Texas Department of Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

TxDMV Board Projects & Operations Committee Meeting

2:00 p.m.
Wednesday, December 7, 2022

AGENDA
PROJECTS AND OPERATIONS COMMITTEE
TEXAS DEPARTMENT OF MOTOR VEHICLES
4000 JACKSON AVE., BUILDING 1, LONE STAR ROOM
AUSTIN, TEXAS 78731
WEDNESDAY, DECEMBER 7, 2022
2:00 P.M.

Link to December 7, 2022, TxDMV Projects and Operations Committee Documents: https://www.txdmv.gov/about-us/txdmv-board-meetings

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

PAGE

1. Roll Call and Establishment of Quorum

2. Pledges of Allegiance - U.S. and Texas

3. Comments and Announcements from Committee Chair, Committee Members, and Executive Director

BRIEFING AND ACTION ITEMS

4. Consideration and Possible Recommendation for Action to the Full Board and Briefings:

5 A. Camp Hubbard Renewal Project Update - Chris Hayden and Ann Pierce (BRIEFING ONLY)

22 B. Technology Projects - Wendy Barron (BRIEFING ONLY)

i. Registration and Title System (RTS)
- Tax Assessor-Collectors (TAC) T1 Upgrade
- TAC Workstation Refresh
- Texas by Texas (TxT)
- RTS Batch Cycle
- Credit Cards in the Regional Service Centers
- RTS Performance Stabilization

ii. webDEALER
- Statewide webDEALER Adoption (SWA) Phase II
- webSALVAGE

- Temp Tag Redesign

iii. Motor Carrier Projects
- Motor Carrier Credentialing System (MCCS) Rewrite
- Texas International Registration Plan (TxIRP) System Upgrade

iv. Call Center Upgrade

v. Project Prioritization

28 C. TxDMV IMPACT Mentorship Program - Leah Leone (BRIEFING ONLY)

CLOSED SESSION

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 - Consultation with and advice from legal counsel regarding:
- pending or contemplated litigation, or a settlement offer;
- a matter in which the duty of the attorney to the government body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Government Code Chapter 551; or
- any item on this agenda.

Section 551.074 - Personnel matters.
- Discussion relating to the appointment, employment, evaluation, reassignment, duties, discipline, and dismissal of personnel.

Section 551.076 - Deliberation Regarding Security Devices or Security Audits; Closed Meeting.
- the deployment, or specific occasions for implementation, of security personnel or devices; or
- a security audit.

Section 551.089 - Deliberation Regarding Security Devices or Security Audits; Closed Meeting.
- security assessments or deployments relating to information resources technology;
- network security information as described by Section 2059.055(b); or
- the deployment, or specific occasions for implementation, of security personnel, critical infrastructure, or security devices.

6. Action Items from Closed Session

7. Public Comment

8. Adjournment

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

If you would like to comment on any agenda item (including an open comment under the agenda item for Public Comment), you must complete a speaker's form at the registration table prior to the agenda item being taken up by the Committee or send an email to *GCO_General@TxDMV.gov* to register by providing the required information prior to the agenda item being taken up by the Committee:

1. a completed Public Comment Registration Form; or
2. the following information:
   a. the agenda item you wish to comment on;
   b. your name;
   c. your address (optional), including your city, state, and zip code; and
   d. who you are representing.

Public comment will only be accepted in person. Each speaker will be limited to three minutes, and time allotted to one speaker may not be reassigned to another speaker.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify the department as far in advance as possible, but no less than two days in advance, so that appropriate arrangements can be made. Contact David Richards by telephone at (512) 465-1423.

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

CERTIFYING OFFICIAL: Elizabeth Brown Fore, General Counsel, (512) 465-5665.

Texas Department of Motor Vehicles
HELPING TEXANS GO. HELPING TEXAS GROW.

Committee Meeting Date: 12/7/2022
BRIEFING ITEM

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Chris Hayden, Deputy Chief Financial Officer and Ann Pierce, Finance and Administrative Services Assistant Division Director
Agenda Item: 4.A
Subject: Camp Hubbard Renewal Project Update

PURPOSE AND EXECUTIVE SUMMARY
Briefing item only to provide an update on the Camp Hubbard (CH) Renewal Project.

BRIEFING

This briefing includes the following topics:

- Project timeline and current status
- Review of campus guiding principles
- Review of the current campus building layout and assessment
- Project Masterplan Phases 1-4 to include demolition, renovations, and construction
- New building renderings with views from Jackson Avenue and Mopac
- New building schematics, by floor, with division locations and adjacencies
- Building 6 renovation and future use plans

Notable highlights include:

- Project timeline and current status: The new building design project initially kicked off in early May of this year and is officially at the mid-point in the Phase I design process. Numerous meetings and workshops have been held with core team members (TxDMV, Texas Facilities Commission (TFC) and Marmon Mok representatives), as well as facilities, security and information technology experts and staff from across the department to solicit feedback and determine unique division needs for a future building.

- Existing buildings are at end of useful life: Current campus buildings are nearing 70 years in age (CH-1 was built in 1955; CH-2 in 1958; CH-3 in 1963; and CH-5 in 1955) and have exceeded their useful life.

- Cost to maintain existing buildings: The cost to provide required maintenance for existing facilities and to ensure those buildings are safe to continue to inhabit, meet current code requirements, and address the functional needs of the department would cost roughly $180 million. Additionally, the lifetime operating costs for these existing buildings would be greater than that of a new building constructed to current energy code requirements.

- Ongoing issues with end of useful life buildings: The department has experienced numerous issues with the current campus relating the building age, including plumbing leaks, rodent infestation issues, burst pipes, weeping windows and walls, windows falling out, electrical issues related to repeated lighting strikes, repeated ceiling and roof damage, flooding during storms, poor indoor air quality, and high utility bills resulting from lack of a building envelope.

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- Energy Efficiency Plans for New Building: One of the guiding principles of the project is to ensure an energy-efficient facility. Project requirements regarding sustainability include that the building and renovations must meet or exceed the State Energy Conservation Office (SECO) regulations which are intended to achieve many of the efficiencies for which third-party certifications of sustainable design are typically pursued (such as the Leadership through Energy and Environment Design - LEED - certification).

- Cost Savings Measures During the Planning Process: Through the design process, the project team has taken significant steps to reduce overall building costs. Initial planning called for demolition of all existing buildings, constructing a 5-story building with a parking garage, and assumed square footage to accommodate all headquarters staff to be on-site daily. By further developing department needs and applying cost savings opportunities, the design process now recommends that we build a 3-story building, maintain and renovate existing CH-6, and reduce the overall square footage constructed (assuming 70% of projected staff will work on-site, which resulted in a 27,000 square foot decrease in total campus space). In addition, a parking study was conducted that determined enough flat surface parking could be developed across the campus to no longer require a parking garage at this time.

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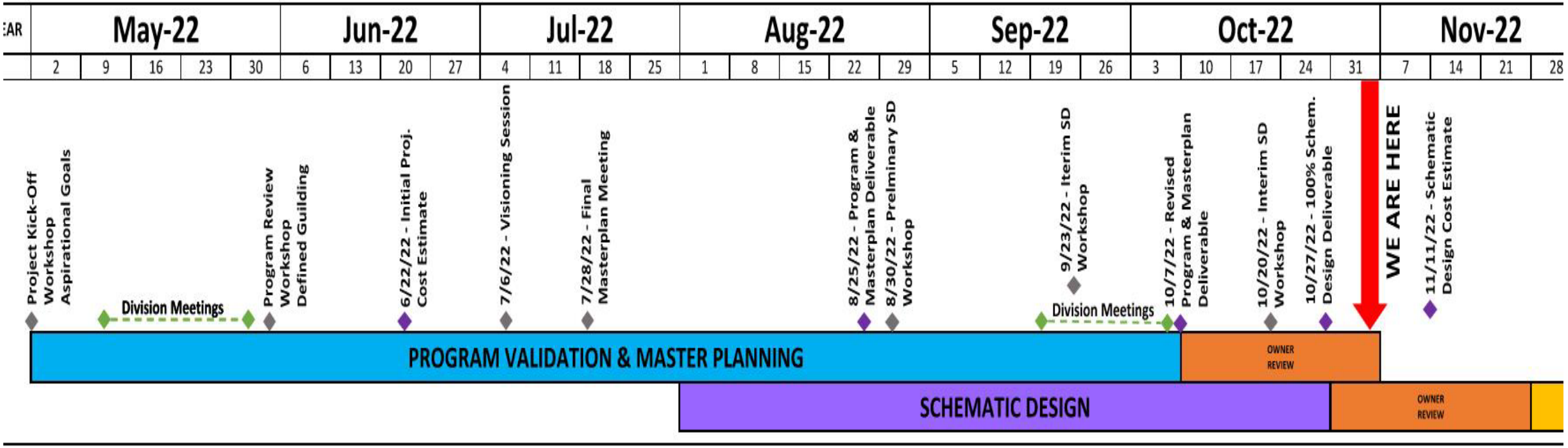
TxDMV

