

TEXAS DEPARTMENT OF MOTOR VEHICLES  
PROJECTS AND OPERATIONS COMMITTEE  
MEETING

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

Wednesday,  
April 13, 2022

COMMITTEE MEMBERS:

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

*ON THE RECORD REPORTING*  
*(512) 450-0342*

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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:<br><br>Section 551.071<br>Section 551.074<br>Section 551.076<br>Section 551.089<br>Section 551.089 | none |
| 6. | Action Items from Closed Session  | --   |
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P R O C E E D I N G S

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

6 It is now two o'clock p.m. Central Standard  
7 Time, and I'm calling the Board meeting for April 13, 2022  
8 to order. I want to note for the record that the public  
9 notice of this meeting, containing all items on the  
10 agenda, was filed with the Office of Secretary of State on  
11 April 5, 2022.

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

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

25 If you do wish to address the board or speak on

1 an agenda item during today's meeting, please complete a  
2 speaker's sheet at the registration table or send an email  
3 to GCO\_General@TxDMV.gov. Please identify in your email  
4 the specific item you're interested in commenting on, your  
5 name and address, and whether you are representing anyone  
6 or speaking for yourself. If your comment does not  
7 pertain to a specific agenda item, we will take your  
8 during the general public comment portion of the meeting.

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

15 Individuals cannot accumulate time from other  
16 speakers, and comments should be pertinent to the issue on  
17 the comment sheet. When addressing the board, please  
18 state your name and affiliation for the record.

19 There are few things that will assist in making  
20 the meeting run smoother and assist the court reporter in  
21 getting an accurate record: please identify yourself  
22 before speaking: speak clearly, which I'm currently  
23 trying to do; do not speak over others; and please ask the  
24 chairman to proceed and be sure to get recognized before  
25 speaking.

1 I would also like to thank our court reporter  
2 who is transcribing this meeting.

3 To make sure we have an accurate recording of  
4 this meeting, it is very important that board members and  
5 anyone presenting today identify themselves before  
6 speaking and speak clearly and slowly.

7 Before we begin today, I'd like to remind all  
8 presenters and those in attendance of the rules of conduct  
9 at our board meetings. In the department's rule Section  
10 206.22, the board chair is given authority to supervise  
11 the conduct of meetings. This includes the authority to  
12 determine when a speaker is being disruptive of the  
13 meeting or is otherwise violating the timing or  
14 presentation rules I just discussed.

15 The posted agenda stated that a quorum of the  
16 board may be present at this meeting; however, board  
17 members who are not members of the Projects and Operations  
18 Committee will not vote on any committee agenda item  
19 today, nor will any board action be taken.

20 I see that there are no other board members  
21 outside the committee present, so we'll proceed and see if  
22 we can have a roll call and establishment of a quorum.

23 I'd like to have a roll call of the board  
24 members. Please respond verbally when I call your name.

25 Member Alvarado?

1 MR. ALVARADO: Aye.

2 MR. PREWITT: Member Gillman?

3 MS. GILLMAN: Aye.

4 MR. PREWITT: Member McRae?

5 MS. McRAE: Aye.

6 MR. PREWITT: And let the record reflect that  
7 I, John Prewitt, am here as well; we have a quorum. Also  
8 let the record reflect that Member Scott is absent today.

9 The next agenda item is the pledge of  
10 allegiance to both the United States and Texas. I would  
11 ask Member Alvarado to lead us in the pledge to the United  
12 States, and Member Gillman for the pledge to Texas.

13 (Pledges of Allegiance were recited.)

14 MR. PREWITT: Thank you.

15 Under agenda item 3. Comments and announcements  
16 from the committee chair, members, or executive director,  
17 we do not have any comments or announcements today, so  
18 we're not taking up agenda item 3, so we will move to  
19 agenda item 4.

20 On the first part of that, agenda 4.A, we'll  
21 hear from Glenna Bowman and Eric Horn on this agenda item  
22 4.A.

23 MS. BOWMAN: Good afternoon, Chairman Prewitt  
24 and members. For the record, my name is Glenna Bowman.  
25 I'm the chief financial officer for the Texas Department

1 of Motor Vehicles.

2 Today I have with me Eric Horn. He's our  
3 director of accounting operations. He'll be available to  
4 help answer questions if you drill down into a lot of  
5 detail.

6 As you know, the department received \$3.5  
7 million in supplemental appropriations in HB 2 during the  
8 87th Legislative Session for the deployment of an accounts  
9 receivable system to ensure revenue collections are  
10 tracked accurately and consistently across the department.

11 This is to more allow for better tracking of  
12 accounts receivable balances and improve the ability to  
13 monitor and conduct accounts receivable activities. We  
14 anticipate the new system will include an accounts  
15 receivable aging schedule, an executive level dashboard  
16 that includes the use of metrics and performance  
17 indicators.

18 TxDMV contracted with Gartner, Inc. on February  
19 5, 2022, to complete the first phase of the project, which  
20 is a study of the current decentralized process and to  
21 determine recommendations for available software that will  
22 best fit the department's needs. Finance staff are  
23 meeting weekly with Gartner to provide information,  
24 receive updates and keep the project on schedule.

