or the individual vehicles that  
3 the carriers use. Traditionally, a branch is responsible  
4 for making sure motor carriers are properly registered  
5 with the DMV and/or with the UI Carrier registration. We  
6 kind of discussed this a little bit earlier.

7 And they have liability insurance coverage  
8 required by law. The systems they utilize are the MCCA  
9 system, which we talked about a bit earlier. And also I  
10 alluded to the renewal system they use -- is called eLINK.

11 And that is all online. They can do that themselves.

12 When they get their initial registration, they  
13 have to come to us. So, that is one reason we are  
14 upgrading our Motor Carrier Credentialing System.

15 The Commercial Fleet Services Branch helps  
16 motor carriers to register and manage their fleets,  
17 through the commercial fleet program, as well as to  
18 register motor carriers in the international registration  
19 plan. This enables carriers to apportion the registration  
20 among the states when they travel. So, if the carrier  
21 wants to travel, say, in the five states around Texas,  
22 they can base the State of Texas, and they can pay the  
23 portion of the registration in each state for the mileage  
24 they travel in each state.

25 This new organization allows MCD to realize a

1 long term goal of one-stop shop for our motor carriers.  
2 And also, it is going to allow us to -- our call center  
3 staff in both programs can be cross-trained now, and  
4 actually are being cross-trained to take both types of  
5 calls.

6 I will give you an example. During COVID, when  
7 we had to -- this is probably going to be an ongoing theme  
8 for the next two years. But when we first started, had to  
9 send everyone home, we had to close some of our Regional  
10 Service Centers.

11 And so, they could provide service to their  
12 customers, they had to stop taking some IRP calls,  
13 international registration plan calls. This created a  
14 backlog, what we call abandoned call rate of up to double  
15 digits, upwards to almost 40 to 50 percent.

16 Since we have consolidated these two sections,  
17 one of the benefits we have seen, our abandoned call rate  
18 has gone down to single digits. It is right around 5  
19 percent now. So, that is a huge benefit for us.

20 But also, I have to also commend my partners in  
21 Vehicle Title and Registration Division, because they  
22 started taking appointments again, which also helped us.  
23 But this has given us -- this has been a big improvement  
24 for us, to consolidate these two sections.

25 One customer benefit, someone will no longer

1 have to make two separate calls to get the service. So,  
2 if they want to get -- you know, if they want to register  
3 as a motor carrier, they can also register their NRP, or  
4 they can learn how to manage their fleet through our  
5 Commercial Fleet Registration System.

6 Also, as I mentioned, we have cross-trained  
7 staff. So, that is pretty much the short -- it gives you  
8 kind of the short version of what we are trying to do.  
9 But it is building the better mousetrap.

10 MS. GILLMAN: That is great.

11 MR. ARCHER: As Member Gillman mentioned  
12 earlier.

13 MR. PREWITT: Very good.

14 MR. ARCHER: I would be happy to take any  
15 questions you might have.

16 MR. PREWITT: Paul?

17 MR. SCOTT: No.

18 MS. GILLMAN: Thank you.

19 MR. ARCHER: Thank you.

20 MR. PREWITT: Thank you, Jimmy. Executive  
21 Director, do you have any comments?

22 MS. BREWSTER: No, sir, other than I commend  
23 the team.

24 MR. PREWITT: Okay. Yes.

25 MS. BREWSTER: They have done a great job

1 bringing those numbers down.

2 MR. PREWITT: Yes. Great job, guys.

3 Appreciate it.

4 Next up, Stefan. Stefan Krisch will talk about  
5 the license plate manufacturing, transferring it to VTR.

6 MR. KRISCH: Good afternoon. Stefan Krisch.  
7 Section Director for Registration Services with VTR. I am  
8 just here to talk about the transfer of the license plate  
9 manufacturing.

10 So, in July of '21, the Department's Internal  
11 Audit Division concluded an audit of the license plate  
12 manufacturing and allocation process. During that audit,  
13 although it wasn't a formal finding, they identified that  
14 71 percent of the processes surrounding that business were  
15 actually overseen or managed by VTR. However the Finance  
16 and Administrative Services Division actually had  
17 oversight of the actual business process.