CAMP HUBBARD RENEWAL PROJECT

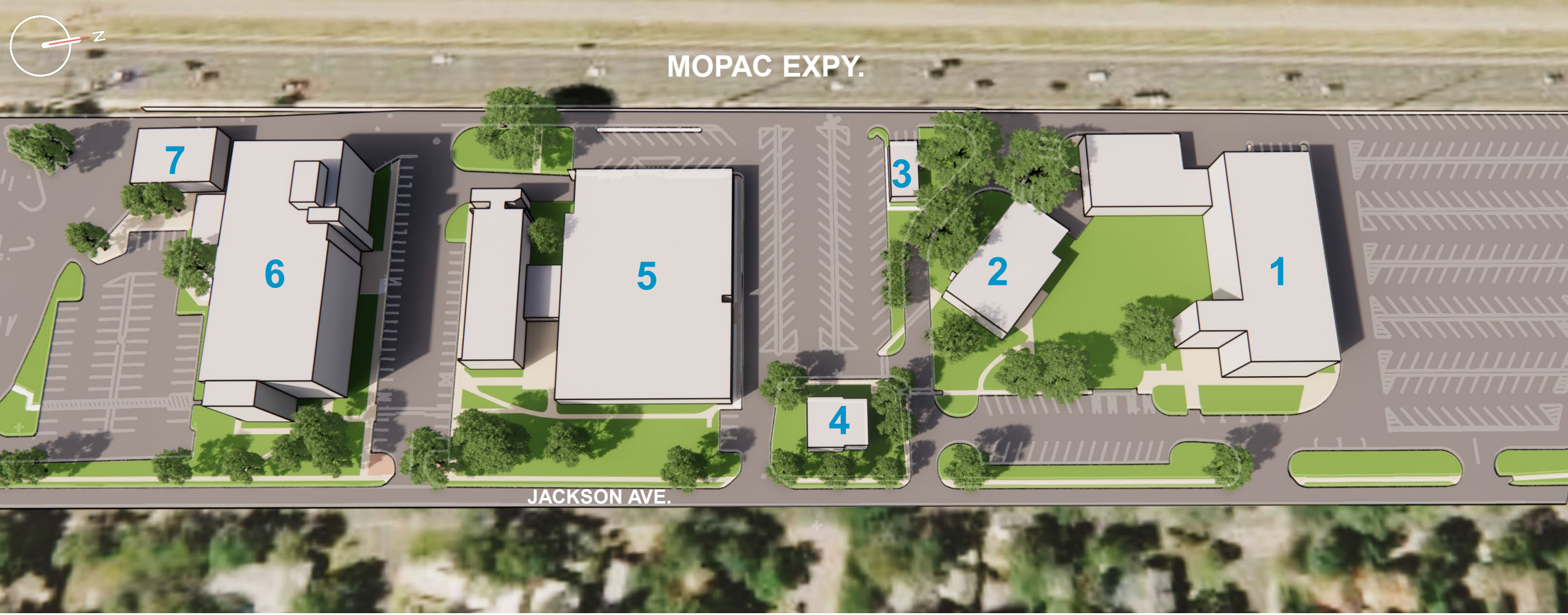
PROJECT TIMELINE



CAMPUS GUIDING PRINCIPLES

MarmonMok ARCHITECTURE

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



1 – Camp Hubbard Bldg 1: 5-Story TxDMV Administrative Offices

2 – Camp Hubbard Bldg 2: 1-Story Cafeteria & Training

3 – Camp Hubbard Bldg 3: 1-Story TxDOT Maintenance & Storage

4 – Camp Hubbard Bldg 4: 2-Story TxDOT Security Operations

5 – Camp Hubbard Bldg 5: 1 & 2-Story TxDMV Office & Data Center

6 – Camp Hubbard Bldg 6: 5-Story TxDOT Former Data Center & Offices (Levels 1-4) and TxDMV Offices (Level 5)