25 The study will be completed no later than June



1 30, 2022. The initial phase includes documentation  
2 gathering and interviews with each of the program areas  
3 throughout the department that have an accounts receivable  
4 function.

5 These meetings have been completed, as well as  
6 a first draft of all current process diagrams. Gartner is  
7 now in the process of conducting peer outreach sessions  
8 with similar Texas state agencies and DMVs from California  
9 and Florida.

10 These sessions will help Gartner make  
11 recommendations to improve current TxDMV processes and  
12 recommend future processes, including whether they remain  
13 decentralized with the program areas, move to a  
14 centralized process within Finance and Administrative  
15 Services, or change to a hybrid process.

16 The process recommendations are due by May 1 of  
17 this year; a second report is due by June 30 that will  
18 include software recommendations and a plan to integrate  
19 the new software with recommended processes. And this  
20 study then will drive implementation efforts in FY 2023.

21 That concludes my formal remarks, and we're  
22 happy to answer any questions.

23 MR. PREWITT: Are there any questions from the  
24 committee members for staff?

25 MS. GILLMAN: I've got a question. Does the

1 company that owns the software today have a training  
2 program?

3 MS. BOWMAN: Well, I am sure that will be part  
4 of our requirements. We haven't actually selected -- the  
5 vendor that we're working with right now is only doing the  
6 study.

7 MS. GILLMAN: Oh, I see.

8 MS. BOWMAN: So we're not quite there yet, but  
9 we will definitely have training incorporated into the  
10 plan.

11 MS. GILLMAN: So this study will then lead to a  
12 recommended software to purchase?

13 MS. BOWMAN: Yes, one or more. There may be  
14 more than one recommendation.

15 MS. GILLMAN: Okay. Excellent. We're excited  
16 for you.

17 MS. BOWMAN: Yes. We're excited too.

18 MS. GILLMAN: Good.

19 MR. PREWITT: Any other questions?

20 (No response.)

21 MR. PREWITT: Are there any public comments for  
22 this agenda item?

23 Ms. AUCOIN: Aline Aucoin, for the record.

24 No public comments on this item.

25 MR. PREWITT: Thank you, Aline.

1           If there are on other comments from the public,  
2 then I would like to move to the next agenda item, which  
3 is 4.B. Headquarters building project, which we'll also be  
4 hearing from Glenna, as well as Ann Pierce.

5           MS. BOWMAN: Thank you, Chairman. Again for  
6 the record, I'm Glenna Bowman, chief financial officer for  
7 the Texas Department of Motor Vehicles. And with me is  
8 Ann Pierce, our director of Administrative Services, who  
9 is a wealth of information, so if you've got detailed  
10 questions, she will help answer those questions.

11           My prepared remarks are a little longer, so if  
12 you have questions as I'm going, feel free.

13           As discussed in the last Projects and  
14 Operations Committee meeting that was held in December,  
15 the supplemental appropriations bill again appropriated  
16 \$6.2 million to TxDMV to fund planning and design of a new  
17 headquarters facility at the Camp Hubbard campus.

18           The planning and design, which is also referred  
19 to as Phase 1, has six components. First there's a site  
20 plan for the Camp Hubbard campus property which will  
21 include property division and analysis to split the  
22 property out properly between the Texas Department of  
23 Motor Vehicles and the Department of Banking.

24           There's a parking study to determine both  
25 current and potential future needs. There will be

1 renovation plans for Building 6 to accommodate staff and  
2 equipment relocation. There will be demolition plans for  
3 Building 5. There will be a design of a replacement  
4 building on the footprint of Building 5 where it sits  
5 right now, and improvements to Building 7, which is the  
6 campus central utility plant for the central chiller  
7 plants, if you will.

8 We have been involved in a number of activities  
9 recently. We held a meeting with the Department of  
10 Banking, since they are taking part of the property at  
11 Camp Hubbard. We have been meeting with them or speaking  
12 with them, and we had an introductory meeting so that both  
13 agencies agreed that where we can find opportunities to  
14 work together and develop some synergy as we move forward  
15 with the design planning and construction that we will do  
16 that.

17 Both the Department of Banking and TxDMV are  
18 working with the Texas Facilities Commission and actually  
19 have the same TFC project manager, so that provides us  
20 some opportunities.

21 TxDMV executed an interagency contract with TFC  
22 in January, followed by a kickoff meeting to discuss the  
23 project at a very high level. On January 12 of this year,  
24 TFC sent a request for quote to over 1300 vendors for  
25 architectural and engineering services, with a submittal

1 deadline of February 15.

2 TFC hosted two mandatory vendor conferences in  
3 January, on the 25th and 26th. A total of 41 vendors  
4 attended. TFC received twelve quotes and, with input from  
5 TxDMV, narrowed down the list to the top three. TFC and  
6 TxDMV staff interviewed each of the three finalists on  
7 March 8 and selected a vendor to provide the requested  
8 services, or at least our recommendation.

