

TEXAS DEPARTMENT OF MOTOR VEHICLES

PROJECTS AND OPERATIONS COMMITTEE
MEETING

Texas Department of Motor Vehicles
Lone Star Room, Building 1
4000 Jackson Avenue
Austin, Texas

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

COMMITTEE MEMBERS:

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

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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

Section 551.074
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Section 551.089

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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 am pleased to open the Projects and
4 Operations Committee meeting of the Board of Texas
5 Department of Motor Vehicles. It is now 2:00 p.m., and I
6 am now calling the Committee meeting for December 7, 2022
7 to order.

8 I want to note for the record that the public
9 notice of this meeting containing all items on the agenda
10 was filed with the Office of Secretary of State on November
11 29, 2022.

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

16 I want to welcome those who are with us for
17 today's Committee meeting. If you wish to address the
18 Committee or speak on an agenda item during today's
19 meeting, please complete a speaker's sheet at the
20 registration table or send an e-mail to
21 gco_general@txdmv.gov.

22 Please identify in your e-mail the specific
23 items you are interested in commenting on, your name and
24 address, and whether you are representing anyone or
25 speaking for yourself. If your comment does not pertain

1 to a specific agenda item, we will take your comment
2 during the general public comment portion of the meeting.

3 In accordance with the Department's
4 administrative rule, comments to the Committee will be
5 limited to three minutes. To assist each speaker, a time
6 has been provided.

7 The timer light will be green for the first two
8 minutes, yellow for one minute, and then, red when your
9 time is up. Individuals cannot accumulate time from the
10 other speakers. Comments should be pertinent to the
11 issues stated on the comments sheet.

12 When addressing the Committee, please state
13 your name and affiliation for the record. There are a few
14 things that will assist in making the meeting run smoother
15 and assist the court reporter in getting an accurate
16 record.

17 One, please identify yourself before speaking.

18 Second, please speak clearly and slowly. Third, do not
19 speak over others. And finally, please ask the Chairman
20 for permission to speak and be sure to get recognized
21 before speaking. I would like to thank our court reporter
22 who is transcribing this meeting.

23 Before we begin today, I'd like to remind all
24 presenters and those in attendance of the rules of conduct
25 of our Committee meeting. In the Department's

1 administrative rule, I have the authority to supervise the
2 conduct of the Committee meeting. This includes the
3 authority to determine when a speaker is being disruptive
4 of the meeting or is otherwise violating the timing or
5 presentation rules I just discussed.

6 The posted agenda stated that a quorum of the
7 Board may be present at the meeting. However, Board
8 members who are not members of the Projects and Operations
9 Committee will not vote on any agenda items today, nor
10 will any Board action be taken.

11 And now, I'd like to have a roll call of the
12 Committee members. Please respond verbally when I call
13 your name.

14 Member Alvarado?

15 MR. ALVARADO: Here.

16 MR. PREWITT: Member McRae?

17 MS. McRAE: Here.

18 MR. PREWITT: Member Scott?

19 MR. SCOTT: Here.

20 MR. PREWITT: And let the record reflect that
21 I, John Prewitt, am here as well. We have a quorum. Let
22 the record reflect that Member Gillman is absent today.
23 I'd now like to have the Pledge of Allegiance, and have
24 Vice Chairman McRae lead us in the U.S. Pledge, and Member
25 Scott in the Texas Pledge.

1 (Pledge of Allegiance was recited.)

2 (The Texas Pledge was recited.)

3 MR. PREWITT: Thank you, Vice Chair McRae and
4 Member Scott for leading us in the pledges. We'll move on
5 to Agenda Item 3. We do not have any comments or
6 announcements today, so we are not taking up Agenda Item
7 3. We'll move to Agenda Item 4.

8 Agenda Item 4, we have several items for
9 briefing today, and the first of which is the Camp Hubbard
10 Renewal Project. We'll be hearing from Chris Hayden and
11 Ann Pierce on Agenda Item 4A.