7 – Camp Hubbard Bldg 7: 1-Story Central Utility Plant

EXISTING CAMP HUBBARD CAMPUS

MarmonMok
ARCHITECTURE

2020 TFC BUILDING ASSESSMENT

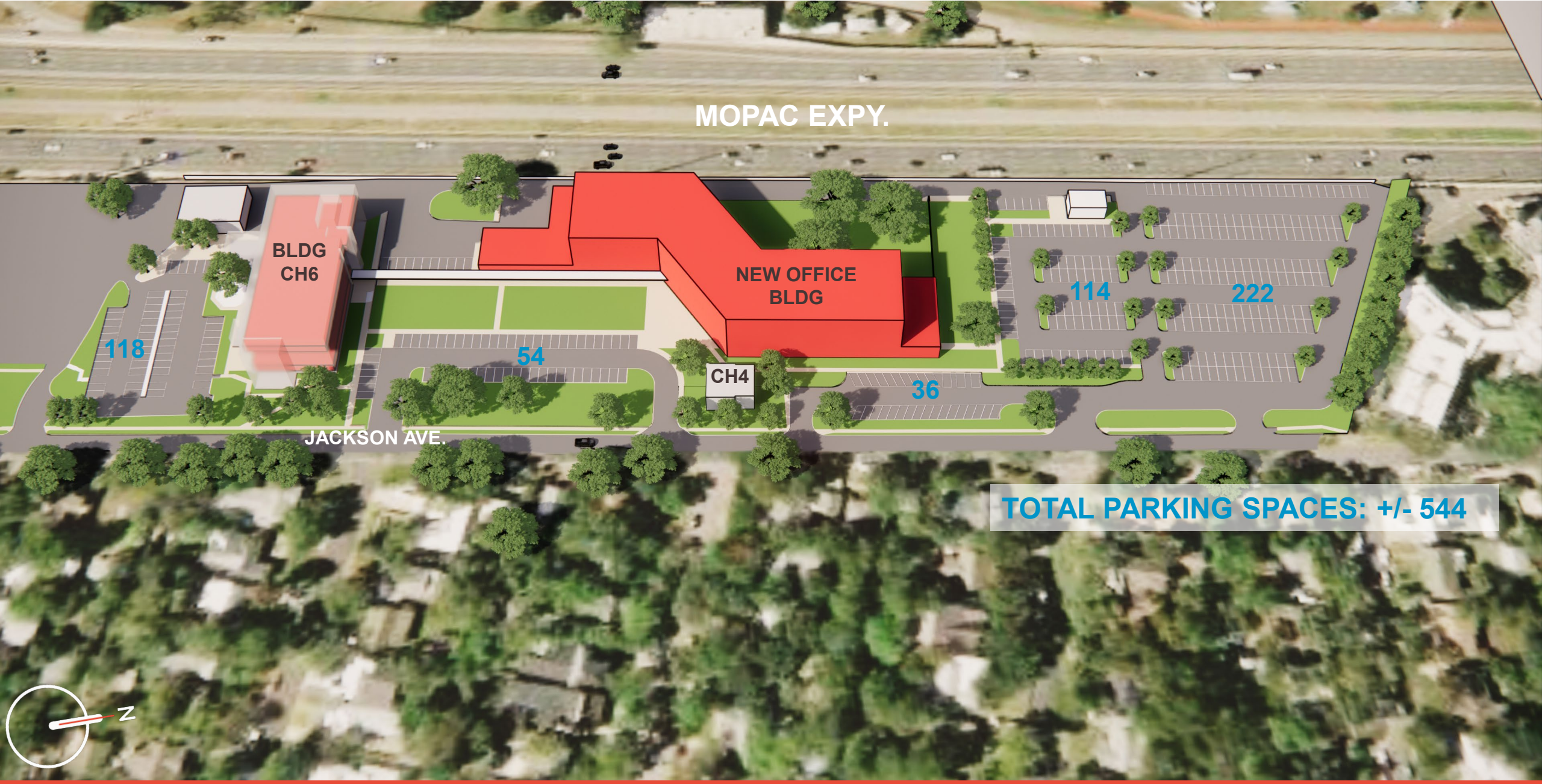
MarmonMok ARCHITECTURE

PHASES 1 & 2

PHASES 3 & 4

MASTERPLAN – PHASES 1-4

MarmonMok
ARCHITECTURE



MASTERPLAN- FINAL BUILDOUT

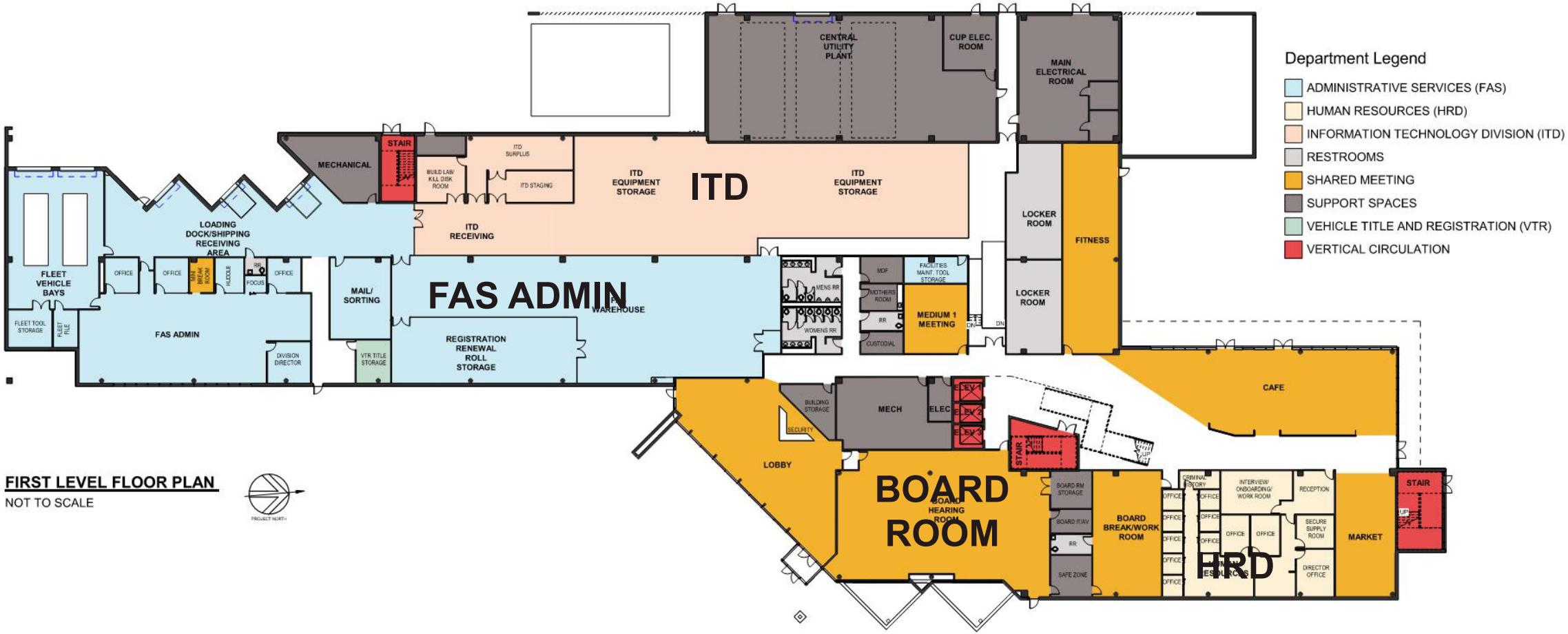
MarmonMok
ARCHITECTURE

BIRDSEYE LOOKING NORTHWEST

MarmonMok
ARCHITECTURE

NEW BUILDING – REAR BUILDING VIEW

MarmonMok
ARCHITECTURE



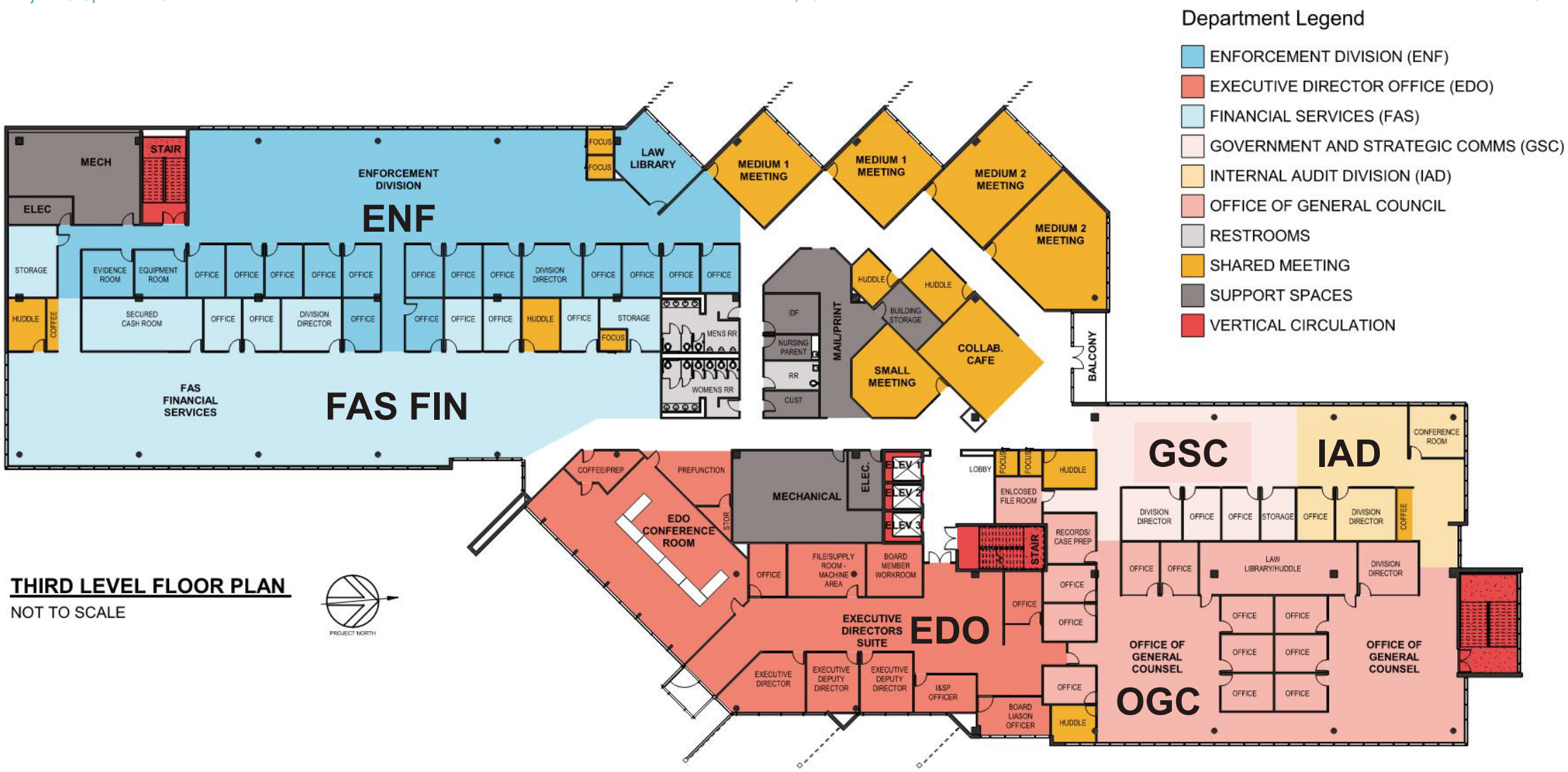
FIRST LEVEL FLOOR PLAN
NOT TO SCALE

NEW BUILDING - SCHEMATIC 1st FLOOR PLAN

MarmonMok ARCHITECTURE

NEW BUILDING - SCHEMATIC 2nd FLOOR PLAN

MarmonMok ARCHITECTURE



NEW BUILDING - SCHEMATIC 3rd FLOOR PLAN

MarmonMok ARCHITECTURE

LEVEL 4 FLOOR PLAN
NOT TO SCALE

CAMP HUBBARD 6 – 4th FLOOR PLAN EXAMPLE

MarmonMok ARCHITECTURE

Building 6: Muti-Purpose Future Use

- **Immediate Permanent Program Space:** Motor Carrier Division; Information Technology Services Division; Ombudsman's Office
- **Warehouse/Storage Space:** allows the consolidation of multiple warehousing operations and the cancelation of commercial leases
- **Surplus Property Administration:** jointly operated by Finance and Administrative Services and Information Technology Services
- **Temporary Space:** Programs displaced by construction activities include the Motor Vehicle Crime Prevention Authority, Office of Administrative Hearings, and Government/Strategic Communications
- **Future Department Growth:** Space will be programmed as hoteling options for staff without dedicated space on new campus, to accommodate all-staff division needs, and provide for future growth of department operations in coming decades

Questions?

Texas Department of Motor Vehicles
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Committee Meeting Date: 12/7/2022
BRIEFING

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Wendy Barron, Chief Information Officer
Agenda Item: 4.B
Subject: Technology Projects

RECOMMENDATION
Briefing only.

PURPOSE AND EXECUTIVE SUMMARY
To brief the Projects and Operations Committee on the current active projects including project descriptions, status, budget, and end dates.

FINANCIAL IMPACT
None.