9 TFC now will still have to go present the final  
10 selected architectural and engineering candidate at their  
11 next commission meeting, which is, I believe, next week on  
12 April 21, and they will request approval to negotiate a  
13 contract and move forward with these services.

14 Once the selected candidate is formally  
15 approved and the contract is in place, the selected  
16 candidate will host a kickoff meeting, and we anticipate  
17 that to be in May.

18 TFC has already engaged site surface and  
19 subsurface utility review services, and TxDMV is  
20 conducting site visits to other properties to review  
21 design elements for consideration as we move forward.

22 TxDMV has also already scheduled meetings with  
23 various trade and technical experts from TxDMV and the  
24 Facilities Commission to assist in refining a document  
25 called The Owner Project Requirements. This outlines the

1 component systems to be included in the new building, so  
2 for example, we've met with mechanical, electrical and  
3 plumbing trade people, we've looked at IT-related items,  
4 we recently had a meeting on fire protection and related  
5 matters, and we anticipate having a meeting soon on  
6 architectural issues.

7 We will also be holding meetings in the very  
8 near future with each of our TxDMV divisions so they have  
9 an opportunity to participate and share their needs and  
10 desires for the new building, and at the end of Phase 1,  
11 TxDMV will have design drawings and fully detailed  
12 construction cost estimates that we can present with our  
13 FY 2024-25 legislative appropriations request for Phase 2,  
14 which would be demolition and construction.

15 This concludes my formal remarks, and we're  
16 happy to answer any questions.

17 MR. PREWITT: Are there any questions from the  
18 committee members?

19 Yes, Christian.

20 MR. ALVARADO: Yes. Thank you.

21 A couple of quick questions on the line items  
22 presented here in the schedule, the cost component  
23 schedule it looks like here.

24 MS. BOWMAN: Yes, sir.

25 MR. ALVARADO: So this is a 15-acre tract. Is

1 that correct?

2 MS. BOWMAN: Yes.

3 MR. ALVARADO: I see a little bit above about  
4 the vendor process and related to engineering and  
5 architecture. Can you talk a little bit about a couple of  
6 these line items, the process behind them. And the ones  
7 specifically I was interested in are the ALTA survey, the  
8 Phase 1 environmental site assessment. Those two just  
9 strike me as very high.

10 MS. BOWMAN: And I'm probably going to bring  
11 Ann up here, because she was here when some of these were  
12 done. These are the original cost estimates that were  
13 done two years ago when we were doing the original LAR.

14 But why don't you, Ann, go ahead and talk a  
15 little bit about this.

16 MS. PIERCE: For the record, Ann Pierce,  
17 director of Administrative Services.

18 The American Land Title Association has to do a  
19 survey, so when we originally were talking about taking  
20 this property over, we didn't really know any kind of cost  
21 estimates or anything, so we worked with TFC.

22 We had a partnership with them previous to this  
23 project that was kind of like a pre-project where we  
24 looked into what we thought we might need and what we  
25 thought the costs might be so that we could go before the

1 legislature to request this Phase 1 project that we're  
2 beginning now.

3 So in order to do that, we subcontracted  
4 through TFC with a company called O'Connell Robertson;  
5 they're an architectural and engineering firm. And we  
6 also did a space study, an initial space study with TFC on  
7 what we saw as our needs.

8 When all this was going on, that was pre-COVID,  
9 so we recognize there's going to be a lot of different  
10 things with the land itself, as we began looking at the  
11 land and conducting the survey that we have to do -- and  
12 we do have a historical building that has to be considered  
13 in this process -- and we will be validating what we think  
14 our true needs are moving forward for the actual building  
15 footprint.

16 So those were originally just estimates, and  
17 this was the breakout that O'Connell Robertson provided us  
18 at the time so we could start moving the project forward.

19 That does not necessarily mean that is exactly what we're  
20 going to spend, and we are trying to find cost savings.

21 MR. ALVARADO: Thank you.

22 MR. PREWITT: Just curious, are there any lift  
23 stations or subterranean like sewer or wastewater?

24 MS. PIERCE: We do have a lift station at  
25 Building 1.



1 MR. PREWITT: So one of the things I would just  
2 say, that the topographical survey is going to be more  
3 expensive if that's going to include the lift station  
4 dynamics, as far as how far down in the ground it goes.

5 MS. PIERCE: And originally when OCR was  
6 looking at our property, I think to some degree they were  
7 looking at the entire property, because at that time we  
8 were considering the entire property, and now, of course,  
9 where Building 10 is located, we're not looking at that,  
10 and they have some underground tanks and stuff that may  
11 have been considered in this original estimate as well  
12 that won't be impacting us now.

13 MR. PREWITT: Okay. Good.

14 MS. PIERCE: Thank you.

15 MR. PREWITT: Thank you.

16 MS. GILLMAN: I've got a question.

17 MR. PREWITT: Yes, ma'am. Member Gillman.

18 MS. GILLMAN: What I heard you say was during  
19 the study that also other properties will be explored for  
20 consideration. And the only reason I'm mentioning it is  
21 because we all know that Austin, Texas's real estate has  
22 exploded, and while this campus is plenty big, I don't  
23 know if there has been any conversation about moving.