12 MR. HAYDEN: Thank you. Good afternoon,
13 Committee Chair Prewitt, Executive Director Avitia, and
14 Committee Members. For the record, I am Chris Hayden,
15 Deputy CFO of the Texas Department of Motor Vehicles.

16 During the 87th Legislative Session, the Texas
17 DMV was appropriated in the supplemental bill, House Bill
18 2, funding for Phase I for the design and planning of the
19 construction of a Department headquarters at Camp Hubbard.
20 Texas DMV, with the Facilities Commission, evaluated
21 proposals, interviewed three finalists in March, and selected
22 MarmonMok for the design of the Camp Hubbard Renewal
23 Project.

24 The kickoff for this project took place in May.
25 I would now like to turn it over to Ann Pierce, the

1 Director of Administrative Services, who will go over it
2 with us more in detail. After the presentation, we will
3 be available to answer any questions you may have. Thank
4 you.

5 MS. PIERCE: Good afternoon, Chairman Prewitt,
6 P&O Committee Members, and Executive Director Avitia. My
7 name is Ann Pierce, and I'm the Administrative Services
8 Director. Today, I'll be providing you with an update on
9 the Camp Hubbard Renewal Project. This is a briefing
10 item, and the material I'm about to cover can be found in
11 your Board book beginning on Page 5. Next slide.

12 As a reminder, this is the latest phase in a
13 multi-biennial project effort that began in 2017 with
14 legislation passed to allow the Department to own and
15 manage real property.

16 During subsequent sessions, the Camp Hubbard
17 campus was authorized for transfer to the Department from
18 the Texas Department of Transportation, or TxDOT, and
19 funding was provided for property development studies.
20 Next slide, please. Back one. Sorry.

21 The Camp Hubbard Renewal Project building
22 design Phase I, as Chris shared, was funded by the 87th
23 Legislature, and we officially kicked off the project in
24 early May of this year.

25 At the onset of this phase, a core project team

1 was developed, which consists of multi-divisional DMV
2 representatives, our Texas Facilities Commission partner
3 and representative, and our vendor, MarmonMok, who was
4 selected. We are pleased to share that the project is now
5 officially at the mid-point in Phase I for the design
6 portion of the process.

7 To date, our vendor, MarmonMok, has hosted a
8 total of eight workshops with the core team, one of which
9 also included numerous program representatives from across
10 the Department, and that helped to solicit feedback
11 towards supporting the development of not only our project
12 goals, but also our guiding principles and design elements
13 for the overall project.

14 Besides team meetings, we also held multiple
15 individual meetings with each of the division directors to
16 gather individual division space requirements and needs
17 and to validate previously provided program requirements
18 to ensure accuracy and to review preliminary space layouts
19 with each division.

20 Next slide, please. Apologies. I think our
21 slides are off. I need the Campus Guiding Principles. I
22 think we're too far along. It should be after the time
23 line. Okay. Thank you.

24 One of the first things the core team
25 established was the guiding principles for the project,

1 which were derived from a series of goal-related
2 questions. These principles have since been used moving
3 forward to inform decisions made to advance the project.
4 So the slide that you're looking at now -- this is our
5 existing campus.

6 This slide shows an aerial layout of the
7 current 11-acre site and the seven existing buildings.
8 And for reference purposes, we are meeting today here in
9 Building 1. Next slide, please.

10 In 2020, DMV partnered with the Texas
11 Facilities Commission to assess the campus building
12 conditions, and these are some photos of the buildings.
13 The assessment reports identified that these buildings are
14 between 60 and 68 years old and most have exceeded their
15 useful lives.

16 Continued maintenance and operations of these
17 buildings is projected to be much more expensive than
18 building a new and more efficient and much more
19 sustainable building.

20 The cost to provide required maintenance needed
21 to make the buildings safe to continue to inhabit, to
22 ensure they meet current code requirements, and to
23 renovate them to meet the functional needs of the
24 Department is estimated at approximately \$180 million in
25 2024 costs, which would be the same time frame we would be

1 building a new building.