BACKGROUND AND DISCUSSION
This briefing includes a summary of thirteen of the high-priority projects and initiatives overseen by the Information Technology Services Division (ITSD), including an updated status, budget, and completion date.

The project portfolio dashboard is presented on the following page. Seven of the ten ITSD Project Management Office (PMO) managed projects have a “green” status and are progressing in alignment with their planned scope, schedule, and budgets. Three of the projects are in “yellow” status due to schedule or budget issues. More details as to why these projects are in yellow are provided in the individual project briefings.

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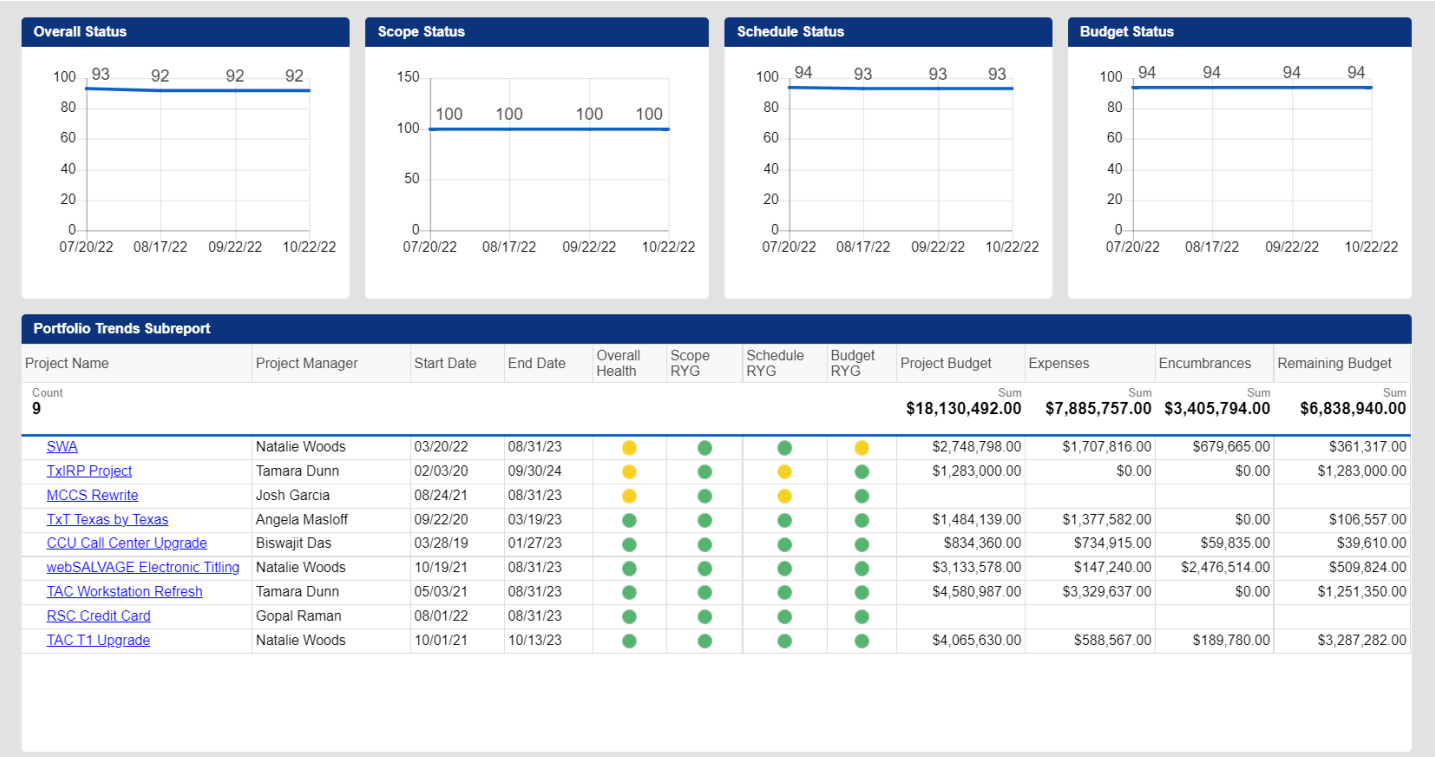

Project Name	Project Manager	Start Date	End Date	Overall Health	Scope RYG	Schedule RYG	Budget RYG	Project Budget	Expenses	Encumbrances	Remaining Budget
Count 9								Sum $18,130,492.00	Sum $7,885,757.00	Sum $3,405,794.00	Sum $6,838,940.00
SWA	Natalie Woods	03/20/22	08/31/23					$2,748,798.00	$1,707,816.00	$679,665.00	$361,317.00
TxIRP Project	Tamara Dunn	02/03/20	09/30/24					$1,283,000.00	$0.00	$0.00	$1,283,000.00
MCCS Rewrite	Josh Garcia	08/24/21	08/31/23								
TxT Texas by Texas	Angela Masloff	09/22/20	03/19/23					$1,484,139.00	$1,377,582.00	$0.00	$106,557.00
CCU Call Center Upgrade	Biswajit Das	03/28/19	01/27/23					$834,360.00	$734,915.00	$59,835.00	$39,610.00
webSALVAGE Electronic Titling	Natalie Woods	10/19/21	08/31/23					$3,133,578.00	$147,240.00	$2,476,514.00	$509,824.00
TAC Workstation Refresh	Tamara Dunn	05/03/21	08/31/23					$4,580,987.00	$3,329,637.00	$0.00	$1,251,350.00
RSC Credit Card	Gopal Raman	08/01/22	08/31/23								
TAC T1 Upgrade	Natalie Woods	10/01/21	10/13/23					$4,065,630.00	$588,567.00	$189,780.00	$3,287,282.00

Registration and Title System

Tax Assessor Collector (TAC) T1 Upgrade

Current network circuit technology servicing most of the county tax assessor-collector (TAC) offices is outdated, using older T1 technology. This technology is not reliable, leading to frequent losses of connectivity for our TAC partners and impacting the department's and the TACs' ability to provide good customer service to our constituents. These types of circuits are being phased out by the major service providers, including TxDMV's vendor AT&T. This project will execute the upgrade of current T1 connections to metro-ethernet. This conversion will increase circuit reliability and increase network speeds for our county TAC partners. In conjunction with the fiber upgrade, the current routing and switching equipment at the county TAC locations will be upgraded to newer equipment with LTE (cellular) capabilities. A second networking route will be established in locations where cellular is available and reliable to act as a failover in the event the fiber route became disabled. The TAC T1 Upgrade Project is a multi-phased effort. The project is in its first phase with an objective to upgrade county offices from T1 circuits to AT&T Metro Ethernet for 286 AT&T in-region sites. Network routers and switches will also be upgraded for these offices as part of phase one. Subsequent phases will transition the remaining county offices.

Project Status:

- Upgrade to fiber of in-region (286 sites) AT&T Metro Ethernet in underway. So far 30% of sites are complete.
- Legal is reviewing the Statement of work for upgrading routers, switches, and firewalls.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Phase One end date Oct 2023

TAC Workstation Refresh

TxDMV provides workstation and printer equipment to the county tax assessor-collector (TAC) offices enabling them to provide vehicle and titling services on the department's behalf. In accordance with industry best practices and Department of Information Resources (DIR) guidelines, this equipment should be replaced every five years. ITSD is moving to an operational deployment strategy by which 20% of the equipment is replaced each year, with 25% of that amount deployed each quarter. The intent of this project is to deploy 50% of the equipment, establishing the operational processes and procedures to transition from a projectized deployment to an operational initiative.

Project Status:

- Vendor is onboarded and completed training.
- Schedule is being finalized and communications will be sent to TAC offices.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Aug 2023

Texas by Texas (TxT)

The Texas-by-Texas project has provided the constituents of Texas a secure, mobile-friendly platform to do business with multiple state agencies using a single user account (single sign-on). TxT serves as a personal and portable government assistant for customers. It allows customers to create an account, link to vehicles, and establish a personalized profile with stored payment information, transaction history, preferences, and other features. Users can choose to receive text and email renewal reminders which helps Texans renew their vehicle registration more efficiently.

Project Status:

- The ability to transact Vehicle Registration Renewals (VRR) in the TxT web application was launched in October.
- The ability to transact VRR in TxT mobile apps was implemented in February of 2022.
- Electronic Renewal notice Opt-in (ERNO), TxT enhancements and integration with TxDMV systems will be implemented in March 2023.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Spring 2023

RTS Batch Cycle

The original objective of the RTS Batch Refactoring project was to reduce the run time of 33 high priority batch jobs. The project has modernized existing batch code, moving from Maxenso to Java. It optimized the run time of these jobs significantly. We refactored a total of 170 Maxenso jobs to 49 new spring batch jobs exceeding the original scope of refactoring 33 jobs. Refactoring these jobs has optimized the batch schedule and eliminated existing production defects. It has also helped with faster turnaround to fix production issues when a job fails in production.