24 MS. BOWMAN: I think perhaps you may be  
25 referring to another part of the report where we were

1 talking about going and looking at other properties that  
2 had been built by similar architectural firms to look at  
3 the design elements. We have not been talking about  
4 moving our campus; we like that campus. So sorry if we  
5 did not communicate that well.

6 MS. GILLMAN: So no consideration as yet for  
7 moving.

8 MS. BOWMAN: Not that I am aware of.

9 MS. GILLMAN: And the space study, I'm very  
10 interested in what the conversations  
11 interdepartmentally -- interdepartment conversations about  
12 what each division director thinks that they need in  
13 square footage to accommodate, and will that be shared  
14 with this board prior to drawings?

15 MS. BOWMAN: Yes.

16 Daniel?

17 MR. AVITIA: Very good question, Member  
18 Gillman, and absolutely as we start working with  
19 architects and engineers to come up with what a future  
20 facility might look like, we will certainly bring that  
21 information back to the board.

22 Whether we share it in open session or in  
23 closed session, it really depends on how collaborative we  
24 need to work with the board to determine what the space  
25 needs are going to be now and a couple of decades down the

1 road as well. But we will have those conversations with  
2 the board, yes, ma'am.

3 MS. BOWMAN: And we do anticipate having pretty  
4 detailed discussions, because there's all the issues of  
5 the population growth, what does that mean for our  
6 staffing in terms of being able to support that for 50  
7 years, we hope.

8 MS. GILLMAN: Yes. It's such a strange time,  
9 because remote working has been introduced, and y'all have  
10 been working very well under those conditions. However,  
11 the State of Texas is growing so fast, and in planning the  
12 next 50 years, you would think you would go bigger,  
13 however, on this hand you may not need as much space.  
14 Anyway, I think the space study is valuable, and I'm just  
15 interested.

16 MS. BOWMAN: Right, yeah, and I think we will  
17 have a lot of discussions around that. We did go look at  
18 another facility that took into account all the remote  
19 work space.

20 There were actually at least three different  
21 configurations on different floors to accommodate hoteling  
22 work spaces and that sort of thing, as well as permanent  
23 offices for people that are in the office more frequently.

24 So I think we will have a lot of expertise from the  
25 architects and engineers that are coming in, and there are

1 lots of flexible options to choose so that it can  
2 accommodate a workforce that's set up in more than one  
3 way. So as things change, we would be able to accommodate  
4 that as well.

5 We'll be happy to keep you updated. It will be  
6 a very interesting discussion.

7 MR. AVITIA: Chairman, if I may?

8 MR. PREWITT: Yes, sir.

9 MR. AVITIA: Daniel Avitia, executive director,  
10 for the record.

11 Member Gillman, just to add on to what our CFO  
12 was just stating, the architects and engineer firm that we  
13 interviewed during, I guess, the bidding process, if  
14 that's what we want to call it, were very much in tune to  
15 teleworking needs, hoteling needs, and what an agency  
16 needs today versus what it might need in 50 years.

17 So we certainly look forward to having those  
18 conversations with them and then, once we have that  
19 information, bringing that back to the board for your  
20 review and consideration.

21 MS. GILLMAN: I don't even know what is  
22 hoteling?

23 MS. BOWMAN: Shared working space.

24 MR. AVITIA: Shared space.

25 MS. GILLMAN: We're not having sleepovers.

1 MR. AVITIA: No, ma'am. And we will not be  
2 having sleeping pods either. That's a new thing as well.

3 MS. GILLMAN: Really?

4 MR. AVITIA: Yes, it is.

5 MS. BOWMAN: I'm not sure we listed in our  
6 specifications -- I don't know if our architects will have  
7 their crystal ball to look at what the workforce will look  
8 like, but we're looking at that.

9 MS. GILLMAN: No sleepovers.

10 MR. AVITIA: No.

11 MR. PREWITT: All right. Any other questions  
12 regarding hoteling or anything?

13 MS. GILLMAN: Hoteling, trying to save on  
14 travel costs.

15 (General laughter.)

16 MR. PREWITT: Aline, are there any public  
17 comments for this agenda item?

18 MS. AUCOIN: Aline Aucoin, for the record.

19 No public comments on agenda item 4.B.

20 MR. PREWITT: Seeing as there are none, thank  
21 you, ladies.

22 And we'll move on to agenda item 4.C, which is  
23 the active agency projects, with Wendy Barron.

24 MS. BARRON: Good afternoon, Chairman Prewitt,  
25 committee members, Director Avitia. For the record, I am

1 Wendy Barron, chief information officer of the TxDMV.

2 I'm here today to brief the committee on the  
3 active agency technology projects. This is a briefing  
4 item only, and no recommendations are being presented  
5 today. This item can be found starting on page 9 of your  
6 materials.