18 So, rather than -- or, so the Department made  
19 the decision to transfer that business from FAS to VTR, to  
20 more naturally align the business model. So, the transfer  
21 actually included three employees, two that work at the  
22 Texas Department of Criminal Justice wing unit in  
23 Huntsville, Texas, and one employee that works there at  
24 headquarters in Austin.

25 Additionally, as part of the transition, VTR

1 conducted an extensive evaluation of all of our program  
2 areas and sections, to develop a new organizational  
3 structure. Organizational considerations included program  
4 effectiveness, efficiency, manager-to-staff ratio, what  
5 just made business sense, and fairness.

6 In addition to other changes, the new structure  
7 called for reclassification of an existing vacant position  
8 to create a manager position to oversee the new license  
9 plate manufacturing process. And we also transitioned the  
10 special plates unit, which is responsible for military  
11 meritorious plates, and the personalized plates which you  
12 see on the road, transferred that into this license plate  
13 unit that we created.

14 So currently, we have a candidate selected to  
15 fill that manager role. And fingers crossed, everything  
16 goes well, she will be starting with us on December 13th.

17 The structure allows the manager to have a deeper level  
18 of engagement in the respective program area, afford time  
19 and attention to priorities, increase program efficiency,  
20 and provide an improved span of control and responsibility  
21 to help VTR and DMV achieve our goals, and address the  
22 remaining audit findings.

23 The VTR organization charts are included in  
24 your Board materials for your reference.

25 This transition took effect on September 1st of

1 this year. In the short time since, we have already  
2 realized improved communications between the allocations  
3 team and our Regional Service Centers that have led to  
4 quicker and more efficient resolution of shipping,  
5 delivery, and other concerns. Effectively, we did that by  
6 being able to remove layers of that communication process.

7 Additionally, last month there was a routine  
8 security event that affected the TDCJ wing unit, more  
9 commonly known as a lockdown. Historically, during these  
10 events, we have had to reduce our license plate  
11 fulfillment operations because we just -- TDCJ wasn't able  
12 to provide the staff.

13 MR. PREWITT: Right.

14 MR. KRISCH: Well, in this last event, we were  
15 actually able to maintain operations with zero customer  
16 impact. So I can't tell you how proud we are of that.

17 And then lastly, we have identified an  
18 operational efficiency that went into effect just today,  
19 where we are removing a business process that did reside  
20 with the Abilene Regional Service Center where they would  
21 actually -- the way the process works, is the counties  
22 submit their request for whatever allocated inventory they  
23 need to their local Regional Service Center. Previously,  
24 that Regional Service Center would send it to the Abilene  
25 Regional Service Center, who would review it, and then

1 send it to the Allocations Team.

2 That was necessary when Allocations was part of  
3 a different division, but now that we are all together, we  
4 are consolidated.

5 MR. PREWITT: Right.

6 MR. KRISCH: We no longer need Abilene in the  
7 middle of that.

8 MR. PREWITT: Good.

9 MR. KRISCH: So, we were able to remove them.  
10 That is going to give that office about 20 to 30 hours a  
11 week back that they can contribute to helping our  
12 customers in the field.

13 And with that, I just want to say that I look  
14 forward to continuing to work with the new team, and find  
15 efficiencies, and improve the processes. And I am open  
16 for questions.

17 MR. PREWITT: One of the things that I wanted  
18 to note, and we talked about it, Whitney, the other day,  
19 was, we have several months of available inventory. Some  
20 states are running out of, basically, raw material to  
21 build license plates. They've got enough aluminum. And  
22 we have got what, six to nine months --

23 MR. KRISCH: Yes, sir.

24 MR. PREWITT: -- available to us. So, we  
25 are -- a great job of managing that. And with all the

1 people moving to the state, we don't need to run out of  
2 aluminum. But thank you. Great job.

3 MS. GILLMAN: Great job.

4 MR. KRISCH: Thank you.

5 MR. SCOTT: A quick question.

6 MR. KRISCH: Just in background. So, why do we  
7 do the license plates in prison?

8 MR. KRISCH: Well, the short answer, it's  
9 always been done that way.

10 MR. SCOTT: Figured that was it.

11 MR. KRISCH: The statute actually does not  
12 provide us -- it doesn't require us to go there, but it  
13 also doesn't provide us an opportunity to go anywhere  
14 else. So it is unique, the way that the statute is  
15 actually written.