Project Status:

- Project is in the closing phase.
- Wrapping up the closing activities of the project.

Project End Date: August 2022

Credit Cards in the Regional Service Centers

The objective of the RSC Credit Card Project is to enable RSCs to accept credit card payments for transactions processed at those locations. The project is an internal initiative to enhance customer service and to fully utilize the Texas.Gov payment portal services provided through DIR.

Project Status:

- Completed proof of concept.
- Gathering requirements.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Pilot end date Aug 2023

RTS Performance Stabilization

The TxDMV is taking multiple approaches to stabilize and improve performance in the RTS application. The ITSD has established a "tiger team" of staff from key sections of the division that are tasked with researching and implementing possible solutions to ongoing issues. Staff from application development and infrastructure have met regularly since the beginning of the calendar year to discuss and review new findings and solution implementation strategies.

Since reporting on this effort in April, the team has made multiple modifications that have resulted in a significant improvement to system performance. A critical issue with memory leaks in the code had required staff to "bounce" the servers twice a week. These memory leaks were growing at an exponential rate such that a third bounce in a week was being considered. Fortunately, the tiger team was able to identify and fix these memory leaks, thus eliminating the need for weekly server bounces.

webDEALER

Statewide webDEALER Adoption (SWA) Phase II

Senate Bill 604, passed during the 86th Texas Legislative Session, required that webDEALER, the department's web-based system for processing title applications, be made available to all state of Texas motor vehicle dealers. To facilitate an increase in application throughput, maximize workflow, streamline processes, and, most importantly, encourage the participation of new users, the Statewide webDEALER Adoption project was initiated. Phase I of the project was completed in June of 2021 and included the highest priority tickets that provided webDEALER enhancements to Texas motor vehicle dealers. Phase II of the project is currently being executed and will implement the remaining priority tickets to improve the system for Texas motor vehicle dealers.

Project Status:

- The project is in the execution phase.
- Project overall health is yellow because the level of effort estimated to complete all tickets is greater than the current budget allocated to the project.

Project End Date: Aug 2023

webSALVAGE

The webSALVAGE project will expand throughput of electronic titling processes in webSALVAGE and the issuance/transfer of electronic titles. webSALVAGE will allow the electronic submission of title applications by insurance companies and Texas salvage motor vehicle dealers for hail-damaged vehicles, unrecovered thefts, and other non-salvage vehicles directly to county tax offices and will facilitate issuance of electronic titles to the submitting entities. The issuance of electronic titles will facilitate subsequent electronic transfer of title and required reporting for Texas salvage motor vehicle dealers. The project will expedite processing time and title issuance by eliminating manual processes for stakeholders and internal staff, reducing contract costs for the department, expanding system integrations, eliminating fraud associated with paper titles, and reducing theft and fraud associated with rebuilt vehicles.

Project Status:

- Project is in execution phase.
- Requirements are reviewed and approved for phase one and two. Phase three requirements gathering is about 70% complete.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Aug 2023

Temp Tag Redesign

Texas temporary tags are getting a major design overhaul. The TxDMV is introducing a new look for tags that are issued by licensed Texas motor vehicle dealers. This is the next step in ongoing efforts that have made a significant difference in curtailing and preventing the fraudulent production of, access to, and use of temporary tags.

Licensed dealers will begin issuing the redesigned temporary tags on December 9, 2022. The new tags are more complex and secure than existing tags and include additional data and security features to facilitate law enforcement identification of counterfeit tags and increase the safety of traffic stops.

Motor Carrier Projects and Initiatives

Motor Carrier Credentialing System (MCCS) Rewrite

The Motor Carrier Credentialling System Rewrite project will replace the existing legacy MCCS system with a modern, reliable application supported by an external vendor. The project will reduce the operational risk to the department using improved technologies and ensure long-term support and operability.

Project Status:

- The project is currently in the procurement phase.
- The SOW is under review

- Project overall health is yellow because of delays in SOW review that have impacted the schedule.

Project End Date: Aug 2023

Texas International Registration Program (TxIRP) System Upgrade

The Texas International Registration Program Upgrade project will improve the TxIRP online user experience and reduce Out-of-Service (OOS) fraud. The project will improve user experiences through website responsiveness for mobile devices, add automated financial capabilities, and improve reporting.

Project status:

- Vendor is onboarded and we are about to complete the planning phase and start executing the project.
- Project overall health is yellow because of delays in SOW review that have impacted the schedule.

Project End Date: Sept 2024

Call Center Upgrade Phase II

The objective of Phase II of the Call Center Upgrade project is to implement a modern post call survey tool that will improve customer interaction quality with the department. The tool will collect actionable customer feedback, uncover the root cause of good or bad experiences, and track and measure customer satisfaction using industry best practices.

Project Status:

- The tool is implemented for Consumer Relations Division (CRD) and Motor Carrier Division (MCD). We are currently working on user acceptance testing (UAT) for the Vehicle Titles and Registration (VTR) division.
- The planned release date for the survey tool supporting VTR is December 31, 2022.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: December 2022

Project Prioritization

ITSD is working closely with the Executive Leadership Team to establish governance and processes in the prioritization of projects and work efforts that require information technology resources. The intent of this major department initiative is to identify and categorize all work efforts, prioritize those efforts, and identify the capacity and scheduling of those efforts within the annual release cycles.

The initial prioritized list of projects and initiatives was identified at the beginning of the 2022/2023 biennium. This initial development is the first time the department has established a comprehensive inventory of all projects and initiatives. The portfolio of projects is currently being reviewed and updated, identifying those projects that have been completed and adding any new projects or initiatives. Once the portfolio is updated, a revised prioritization will be established, and resources will be assigned per capacity available.

Texas Department of Motor Vehicles
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Committee Meeting Date: 12/7/2022
BRIEFING ITEM

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Leah Leone, Employee Ombudsman/Civil Rights Officer
Agenda Item: 4.C
Subject: TxDMV IMPACT Mentorship Program

RECOMMENDATION

Briefing Only.

PURPOSE AND EXECUTIVE SUMMARY

The TxDMV Impact Mentorship Program will help to achieve the TxDMV Strategic Plan's goals, which include recruiting, developing, and retaining qualified employees. Recruiting, developing, and retaining a qualified workforce is imperative to achieving the department's goals.

FINANCIAL IMPACT

The annual cost to the program is approximately $24,000.

BACKGROUND AND DISCUSSION

My first year at the agency allowed me to understand the desires of employees who wished to experience greater satisfaction and growth from within the agency. I collected many expressions from employees who wanted to learn from leaders who had been placed in key positions throughout the agency. I, having gained extensive knowledge of a variety of valuable mentoring programs at prior jobs in my career, endeavored to create a unique mentoring opportunity that would allow employees to be matched via tailored algorithms, with a professional role model who would help them achieve greater employee well-being and individual career development. I found the ideal software platform and successfully implemented the TxDMV IMPACT Mentorship Program.

There are numerous benefits gained by employees who will use the platform and participate in the TxDMV IMPACT Mentorship Program. Employees who successfully complete the program can provide the agency with constructive feedback that would allow leadership to develop strategies that positively address and enhance workplace culture. Improvements of this kind should directly correlate to greater employee well-being and productivity. Such improvements are designed to decrease employee turnover and impact recruiting and retention results favorably.

The TxDMV IMPACT Mentorship Program could also help identify important metrics that would build in Key Performance Indicators (KPIs). Knowing and measuring the correct KPIs would aid the agency in accomplishing its business objectives, assist in understanding and monitoring the agency's overall health, and provide employees with ongoing support to develop personal accountability in achieving the agency's strategic plan and goals.