2 Additionally, the lifetime operating costs for
3 these existing buildings would be far greater than that of
4 a modern building that was built to current energy code
5 requirements. The Department also looks forward to no
6 longer being required to address ongoing issues related to
7 building age that plague the buildings now.

8 We've been consistently dealing with plumbing
9 leaks, rodent infestation issues, burst pipes, weeping
10 windows and walls, windows that have actually fallen out
11 of the building, electrical issues related to repeated
12 lightning strikes -- not just one, we'd had a couple --
13 repeated ceiling and roof damage, flooding during storms,
14 poor indoor air quality, and high utility bills resulting
15 from lack of having a building envelope on one of the
16 buildings. Next slide, please.

17 The current master plan proposes to demolish
18 Buildings 1, which is the light gray building on the far
19 right, 2, 3, and 5, all of which have exceeded their
20 useful lives. Building 6, which is the pink building
21 shown on the far left, still retains some useful life.

22 So the current master plan actually proposes to
23 relocate and permanently house several divisions in the
24 renovated space of that building, as well as providing
25 needed swing space during the project to temporarily

1 relocate some of the other divisions that would eventually
2 be housed in the new building.

3 Building 4, the small gray square building in
4 the middle, is a designated historic building that will
5 remain a component of the overall campus. And Building 6
6 would be renovated first, and once staff are relocated to
7 Building 6, Building 5 would be demolished to make space
8 for the new building construction to begin.

9 The new building is the red shade building in
10 the center of the photo at the bottom of the slide, will
11 be located to allow Building 1, which currently houses the
12 majority of DMV headquarters staff, to remain functional
13 and in operation until the construction is completed and
14 staff can be relocated to the new building.

15 The new building is also located in such a way
16 as to provide employee access on the north end of the
17 building, which is within a reasonable walking distance of
18 the existing surface parking lot, and that would allow for
19 the use of 526 existing parking spaces on the campus.

20 This also allowed the team to remove
21 construction of a parking garage from the original plan,
22 which resulted in a cost reduction for the overall
23 construction costs.

24 A new central utility plant would also be
25 constructed within the new building because of the

1 temporary chiller needs that would keep Building 1 in
2 operation during the build. There was a substantial cost
3 savings to building a new central utility plant instead of
4 reusing the existing building and purchasing and
5 installing new equipment.

6 The new building would also reach to the
7 southern part of the campus in order to engage with the
8 Building 6 renovations that would be renovated both inside
9 and outside, and it would provide a cohesive campus-like
10 setting to connect the two buildings.

11 As part of the design process, the new building
12 was reduced in size from an original estimated five-story
13 building to a three-story building. That provides a space
14 for only 70 percent of the projected workforce for overall
15 campus occupancy.

16 The change recognized the work-from-home and
17 hybrid work models that are projected to continue, along
18 with the renovation and utilization of Building 6 that
19 resulted in additional savings for overall construction
20 costs. Next slide, please.

21 Once the new building is complete and Building
22 1 is demolished, an additional 100 parking spots would
23 then be developed to replace the 100 parking spaces that
24 would be temporarily lost during construction of the new
25 building.

1 We should be on the Master Plan Final Building.

2 MR. HAYDEN: Yes. And we were just on that.

3 MS. PIERCE: Okay. One back, please. Thank
4 you.

5 The new building is designed in such a way as
6 to be dramatically more energy efficient than the current
7 campus facilities. One of the guiding principles of the
8 project is to ensure an energy-efficient building.

9 Project requirements regarding sustainability
10 include that the building and renovations must meet or
11 exceed the State Energy Conservation, or SECO,
12 regulations.

13 These are intended to achieve many of the
14 efficiencies, which third-party certifications of
15 sustainable design are typically pursued, similar to the
16 leadership through energy and environment design, or LEED,
17 certification.

18 I would like to take a moment to recap and
19 highlight the various steps taken so far just to reduce
20 the overall building costs so that you are aware of them
21 all at once.

22 Initially, planning called for the demolition
23 of all existing buildings, construction of a five-story
24 building, and construction of a multi-story parking
25 garage. The initial design also assumed that all

1 headquarters staff would be on site daily.