7 The department currently has ten active  
8 projects overseen by the Information Technology Services  
9 Division Project Management Office, and there are two  
10 additional operational initiatives that I'm going to be  
11 highlighting today that support the Registration and Title  
12 System, or RTS. I will be providing the committee with an  
13 updated status of each project and initiative today.

14 On the project portfolio dashboard that's found  
15 on page 10 of your materials, you will see that seven of  
16 the ten projects have a green status and are progressing  
17 in alignment with their plans, schedule and budget.

18 Two of the projects are in yellow status, and  
19 one project is in red status due to schedule or budget  
20 issues, and I'm going to provide more details about those  
21 projects and their status in the individual project  
22 discussions, so I'm going to go ahead and move on to the  
23 project discussions.

24 The first project I'm going to talk about today  
25 is the statewide webDEALER adoption of Phase II, or SWA

1 Phase II. The purpose of this project is to implement  
2 several priority tickets that have been identified by our  
3 tax assessor-collector customers. These tickets will  
4 increase application throughput, maximize workflows, and  
5 streamline processing in the system.

6 Most of the contractors have been secured, and  
7 work has been initiated with the first ticket of this  
8 project being delivered in the next release, which is  
9 Release 13.0, in July.

10 The project is currently in yellow because we  
11 believe the level of effort on the remaining tickets  
12 exceeds the budget that we have for the project. We're  
13 still gathering requirements on all of the tickets, so  
14 until we get those requirements and have a solid level of  
15 effort, we don't know where that cutoff point is.

16 So at the point we get those requirements  
17 identified at cutoff, we'll go back to the executive  
18 steering committee, and a decision will be made to either  
19 reduce scope or increase budget, depending on other  
20 department priorities and funds availability.

21 Any questions?

22 (No response.)

23 MS. BARRON: Awesome.

24 The next project is webSALVAGE. This is a  
25 project that will expand the throughput of electronic

1 titling processes in webSALVAGE and the issuance and  
2 transfer of electronic titles. The project is currently  
3 in green status. The charter has been finalized, we're  
4 routing it for review and signature, the requirements are  
5 currently being gathered, and we're securing the  
6 contracting resources that will be doing the work.

7 Moving on, the next group of projects are  
8 focused around improvements and support of the  
9 Registration and Title System. These projects include the  
10 TAC, or tax assessor-collectors T1 upgrade project, the  
11 TAC workstation refresh, the RTS batch cycle, and then the  
12 two initiatives I spoke about, RTS support and performance  
13 stabilization.

14 So the TAC T1 upgrade is going to upgrade the  
15 older T1 technology that provides the internet services to  
16 newer metro ethernet and then also cellular technologies.  
17 It's going to increase the reliability of the network  
18 services for the TACs and also provide redundant network  
19 routing in the event the primary route fails.

20 The project is in green status, we have written  
21 and are reviewing the eProject charter, routing it for  
22 approval. The statement of work has been written and is  
23 currently making its rounds internally for internal  
24 review.

25 Once we get that statement of work through all



1 the review and approval processes internally, we'll follow  
2 back up with the vendor and engage in final negotiations.

3 The tax assessor-collectors workstation  
4 refresh, this project is going to deploy 50 percent of the  
5 workstation equipment to the TACs, and we're also going to  
6 establish the operational processes and procedures to  
7 transition this from a project-tied deployment to an  
8 annual operational initiative. Instead of deploying so  
9 much at once, we're going to spread it out over time, plan  
10 for less disruptions for the tax assessor-collectors, and  
11 just operationalize this so that it's more predictable and  
12 smoother transitions, more manageable.

13 The project is in green status. We've reviewed  
14 and approved the charter. The statement of work has  
15 actually been submitted to the vendors that are going to  
16 help us deploy this equipment, and bids are due this  
17 month. Once we get those bids, we'll select a vendor and  
18 get them started.

19 The RTS batch cycle project, the intent of this  
20 project is to optimize the batch processes in RTS. The  
21 overall health of this project is in green. The original  
22 scope of the project was to complete the optimization of  
23 33 batch jobs. Those jobs were deployed in February.

24 We did recommend that we extend this project,  
25 and the ESC and governance team approved that extension,

1 so we've extended the project to the end of the fiscal  
2 year, and we will have a total of 75 jobs completed by the  
3 end of August.

4 This project we've seen a lot of really  
5 positive results, reducing times from twelve hours to less  
6 than one, and what this does is enable us to provide data  
7 more efficiently, quickly to our tax assessor-collector  
8 partners.

9 Two of the initiatives that I spoke of, first  
10 of all, the RTS support initiative, this is a block of  
11 funds that we've used to bring on supplemental contracting  
12 resources to help us develop legislative changes and then  
13 also to make system improvement items that have been  
14 reported as inefficiencies or components that might be  
15 broken, and so these folks are working on those types of  
16 activities to improve RTS and make the needed changes.

17 We also have another initiative that we're  
18 focused on in IT on performance stabilization, and at the  
19 last meeting we had some discussions about RTS, and we  
20 have established what we call a Tiger Team. This is a  
21 focused group of staff from key sections in the division,  
22 their task was researching and implementing possible  
23 solutions.