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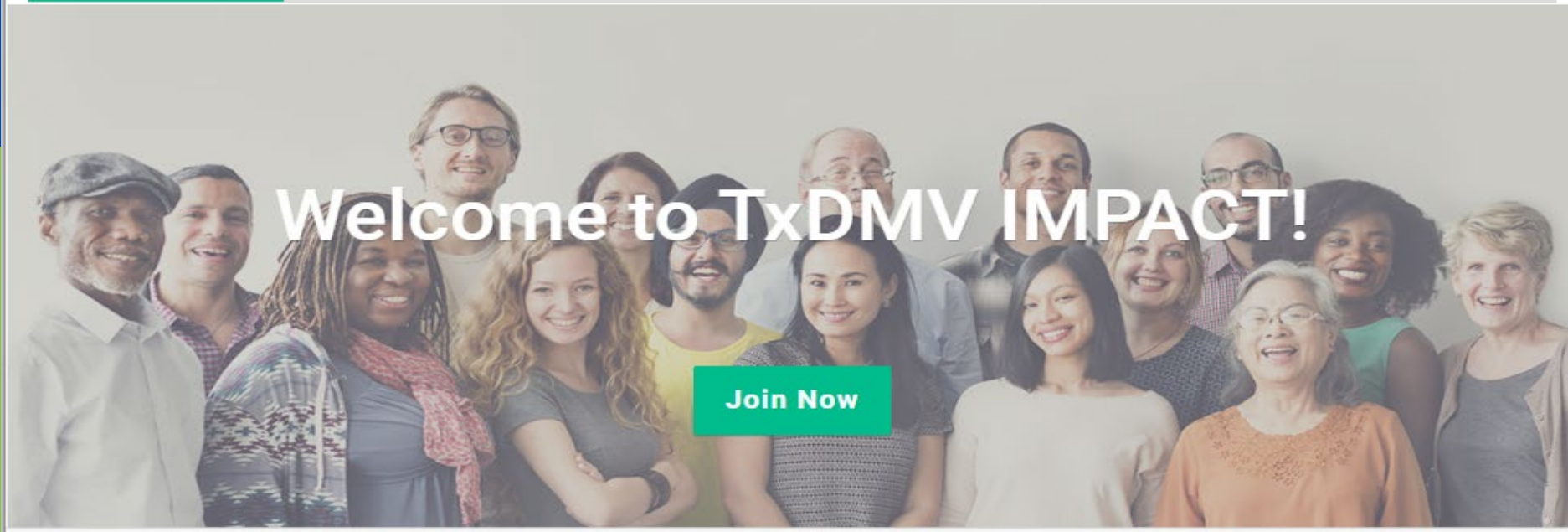
TxDMV IMPACT Mentorship Program

Program Overview | Mentor Info | Mentee Info



The TxDMV IMPACT Mentorship Program facilitates one-to-one mentoring relationships that connect mentees with leaders in the organization to learn and develop. TxDMV IMPACT mentoring helps you to expand networks, gain new knowledge and insights, and build new skills.

Join us now in the TxDMV IMPACT Mentorship Program to start developing personal and professional relationships with others in the organization who can help you learn and grow. Take the first step in furthering your professional development by joining the TxDMV IMPACT Mentorship Program today!

Program Reminders:

- You have been employed with TxDMV for a minimum of six months (6).
- You are free and clear of corrective and disciplinary actions.

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TxDMV IMPACT Mentorship Program

- **I**- Inclusive
- **M**-Motivated
- **P**-Purposeful
- **A**-Advancement
- **C**-Connection
- **T**-Teamwork

=_____

TXDMV is making an IMPACT!

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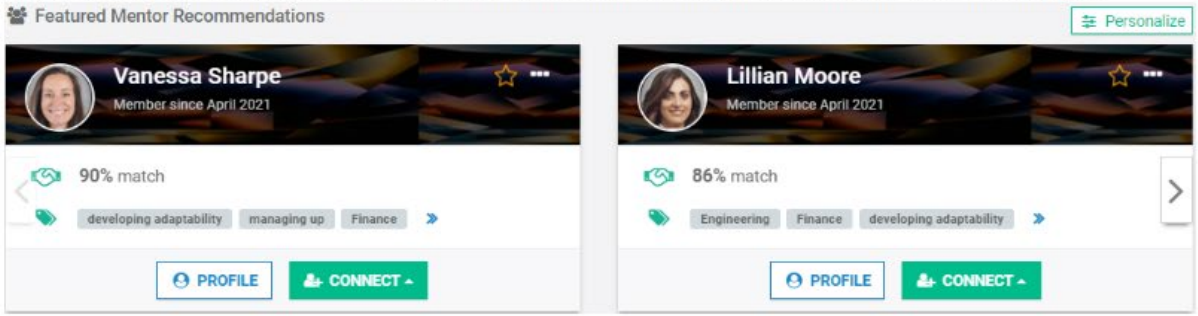
Texas Department of Motor Vehicles

- Home
- Executive Dashboard NEW
- Manage
- Quick Access
- Users
  - Mentors
  - Mentees
- Reports
- Community
- Help & Support
  - Help Resources
    - View All
    - Frequently Asked Questions
    - How to Get Matched
    - Mentor Handbook
    - Mentee Handbook
- Support
- Sign out

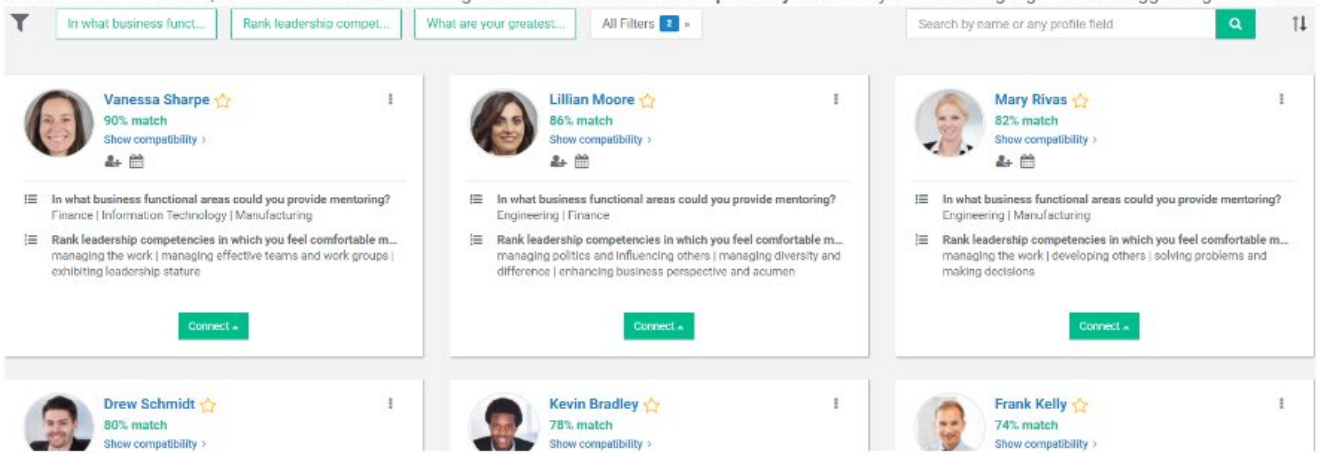
Terms & Conditions

For Mentees: Requesting a Connection

1. From your Home page, review your top matches' profiles to see if they will be a fit to help with your current challenges and goals.

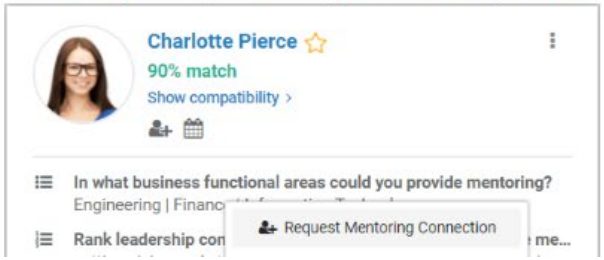


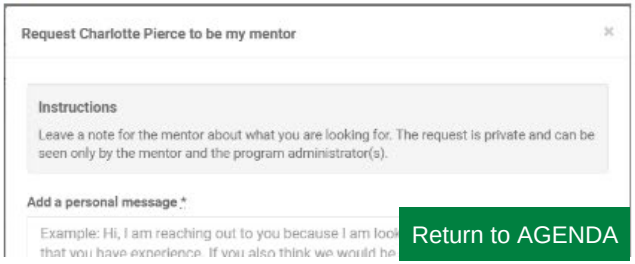
2. To see more candidates, click **Mentors** in the left navigation menu. Click **Show compatibility** to see why the matching algorithm is suggesting a mentor to you



*Tip: To filter by specific criteria, click the **All Filters** button at the top of the page to tailor your options, then click **Apply Filters** to see your results.*

3. Click **Connect**, then **Request Mentoring Connection** to request a match with a mentor.





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Benefits to a Mentor

- Leadership Development – Strengthen leadership skills
- Legacy – Invest and make an impact
- Learning – Acquire new insights

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Texas Department of Motor Vehicles

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Benefits to a Mentee

- Personal – Address development needs specific to team member or position
- Expanded Network – Build a trusting relationship with a TxDMV leader or peer
- Insight – Rewarded with valuable feedback

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Texas Department of Motor Vehicles