2 However, by further developing individual
3 design program needs and applying cost savings
4 opportunities, the current design evolved into the
5 building of a smaller three-story building coupled with
6 renovations to the existing Building 6.

7 And the smaller design also incorporated
8 findings from the January 2021 space study conducted in
9 cooperation with the Texas Facilities Commission that
10 recognized continued work-from-home opportunities and
11 lowered our overall square footage needs by about 27,000
12 square feet.

13 In addition, a parking study was conducted that
14 determined existing surface parking would be created
15 across the campus, eliminating the need to construct a
16 parking garage at this time.

17 As we move forward, the team and vendor will
18 continue to evaluate energy-efficient design choices and
19 materials selections to continue to ensure a conservative
20 and financially responsible final construction budget.

21 Next slide, please.

22 Here we have a front aerial view of the new
23 building design as seen from the visitor parking located
24 along Jackson Avenue. The main entrance and the visitor
25 lobby can be seen in the center of the image. Next slide,

1 please.

2 And here we have the rear view of the buildings
3 as seen from MoPac. This side of the building would house
4 the technology building functions, such as the loading
5 dock and the campus central utility plant.

6 And the unique shape of this side of the
7 building is designed in such a way as to shield interior
8 spaces from the western sun and to provide a more energy-
9 efficient structure, which would then reduce the overall
10 lifetime costs of operating the building. Next slide,
11 please.

12 (Pause.)

13 MS. PIERCE: Oh, it's not in there. Okay.

14 We also have a schematic view of the different
15 floor plans that we can share with you and that you can
16 see in your Board books.

17 And as previously mentioned, the plans call for
18 renovation and use of existing Building 6, and at the
19 onset of Phase II demolition and construction project
20 activities, there will be an immediate need to relocate
21 several divisions from Building 5 to Building 6.

22 Renovations would occur so that the Ombudsman's
23 Office, the Information Technology Division, and the Motor
24 Carrier Division could be permanently relocated to
25 Building 6.

1 And additionally, the Office of Administrative
2 Hearings, Government and Strategic Communications, and the
3 Motor Vehicle Crime Prevention Authority would be
4 temporarily relocated to Building 6 while the new building
5 was being constructed.

6 Building 6 would also be designed to
7 accommodate needed storage space, and this would then
8 allow DMV to consolidate warehouse space currently
9 separated in multiple locations across the city, and we
10 could cancel space lease outside of the campus.

11 Building 6 would also include space for surplus
12 equipment processing for both the Finance Administrative
13 Services Division and the Information Technology Division.

14 It would allow for future growth space and for hoteling
15 space for employees without fixed office space in the new
16 building.

17 That concludes my presentation on the Camp
18 Hubbard Renewal Project, and I'm happy to answer any
19 questions anyone may have.

20 MR. PREWITT: Are there any questions?

21 MR. SCOTT: Mr. Chairman? So Member Scott.
22 When is all of this going to be finished?

23 MS. PIERCE: That would depend on if the money
24 is approved through the legislative session for Phase
25 II --

1 MR. SCOTT: Right.

2 MS. PIERCE: -- in this upcoming session. And
3 then once they provide the money to us, we would start
4 with Building 6 to do the renovations. We could start
5 that as early as September of next year.

6 And then once we get renovations done, we can
7 move people out of Building 5 into Building 6. Then we
8 can demolish Building 5 and break ground for the new
9 building.

10 MR. SCOTT: Right. So if we assume that
11 funding is available, the project will start on -- when
12 is -- is it like at three years? Five years? What are -

13 MS. PIERCE: We estimate it to be a two-year
14 project for the build.

15 MR. SCOTT: Okay.

16 MS. PIERCE: And renovations would start before
17 the build.

18 MR. SCOTT: Okay. So renovations will take --
19 I'm just trying to get an idea.

20 MS. PIERCE: Renovations would take probably
21 between six and twelve months because --

22 MR. SCOTT: Okay.

23 MS. PIERCE: -- we'd be doing it floor by floor
24 and relocating the divisions as we got a floor ready.

25 MR. SCOTT: Okay. So some time in the fall of

1 '25, maybe?