24 Staff from our development section,  
25 infrastructure section, our operations sections, they're

1 all working together. They meet daily to review progress,  
2 discuss new ideas, new things to research. There are  
3 several solutions that we have identified and implemented,  
4 and I think Tammy will agree -- I talked to her last  
5 week -- that we've seen some improvements.

6 MS. McRAE: Yes. We've seen a lot of  
7 improvements in this part, so thank you.

8 MS. BARRON: Good deal, happy to hear that, and  
9 we're not stopping. There's still some opportunities for  
10 improvement, so this team still continues to work and look  
11 for new solutions, and we've found some new solutions that  
12 we're going to be looking at.

13 They're going through review and analysis right  
14 now, they'll move into testing and be deployed soon. But  
15 we've seen lots of positive improvements as a result of  
16 forming this team.

17 Digital license plates is the next project I'm  
18 going to talk about. This project implements SB 604, and  
19 it's to support statutory requirements that allow digital  
20 license plates to be displayed on motor vehicles within  
21 the state of Texas.

22 The final testing results are pending, and  
23 we're tentatively looking at a production readiness date  
24 end of April, beginning of May. DMV has completed all of  
25 the application development work, everything that we need

1 to do to help facilitate Reviver -- who is our vendor --  
2 in their execution of selling the digital plates.

3 That work has been completed, and so things are  
4 in Reviver's hands. They're working with the testing  
5 vendors to get those tests completed, and once they're  
6 completed, we can sign off on the final contract  
7 requirements and they can start selling those digital  
8 plates.

9 The call center update project Phase II, the  
10 intent of this project is to implement a post-call survey  
11 tool to improve customer interaction quality with the  
12 department. We finished the first phase, which was for  
13 our Customer Relations Department, we are working on the  
14 second phase, which is for Vehicle Titles and  
15 Registration, and then Motor Carrier Division as well.

16 We did have to write a new statement of work to  
17 scope out the work for those two divisions, and that's why  
18 the project's overall health is in red because that  
19 introduced some uncertainties to the schedule. We need to  
20 get that statement of work completed and back to the  
21 vendor. Once we get a timeline and have a good solid end  
22 date, we'll re-baseline the project and it will move back  
23 into green.

24 The Texas International Registration Program  
25 upgrade, this project is going to improve TxIRP, the

1 online user experience and reduce auto service fraud. The  
2 project is currently in the procurement phase. We're  
3 wrapping up, there's some final contract details that  
4 we're working through but we are wrapping up those vendor  
5 negotiations.

6 The overall health of the project is yellow  
7 because of delays in the funds approval, but the funds  
8 have been approved, and so as soon as we execute the  
9 contract with the vendor and we have a schedule, we'll  
10 again re-baseline the project and move status back to  
11 green, but we're leaving it in yellow until we have that  
12 final schedule.

13 The Texas by Texas project, the applications  
14 have been deployed, and so this application provides the  
15 constituents of Texas with a secure and mobile-friendly  
16 platform that allows them to do business with multiple  
17 state agencies with a single user sign-on account.

18 For the DMV portion, users can create their  
19 account, link their vehicles, and then establish personal  
20 profiles with stored payment information, it has their  
21 transaction history, their preferences and other features,  
22 and then once their registration is due, users can renew  
23 their registration within this new system.

24 We continue to partner with the Department of  
25 Information Resources to execute the statewide marketing

1 campaign. DIR is leading that campaign, and the  
2 participating agencies are working in coordination with  
3 them, and we've seen increases in usage every single  
4 month, so as of yesterday I got new numbers, so the  
5 numbers I have a little bit newer than what you see in  
6 your materials.

7 We have over 1.2 million people signed up for  
8 Texas by Texas, we have over 400,000 vehicles that have  
9 been linked, and over 250,000 vehicle registration  
10 transactions have been completed, and as of yesterday  
11 we've seen that the apps, either the Google app or the  
12 Android app or the Apple app, have been downloaded 54,000  
13 times.

14 So the stats just keep on going up, it's  
15 catching on and people are really excited. And I've had  
16 conversations with people in my personal life that have  
17 checked it out and they love it; I've gotten positive  
18 feedback. So very exciting. DMV is the only agency with  
19 the mobile app, so we were the first, and it's pretty  
20 exciting that we've got a mobile app now that you can  
21 register your vehicle.

22 There's a final component that we're going to  
23 be executing within Texas by Texas to wrap up this  
24 project, and that is the electronic renewal notice opt-in,  
25 and basically what that means is that users will be able

1 to select the option to receive their vehicle renewal  
2 notice electronically rather than paper, and so that's  
3 going to be a big step for the agency and hopefully will  
4 help us reduce the paper costs and mailing costs over time  
5 as more and more people start using that.

6 The final project I'm going to talk to you  
7 about today is the Motor Carrier Credentialing System  
8 rewrite, or MCCS. MCCS, with this rewrite project we're  
9 going to replace the legacy system that's been around for  
10 quite some time. I know Jimmy's excited.