16 There is the way it talks about cost sharing  
17 and payment of the license plate manufacturer. It only  
18 refers to paying TDCJ. So, that is the short answer.

19 MS. BREWSTER: Mr. Chairman, Whitney Brewster,  
20 Executive Director.

21 MR. PREWITT: Yes.

22 MS. BREWSTER: We are required to use the Texas  
23 Department of Criminal Justice for license plate  
24 production.

25 MR. PREWITT: Right. Right.



1 MS. BREWSTER: Many, many moons ago, we looked  
2 at, and did a cost analysis of what it would cost to go  
3 somewhere else to have it done. And it was clear that it  
4 was less expensive and legally required to go through  
5 TDCJ.

6 MR. PREWITT: Right. Got it. Makes sense.

7 MS. GILLMAN: It was less expensive to go  
8 outside?

9 MR. SCOTT: No.

10 MS. BREWSTER: It was less expensive to stay as  
11 we were with TDCJ.

12 MR. PREWITT: Yes. Versus changing to the  
13 private sector.

14 MS. GILLMAN: Well, good.

15 MS. BREWSTER: Right. Because there are states  
16 that do not use their criminal justice system for plate  
17 production.

18 MR. SCOTT: Yes. I was -- something that had  
19 been done, like you said, oh, we've always done it that  
20 way. Just why it was done that way. I would suspect it  
21 has something to do with the cost of labor or something,  
22 way back when.

23 MR. PREWITT: Yes.

24 MR. SCOTT: At any rate, as you say, we are not  
25 mandated to do it there, but that is the only place we

1 could pay for that, or what?

2 MS. BREWSTER: We are -- and I will let counsel  
3 respond to this, but it is my understanding that we are  
4 required to use TDCJ to produce the plates.

5 MR. PREWITT: Right.

6 MR. SCOTT: You said counsel. Is that correct?

7 MS. BEAVER: That is correct. Transportation  
8 Code Section 504.006 has the requirement for the  
9 Department to have those plates manufactured.

10 MR. PREWITT: Have to get them --

11 MS. GILLMAN: By TDCJ?

12 MS. BEAVER: Yes. By TDCJ.

13 MR. SCOTT: Okay. Thanks.

14 MR. PREWITT: Thanks, Stefan.

15 MR. KRISCH: Thank you.

16 MR. PREWITT: The next section we have is  
17 public comment. Tracey, are there any comments from the  
18 public?

19 MS. BEAVER: Tracey Beaver, General Counsel.  
20 There were no registered commenters for the public comment  
21 period, or any agenda item today. Thank you.

22 MR. PREWITT: Hearing none, we will move on to  
23 Agenda Item 8, which is adjournment. Do I have a motion  
24 for adjournment?

25 MS. GILLMAN: Motion to adjourn.

1 MR. SCOTT: Second.

2 MR. PREWITT: We have a motion and a second.

3 And when I call your name, please state your vote.

4 Member Gillman.

5 MS. GILLMAN: Aye.

6 MR. PREWITT: Member Scott.

7 MR. SCOTT: Aye.

8 MR. PREWITT: And I, Chairman Prewitt, also  
9 vote aye. Let the record reflect the vote is unanimous;  
10 the meeting is adjourned.

11 Thank you.

12 (Whereupon, at 4:45 p.m., the meeting was  
13 concluded.)

C E R T I F I C A T E

1  
2  
3 MEETING OF: TxDMV Projects and Operations Committee

4 LOCATION: Austin, Texas

5 DATE: December 1, 2021

6 I do hereby certify that the foregoing pages,  
7 numbers 1 through 124, inclusive, are the true, accurate,  
8 and complete transcript prepared from the verbal recording  
9 made by electronic recording by Nancy H. King before the  
10 Texas Department of Motor Vehicles.

11 DATE: December 10, 2021  
12  
13  
14  
15  
16

17 /s/ Carol Bourgeois  
18 (Transcriber)  
19

20 On the Record Reporting  
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