2 MS. PIERCE: Yes, sir.

3 MR. SCOTT: Okay. Thank you.

4 MR. PREWITT: Yes, sir? Christian?

5 MR. ALVARADO: Thank you all for the
6 presentation. So did I hear right that the building is
7 designed to accommodate for about 70 percent --

8 MS. PIERCE: Yes, sir.

9 MR. ALVARADO: -- of our staff? And roughly
10 how many people is that? Do you know?

11 MS. PIERCE: Out of 722 people, I think it's
12 like 500 and something.

13 MR. ALVARADO: And if one day, for whatever
14 reason, there was a requirement for everyone to be in the
15 office --

16 MS. PIERCE: We've got --

17 MR. ALVARADO: -- what would we do then?

18 MS. PIERCE: We've got the growth space and the
19 hoteling space that will be at Building 6 that will allow
20 for that to happen on the rare occasions that does happen.

21 MR. ALVARADO: Okay.

22 MR. PREWITT: Christian, if I may -- Executive
23 Director Avitia can answer that as well.

24 MR. AVITIA: Yes, thank you, Chairman. For the
25 record, Daniel Avitia, Executive Director.

1 Member Alvarado, you asked a very valid
2 question, and we've had this question come up many, many
3 times -- as well, let's add on more staff. Right?
4 There's only going to be growth to the Agency or to the
5 Department in the future.

6 As Ann mentioned, Building 6 is going to have
7 gutted space. It will be empty for some period of time.
8 That's growth space. Even within the new facility, the
9 furniture is going to be arranged in such a way that we
10 can move things around. Where meeting space currently
11 exists could eventually be turned into office space as
12 well.

13 We've worked very thoroughly with our architect
14 and engineer, MarmonMok, to make sure that there is room
15 for growth.

16 MR. ALVARADO: Thank you. Thank you both.

17 MS. PIERCE: Thank you.

18 MR. PREWITT: Any other questions? Seeing
19 none, thank you for a very thorough presentation, Mr.
20 Hayden and Ms. Pierce.

21 MR. HAYDEN: Thank you.

22 MS. PIERCE: Thank you.

23 MR. PREWITT: Let's move on now to Agenda Item
24 4B, Technology Projects. This is a briefing only, and
25 we'll hear from Wendy Barron on this item. Ms. Barron?

1 MS. BARRON: Good afternoon, Chairman Prewitt,
2 Committee Members, Director Avitia. For the record, I'm
3 Wendy Barron, Chief Information Officer, Texas Department
4 of Motor Vehicles.

5 I'm here today to brief the Committee on
6 Department technology projects. This is a briefing item
7 only, and no recommendations are being presented today.
8 The item can be found on Page 22 of your Board book.

9 The Department has 13 priority projects and
10 initiatives overseen by the Information Technology
11 Services Division, also known as ITSD. I will be
12 providing the Committee with an updated status of each
13 project and initiative today.

14 Nine of the 13 projects are considered
15 governance team, or GT, projects and are managed by our
16 project management office, the PMO, as part of the IT
17 Division. The project portfolio dashboard is found on
18 page 23 of your materials.

19 You'll see that six of the nine projects have a
20 green status and are progressing in alignment with their
21 plan, scope, schedule, and budget. And then three of the
22 projects are in yellow status due to schedule or budget
23 issues. And I'll provide more details about the project
24 status in the individual project briefings.

25 I've grouped the projects today in several

1 common groupings. We've got the registration and titling
2 system projects and initiatives, and I'm going to go ahead
3 and start with those projects.

4 The first project is the tax assessor-
5 collector, or TAC. T1 upgrade. The goal of this project
6 is to upgrade the older T1 technology to newer metro
7 ethernet, cellular, or other innovative technologies that
8 are coming out.