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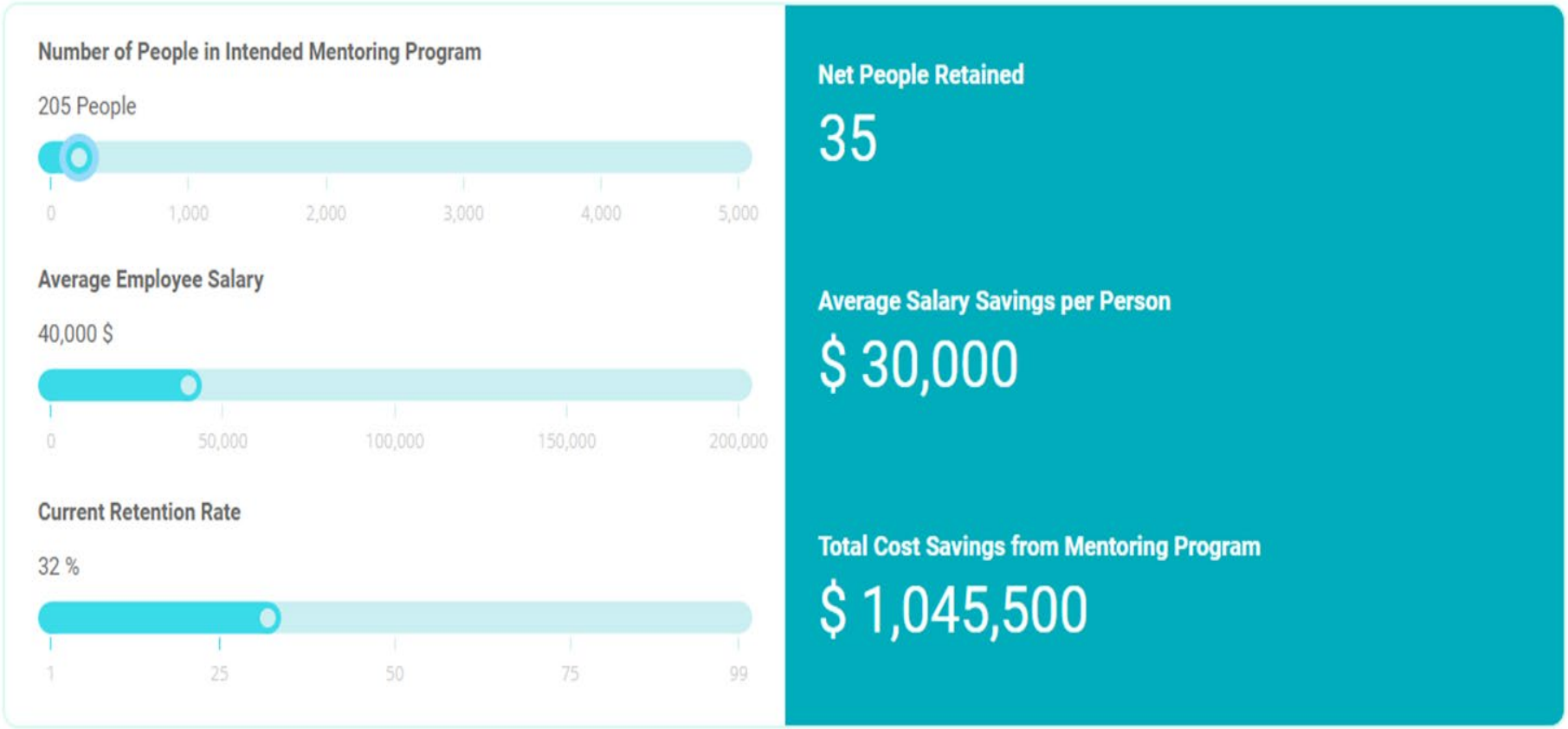
Return on Investment (ROI)



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Board Policy Documents

Governance Process (10/13/11)

Strategic Planning (10/13/11)

Board Vision (4/7/16)

Agency Boundaries (9/13/12)

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Texas Department of Motor Vehicles
TxDMV Board Governance Policy

1. PURPOSE

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

2. SCOPE

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

3. POLICY

3.1. TxDMV Board Governing Style

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

3.1.1. The Board shall provide strategic leadership to TxDMV. In order to do this, the Board shall:

3.1.1.1. Be proactive and visionary in its thinking.

3.1.1.2. Encourage thoughtful deliberation, incorporating a diversity of viewpoints.

3.1.1.3. Work together as colleagues, encouraging mutual support and good humor.

3.1.1.4. Have the courage to lead and make difficult decisions.

3.1.1.5. Listen to the customers and stakeholders needs and objectives.

3.1.1.6. Anticipate the future, keeping informed of issues and trends that may affect the mission and organizational health of the TxDMV.

3.1.1.7. Make decisions based on an understanding that is developed by appropriate and complete stakeholder participation in the process of identifying the needs of the motoring public, motor vehicle industries,

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

3.1.1.8. Commit to excellence in governance, including periodic monitoring, assessing and improving its own performance.

3.1.2. The Board shall create the linkage between the Board and the operations of the agency, via the Executive Director when policy or a directive is in order.

3.1.3. The Board shall cultivate a sense of group responsibility, accepting responsibility for excellence in governance. The Board shall be the initiator of policy, not merely respond to staff initiatives. The Board shall not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.

3.1.4. The Board shall govern the agency through the careful establishment of policies reflecting the board's values and perspectives, always focusing on the goals to be achieved and not the day-to-day administrative functions.

3.1.5. Continual Board development shall include orientation of new Board members in the board's governance process and periodic board discussion of how to improve its governance process.

3.1.6. The Board members shall fulfill group obligations, encouraging member involvement.

3.1.7. The Board shall evaluate its processes and performances periodically and make improvements as necessary to achieve premier governance standards.

3.1.8. Members shall respect confidentiality as is appropriate to issues of a sensitive nature.

3.2. TxDMV Board Primary Functions/Characteristics

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

3.2.1. Outreach

3.2.1.1. Monitoring emerging trends, needs, expectations, and problems from the motoring public and the motor vehicle industries.

3.2.1.2. Soliciting input from a broad base of stakeholders.

3.2.2. Stewardship

3.2.2.1. Challenging the framework and vision of the agency.

3.2.2.2. Maintaining a forward looking perspective.

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

3.2.3. Oversight of Operational Structure and Operations

3.2.3.1. Accountability functions.

3.2.3.2. Fiduciary responsibility.

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

3.2.3.4. Protecting the integrity of the agency.

3.2.4. Ambassadorial and Legitimating

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

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

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

3.2.5. Self-reflection and Assessment

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

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

3.3. Board Governance Investment

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

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

3.3.1.1. Training and retraining shall be used liberally to orient new members, as well as maintain and increase existing member skills and understanding.

3.3.1.2. Outside monitoring assistance shall be arranged so that the board can exercise confident control over agency performance. This includes, but is not limited to, financial audits.

3.3.1.3. Outreach mechanisms shall be used as needed to ensure the Board's ability to listen to stakeholder viewpoints and values.

3.3.1.4. Other activities as needed to ensure the Board's ability to fulfill its ethical and legal obligations and to represent and link to the motoring public and the various motor vehicle industries.

3.3.2. The Board shall establish its cost of governance and it will be integrated into strategic planning and the agency's annual budgeting process.

3.4. Practice Discipline and Assess Performance

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

3.4.1. The assigned result is that the Board operates consistently with its own rules and those legitimately imposed on it from outside the organization.

3.4.1.1. Meeting discussion content shall consist solely of issues that clearly belong to the Board to decide or to monitor according to policy, rule and law. Meeting discussion shall be focused on performance targets, performance boundaries, action on items of Board authority such as conduct of administrative hearings, proposal, discussion and approval of administrative rule-making and discussion and approval of all strategic planning and fiscal matters of the agency.

3.4.1.2. Board discussion during meetings shall be limited to topics posted on the agenda.

3.4.1.3. Adequate time shall be given for deliberation which shall be respectful, brief, and to the point.

3.4.2. The Board shall strengthen its governing capacity by periodically assessing its own performance with respect to its governance model. Possible areas of assessment include, but are not limited to, the following:

3.4.2.1. Are we clear and in agreement about mission and purpose?

3.4.2.2. Are values shared?

3.4.2.3. Do we have a strong orientation for our new members?

3.4.2.4. What goals have we set and how well are we accomplishing them?

3.4.2.5. What can we do as a board to improve our performance in these areas?

3.4.2.6. Are we providing clear and relevant direction to the Executive Director, stakeholders and partners of the TxDMV?

3.4.3. The Board Chair shall periodically promote regular evaluation and feedback to the whole Board on the level of its effectiveness.

Texas Department of Motor Vehicles
Strategic Planning Policy

1. PURPOSE

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

2. SCOPE

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

3. POLICY

3.1. TxDMV Board Strategic Planning

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

3.1.1. The Board is responsible for the strategic direction of the organization, which includes the vision, mission, values, strategic goals, and strategic objectives.

3.1.2. TxDMV shall use a 5-year strategic planning cycle, which shall be reviewed and updated annually, or as needed.

3.1.3. The 5-year strategic plan shall be informed by but not confined by requirements and directions of state and other funding bodies.

3.1.4. In developing strategic directions, the Board shall seek input from stakeholders, the industries served, and the public.