11 The intent is to replace it with a modern,  
12 reliable application. We're looking at a customizable  
13 off-the-shelf solution provided by a vendor, and we  
14 believe that there are products out there implemented in  
15 other states that provide similar functions, so we are  
16 currently gathering requirements, defining the as-is  
17 state, looking at the to-be state, and drafting the  
18 statement of work. The project is in green, and we are  
19 moving quickly.

20 This concludes my presentation, and I'm  
21 available to answer any questions you guys may have.

22 MR. PREWITT: That's a lot of stuff.

23 MS. BARRON: It's a lot of stuff.

24 MR. PREWITT: Are there any questions from the  
25 committee members?

1 MS. McRAE: I have a question, Chairman.

2 MR. PREWITT: Yes, Ms. McRae.

3 MS. McRAE: Wendy, I commend y'all on the work  
4 y'all have put into correcting the slowness for RTS; it  
5 has made a tremendous difference. I think all of y'all  
6 can see our offices are extremely busy, and so that's  
7 really helped us and I appreciate it.

8 I had requested a copy of the tickets for the  
9 webDEALER, and I did receive those and I appreciate that,  
10 but we're seeing slowness in the webDEALER application,  
11 and I think that's been reported, and I didn't see in that  
12 list of tickets a mention of that, so if we could have  
13 that looked into, because again, it slows down the  
14 processing on our end, which slows down the dealers on  
15 their end.

16 MS. BARRON: Yes, ma'am. We will look into  
17 that.

18 MS. McRAE: All right. Thank you.

19 MR. PREWITT: Member Gillman.

20 MS. GILLMAN: Yes. I second her emotion.

21 (General laughter.)

22 MS. GILLMAN: Anything that we can do to speed  
23 up webDEALER will be appreciated, and in my investigation,  
24 certainly just from internal dealership operations,  
25 sometimes the last step is webDEALER.



1 I mean, it's taking us a long time to get the  
2 titles released from the grips of Montana, and then  
3 finally we get to do it, and so we're already frustrated  
4 and our hair is being pulled out, so the final step is  
5 webDEALER, and if you all don't do it like fast, it's so  
6 frustrating.

7 So I acknowledge oftentimes we already have  
8 been working 30-plus days, so anything you can do to speed  
9 up webDEALER would be appreciated.

10 MS. BARRON: Absolutely. We will get on that.

11 MS. GILLMAN: And my question is what is the  
12 statewide adoption of webDEALER? Can you break it up by  
13 franchised and independent dealers?

14 MS. BARRON: I don't know that level of detail  
15 in terms of the tickets, but there were --

16 MS. GILLMAN: I don't know the word "tickets."

17 MS. BARRON: I'm sorry.

18 MS. GILLMAN: I do understand usage.

19 MS. BARRON: So we have kind of a to-do list of  
20 items that were identified that were maybe inefficiencies  
21 in the process in a certain area of webDEALER or maybe  
22 there was a field that needed to be added or some other  
23 type of issue with the system, and so those tickets  
24 were -- it's a -- the ticket is kind of the requirement,  
25 the one line-item requirement -- fix this, fix that, fix

1 this -- and so those were prioritized.

2 MS. GILLMAN: I'm asking about usage in  
3 general. Out of the 5,000 dealers in Texas how many use  
4 webDEALER?

5 MS. BARRON: We can get that information.

6 MR. PREWITT: Can I ask the executive director  
7 to address that?

8 MR. AVITIA: Chairman, thank you. For the  
9 record, Daniel Avitia, acting executive director.

10 Member Gillman, I understand your question is  
11 to find out how many active users we have in the system,  
12 and Wendy and her team will work towards that end,  
13 identify the number of users, and if we can separate out  
14 both independent and franchised and provide that  
15 information.

16 I think for the purposes of the project  
17 statewide webDEALER adoption, what Wendy was mentioning is  
18 those are enhancements to the system. Separate and apart  
19 from those enhancements, Member McRae, as well we will go  
20 back and look at slowness and more than likely reach out  
21 to your offices so we can see what you're seeing in real  
22 time and try to bring that back in-house and administer a  
23 fix if we can find one there.

24 MS. McRAE: Okay.

25 MS. BARRON: We will absolutely do that.

1 MS. McRAE: May I speak, Chairman?

2 MR. PREWITT: Yes, ma'am.

3 MS. McRAE: Member Gillman, those tickets, I  
4 think the majority of them, all of them are initiated from  
5 the tax assessor-collectors.

6 It's issues that we see or ideas that we have  
7 that would improve the efficiency overall of the  
8 processing once y'all as a dealer have submitted it to us,  
9 so that's just ways for us to get it processed quicker or  
10 correct issues.