9 This will increase the reliability of the
10 network services to the tax assessor-collector offices and
11 provide for redundant network routing in the event the
12 primary route fails. The project is in green status. We
13 are upgrading the first phase of county offices -- around
14 250 offices that are AT&T direct line of services.

15 They offered us some discounts on construction
16 costs. We took them up on that offer and we are about 30
17 percent complete with those counties at this time. All
18 tickets have been submitted through the DIR AT&T process.

19 And then we're working on developing the plans for the
20 other counties and the strategy around how we get them off
21 of the T1s.

22 The next project I'll talk about is the TAC
23 workstation refresh. The intent of this project is to
24 deploy 50 percent of the workstation equipment to our tax
25 assessor-collector partners.

1 We also want to establish an operational
2 process and procedures so that we can transition this to a
3 regular operating procedure that is conducted annually, as
4 opposed to a large project that's conducted every few
5 years.

6 The project's in green status. We've got the
7 vendor on board. We've done the onboarding, and they are
8 actually starting delivering and installing workstations
9 and printers next week, so we're on track and doing well.

10 The next project is Texas by Texas. Most of
11 this project is complete. We've got it up and running,
12 and what this is is a secure mobile-friendly platform that
13 allows Texans to do business with multiple state agencies
14 using a single sign-on or user account.

15 The users create their account, link to
16 vehicles, and establish a personalized profile. They can
17 store their payment information, transaction history,
18 preferences, and other features. We've seen usage
19 increase every month. The last time I reported at this
20 Committee back in April, I gave you some counts. I'm
21 going to give you some updated counts.

22 As of this month, over 3.6 million Texas
23 citizens have created a Texas by Texas account. That was
24 1.2 million in April. 1.6 million vehicles have been
25 linked. That was 400,000 vehicles in April. 1.2 million

1 vehicles have been registered through Texas by Texas.
2 That was 250,000 vehicles in April.

3 And then over 200,000 Texas by Texas mobile
4 apps have been downloaded, and that was about 54,000 in
5 April. And the way the application is designed, the
6 web-based version is very mobile-friendly. And so it
7 seems like folks are kind of leaning towards the web
8 version as opposed to downloading the app, but they have
9 that option.

10 The remaining portion of the project that we're
11 working on with Deloitte is the electronic renewal
12 opt-out. That question's already been turned on. People
13 can opt out of receiving mailed renewal notices and only
14 receive an electronic renewal notice.

15 The back end functionality to actually send
16 those electronic renewal notices is what we're working on
17 right now, and that will be out in our next release in
18 February. The logic there being once they select it, it's
19 going to be another year before they actually get the
20 renewal notice.

21 The next project is the RTS batch cycle
22 project. The objective of this project was to optimize
23 the run time of some priority batches that we identify.
24 I'm happy to say this project is complete. The original
25 scope of the project included 33 high priority batch jobs,

1 but we were able to complete rewriting 170.

2 So this was a really big success. We're really
3 happy about the effort that went into this project. We
4 decreased the run time of batches by as much as 95
5 percent, and we had batches that were running at 12 hours
6 or more, and now they run less than an hour. So this has
7 been really transformative for all the data processing,
8 and it allows us to deliver data reports much more quickly
9 for the counties.

10 The next RTS-related project is our Regional
11 Service Center, RSC, Credit Card Project. The objective
12 of the RSC credit card project is to enable RSCs to accept
13 credit card payments for transactions processed at those
14 locations.

15 We've developed the proof of concept and that's
16 been completed, and we are now working with the Austin RSC
17 to implement a pilot that we anticipate to be completed by
18 the end of this fiscal year. One thing to note about this
19 project is it's somewhat limited by the availability of
20 the credit card processing machines.

21 Certain parts are actually manufactured in
22 Ukraine, so that really had an impact on availability of
23 these devices, and we've been working with our vendor to
24 get hold of as many as they can. But it's six months to a
25 year out to get the remaining machines.

1 But the project -- things are going well, and
2 we're on target to get that pilot program. We did get
3 enough machines to get the Austin RSC set up. The final
4 RTS-related initiative is our RTS performance
5 stabilization.