3.1.5. The Board shall:

3.1.5.1. Ensure that it reviews the identification of and communication with its stakeholders at least annually.

3.1.5.2. Discuss with agency staff, representatives of the industries served, and the public before determining or substantially changing strategic directions.

3.1.5.3. Ensure it receives continuous input about strategic directions and agency performance through periodic reporting processes.

3.1.6. The Board is responsible for a 5-year strategic plan that shall identify the key priorities and objectives of the organization, including but not limited to:

3.1.6.1. The creation of meaningful vision, mission, and values statements.

3.1.6.2. The establishment of a Customer Value Proposition that clearly articulates essential customer expectations.

3.1.6.3. A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, to be updated annually.

3.1.6.4. An assessment of external factors or trends (i.e., customer needs, political factors, economic factors, industry trends, technology factors, uncertainties, etc.)

3.1.6.5. Development of the specific goals and objectives the Department must achieve and a timeline for action.

3.1.6.6. Identification of the key performance indicators to measure success and the initiatives that shall drive results.

3.1.6.7. Engage staff at all levels of the organization, through the executive director, in the development of the strategic plan through surveys, interviews, focus groups, and regular communication.

3.1.6.8. Ensure the strategic planning process produces the data necessary for LBB/GOBPP state required compliance while expanding and enhancing the strategic plan to support the needs of the TxDMV. The overall strategic plan shall be used as a tool for strategic management.

3.1.7. The Board delegates to the Executive Director the responsibility for **implementing** the agency's strategic direction through the development of agency wide and divisional operational plans.

Texas Department of Motor Vehicles
TxDMV Goals and Objectives

1. PURPOSE

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

2. SCOPE

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

3. TxDMV MISSION

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

4. TxDMV VISION

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

5. TxDMV VALUES

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

5.1. **Transparency** – Being open and inclusive in all we do.
5.2. **Efficiency** – Being good stewards of state resources by providing products and services in the most cost-effective manner possible.
5.3. **Excellence** – Working diligently to achieve the highest standards.
5.4. **Accountability** – Accepting responsibility for all we do, collectively and as individuals.
5.5. **Stakeholders** – Putting customers and stakeholders first, always.

6. TxDMV GOALS

6.1. GOAL 1 – Performance Driven

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

6.1.1. Key Objective 1

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

6.1.1.1. Delivering its products and services to all of its customers and stakeholders in a manner that recognizes that their needs come first. These needs must be positively and proactively met. TxDMV works for and with its customers and stakeholders, not the other way around.

6.1.1.2. Operating the agency's licensing and registration functions in a manner akin to how a private, for-profit business. As a private, for-profit business, TxDMV would have to listen to its customers and stakeholders and implement best practices to meet their needs or its services would no longer be profitable or necessary. Act and react in a manner that understands how to perform without a government safety net and going out of business.

6.1.1.3. Simplify the production and distribution processes and ease of doing business with the TxDMV. Adapting and maintaining a business value of continuous improvement is central to TxDMV operations and processes.

6.1.1.4. All operations of the TxDMV shall stand on their own merits operationally and financially. If a current process does not make sense then TxDMV shall work within legislative and legal constraints to redesign or discard it. If a current process does not make or save money for the state and/or its customers or stakeholders then TxDMV shall work within legislative and legal constraints to redesign or discard it. TxDMV shall operate as efficiently and effective as possible in terms of financial and personnel needs. Divisions should focus on cost savings without sacrificing performance. Division directors are accountable for meeting these needs and applicable measures. All division directors are collectively responsible for the performance of TxDMV as a whole.

6.1.1.5. Focus on revenue generation for transportation needs as well as the needs of its customers.

6.1.1.6. Decisions regarding the TxDMV divisions should be based on the overriding business need of each division to meet or provide a specific service demand, with the understanding and coordination of overarching agency-wide needs.

6.1.1.7. Developing and regularly updating a long-range Statewide Plan describing total system needs, establishing overarching statewide goals, and ensuring progress toward those goals.

6.1.1.8. The TxDMV shall establish a transparent, well-defined, and understandable system of project management within the TxDMV that integrates project milestones, forecasts, and priorities.

6.1.1.9. The TxDMV shall develop detailed work programs driven by milestones for major projects and other statewide goals for all TxDMV divisions.

6.1.1.10. The TxDMV, with input from stakeholders and policymakers, shall measure and report on progress in meeting goals and milestones for major projects and other statewide goals.

6.2. GOAL 2 – Optimized Services and Innovation

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

6.2.1. Key Objective 1

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

6.2.1.1. Build the TxDMV identity. This means that TxDMV shall make customers aware of what services we offer and how they can take advantage of those services.

6.2.1.2. Build the TxDMV brand. This means that TxDMV shall reach out to the stakeholders, industries we serve and the public, being proactive in addressing and anticipating their needs.

6.2.1.3. Determine immediate, future, and long term facility and capital needs. TxDMV needs its own stand-alone facility and IT system as soon as possible. In connection with these needs, TxDMV shall identify efficient and effective ways to pay for them without unduly burdening either the state, its customers or stakeholders.

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

6.2.2. Key Objective 2

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

6.2.3. Key Objective 3

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

6.2.4. Key Objective 4

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

6.3. GOAL 3 – Customer-centric

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

6.3.1. Key Objective 1

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

6.3.2. Key Objective 2

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

6.3.3. Key Objective 3

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

6.3.4. Key Objective 4

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

6.3.5. Key Objective 5

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

6.3.6. Key Objective 6

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

6.3.7. Key Objective 7

TxDMV shall timely meet all legislative requests and mandates.

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

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

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

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

Accordingly, the TxDMV boundaries are as follows:

1. The day-to-day operations of the agency should be conducted in a manner consistent with the vision, mission, values, strategic framework, and performance metrics as established by the Board. These elements must not be disregarded or jeopardized in any way.

2. A team-oriented approach must be followed on all enterprise-wide decisions to ensure openness and transparency both internally and externally.

3. The agency must guard against allowing any financial conditions and decision which risk adverse fiscal consequences, compromise Board financial priorities, or fail to

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

4. The agency must provide timely, accurate, and honest information that will afford the Board, public, stakeholders, executive branch and the legislature the best ability to evaluate all sides of an issue or opportunity before forming an opinion or taking action on it. Any information provided that is intentionally untimely, inaccurate, misleading or one-sided will not be tolerated.

5. The agency must take all reasonable care to avoid or identify in a timely manner all conflicts of interest or even the appearance of impropriety in awarding purchases, negotiating contracts or in hiring employees.

6. The agency must maintain adequate administrative policies and procedures that are understandable and aid in staff recruitment, development and retention.

7. The agency must maintain an organizational structure that develops and promotes the program areas from an enterprise-wide perspective. No organizational silos or sub-agencies will be allowed. We are the TxDMV.

8. The agency must empower its entire staff to deliver a positive customer experience to every TxDMV customer, stakeholder or vendor to reduce their effort and make it easier for them to do business with the TxDMV.

9. The agency must at all times look to flattening its organizational structure to reduce cost as technology advances allow.

10. Agency staff shall anticipate and resolve all issues timely.

11. The agency must maximize the deployment and utilization of all of its assets – people, processes and capital equipment – in order to fully succeed.

12. The agency must not waste the goodwill and respect of our customers, stakeholders, executive branch and legislature. All communication shall be proper, honest, and transparent with timely follow-up when appropriate.

13. The agency should focus its work efforts to create value, make sure that processes, programs, or projects are properly designed, budgeted and vetted as appropriate with outside stakeholders to ensure our assumptions are correct so positive value continues to be created by the actions of the TxDMV.

14. The ED through his or her staff is responsible for the ongoing monitoring of all program and fiscal authorities and providing information to the Board to keep it apprised of all program progress and fiscal activities. This self-assessment must result in a product that adequately describes the accomplishment of all program

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

15. In advance of all policy decisions that the Board is expected to make, the ED will provide pertinent information and ensure board members understand issues/matters related to the pending policy decision. Additionally, the ED or designee will develop a process for planning activities to be performed leading up to that particular policy decision and the timeframe for conducting these planning activities. It is imperative that the planning process describes not only when Board consideration will be expected but also when prior Board consultation and involvement in each planning activity will occur.

16. In seeking clarification on informational items Board members may directly approach the ED or his or her designee to obtain information to supplement, upgrade or enhance their knowledge and improve the Board's decision-making. Any Board member requests that require substantive work should come to the Board or Committee Chairs for direction.

17. The agency must seek stakeholder input as appropriate on matters that might affect them prior to public presentation of same to the Board.

18. The agency must measure results, track progress, and report out timely and consistently.

19. The ED and staff shall have the courage to admit a mistake or failure.

20. The ED and staff shall celebrate successes!

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