11 Thank you, Wendy.

12 MS. BARRON: Thank you.

13 MR. PREWITT: Member Alvarado, do you have any  
14 questions?

15 MR. ALVARADO: No, sir.

16 MR. PREWITT: Or any questions from the public,  
17 do we have any public comments?

18 MS. AUCOIN: Aline Aucoin, for the record.

19 No public comments on agenda item 4.C.

20 MR. PREWITT: Okay. Wendy, thank you for your  
21 presentation. Very good.

22 MS. BARRON: Thank you.

23 MR. PREWITT: Next I'd like to move to agenda  
24 item D, which is replacing the balanced scorecard with key  
25 performance indicators for the department's performance

1 measurement system. Acting Director Daniel Avitia will  
2 discuss.

3 MR. AVITIA: Chairman, members, thank you, and  
4 good afternoon again.

5 Staff is going to ask the Projects and  
6 Operations Committee to adopt the KPIs as far as the  
7 department's performance measurement systems go. More  
8 specifically, department staff has been working on the  
9 development of a balanced scorecard and its 26 leading and  
10 lag measures since July of 2018, when the board approved  
11 the balanced scorecard to be the department's performance  
12 measure system.

13 Since then, department staff have been  
14 providing monthly and/or quarterly reports of the  
15 department's key performance indicators since fiscal year  
16 2013, including during the development of the board's  
17 balanced scorecard. The board currently receives KPI  
18 quarterly reports via the board's Sharepoint site.

19 In November 2021 we have found that here we are  
20 with regard to identifying what a best practice for  
21 performance measurement is, and we've identified that the  
22 balanced scorecard is not the most ideal performance  
23 measurement system for the department. It does not  
24 provide practical guidance for the department at this  
25 point.

1           That being said, Chairman and members, staff is  
2 recommending the Projects and Operations Committee  
3 recommend to the full board to adopt the department's KPIs  
4 as the actual performance measurement system and do away  
5 with a balanced scorecard as it has previously been  
6 approved by the board.

7           Members, this concludes my remarks on this  
8 topic, and I seek your favorable consideration.

9           MS. GILLMAN: Mr. Chairman, I have a motion.

10          MR. PREWITT: Before you take that -- thank  
11 you, Member Gillman -- are there any questions from other  
12 committee members regarding this?

13                   (No response.)

14          MR. PREWITT: There's no public comment at all  
15 on this?

16          MS. AUCOIN: Aline Aucoin, for the record.

17                   No public comment on agenda item 4.D.

18          MR. PREWITT: Okay. Given this is an action  
19 item and hearing no comments, I'd like to now entertain a  
20 motion for the agenda item, Member Gillman.

21          MS. GILLMAN: Thank you, Mr. Chairman.

22                   I move that the committee recommend that the  
23 board adopt the key performance indicators as the  
24 department's performance measurement system, which will  
25 replace the balanced scorecard.

1 MR. PREWITT: We have a motion from Committee  
2 Member Gillman. Do I have a second?

3 MS. McRAE: I'll second, Chairman.

4 MR. PREWITT: We have a second from Member  
5 McRae. Is there any further discussion?

6 (No response.)

7 MR. PREWITT: Hearing none, I call for the  
8 vote. Board members, when I call your name, please state  
9 you vote for the record.

10 Member Alvarado?

11 MR. ALVARADO: Aye.

12 MR. PREWITT: Member Gillman?

13 MS. GILLMAN: Aye.

14 MR. PREWITT: Member McRae?

15 MS. McRAE: Aye.

16 MR. PREWITT: And I, Chairman Prewitt, vote  
17 aye. Let the record reflect there were four votes for and  
18 zero votes against this measure, and the vote is basically  
19 unanimous.

20 MR. AVITIA: Members, thank you. Appreciate  
21 the consideration.

22 MR. PREWITT: We have no closed session today  
23 so we will not be taking up item 5 or 6. We move to item  
24 7. Is there any public comment?

25 MS. AUCOIN: Aline Aucoin, for the record.

1 No public comment.

2 MR. PREWITT: Given there's no public comment,  
3 I would like to entertain a motion for adjournment.

4 MS. McRAE: I move that we adjourn.

5 MR. PREWITT: We have a motion from Member  
6 McRae.

7 MS. GILLMAN: And I'll second.

8 MR. PREWITT: And a second from Member Gillman.  
9 Board members, when I call your name, please  
10 state your vote for the record.

11 Member Alvarado?

12 MR. ALVARADO: Aye.

13 MR. PREWITT: Member Gillman?

14 MS. GILLMAN: Aye.

15 MR. PREWITT: Member McRae?

16 MS. McRAE: Aye.

17 MR. PREWITT: And I, Chairman Prewitt, vote aye  
18 as well. Let the record reflect the vote is unanimous.

19 This meeting is adjourned. Thank you.

20 (Whereupon, at 2:49 p.m., the meeting was  
21 adjourned.)

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C E R T I F I C A T E

MEETING OF: TxDMV Projects and Operations Committee

LOCATION: Austin, Texas

DATE: April 13, 2022

I do hereby certify that the foregoing pages, numbers 1 through 40, inclusive, are the true, accurate, and complete transcript prepared from the verbal recording made by electronic recording by Nancy H. King before the Texas Department of Motor Vehicles.

DATE: April 22, 2022

/s/ Nancy H. King  
(Transcriber)

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