6 We're taking multiple approaches to stabilize
7 and improve performance in the RTS application. We've
8 established a tiger team of staff from key sections in our
9 division that have been tasked with researching and
10 implementing solutions to some of the ongoing issues that
11 we've had with performance around RTS.

12 This includes staff from all parts:
13 application development, infrastructure, operations. And
14 we've been meeting regularly since the beginning of this
15 year to review new findings and implementation strategies.

16 Since reporting in April, the team has made
17 several modifications, and that has resulted in some
18 improvements. A critical issue with memory leaks in the
19 code had resulted in us what we called bouncing the
20 servers twice a week.

21 And this issue was growing exponentially, and
22 we were having conversations about going to three times a
23 week. And, of course, there's only seven days in the
24 week, so this was a concern to us.

25 So the team researched this issue. There were

1 multiple changes in the code that they made, and I'm happy
2 to say that we are no longer bouncing the server at all.
3 The only time the servers get bounced now are when we have
4 a release. And we're not seeing any of those performance
5 issues. Those slowdowns are no more, so we're really
6 excited about that.

7 The next group of projects I'm going to talk
8 about are the webDEALER projects and initiatives, and I'll
9 start with the Statewide webDEALER Adoption, Phase II
10 project. Just a second.

11 So the Statewide webDEALER Adoption project,
12 also known as SWA, is -- the purpose of this project is to
13 implement several priority tickets that intended to
14 increase throughput, maximize workflows, and streamline
15 processes within the system. The project's in the
16 execution phase, and we have completed several tickets
17 with our most recent release.

18 The project's currently in yellow status
19 because we are still assessing whether the level of effort
20 for the remaining tickets can fit within the budget that
21 we have for the project. We're gathering requirements on
22 some of the remaining tickets, looking at the level of
23 effort on those tickets, and determining whether or not we
24 can get those tickets completed with the allotted funds.

25 Once we get through that requirements-gathering

1 process, then we will make a decision on do we cut scope,
2 increase budget, or look at other opportunities to get
3 this work done?

4 The webSALVAGE project is also an important
5 webDEALER project. This project will expand throughput of
6 electronic tiling processes in webSALVAGE and the issuance
7 of transfer of electronic titles. The project's currently
8 in green status. We're in the execution phase. We've
9 gathered requirements and documented them on two of the
10 four phases, and development work has begun.

11 The other two phases we're still working
12 through the requirements, gathering processes. But as
13 soon as we get those complete, we'll be developing for
14 those phases, as well.

15 The final project related to webDEALER I want
16 to talk about today is the Temp Tag Redesign. We are
17 redesigning and giving a major overhaul to temporary tags.
18 We're introducing a new look for the tags that are issued
19 by licensed Texas motor vehicle dealers.

20 It's the next step in our ongoing efforts that
21 have made a significant difference in curtailing and
22 preventing the fraudulent production of access to and use
23 of temporary tags.

24 Licensed dealers will be issuing the redesigned
25 temporary tags this Friday, December 9. The new tags are

1 more complex and secure than the existing tags, and they
2 include additional data and security features to
3 facilitate law enforcement identification of counterfeit
4 tags and increase the safety of traffic stops. So we'll
5 be talking more, I think, about those tomorrow.

6 Final grouping of projects that I want to
7 discuss today are our motor carrier projects. And the
8 first of these is the Motor Carrier Credentialing System,
9 or MCCS, Rewrite. The MCCS Rewrite Project replaces the
10 legacy MCCS system with a modern, reliable application
11 supported by an external vendor.

12 The statement of work is under review, and we
13 are currently in yellow status because we've had some
14 delays in the review and amendment of the statement of
15 work.

16 The Texas International Registration Program
17 Rewrite project is my next motor carrier project, also
18 known as TxIRP. This project will improve the TxIRP
19 online user experience and reduce out-of-service fraud.
20 The project's in the execution phase. The vendor's been
21 onboarded and they are beginning their execution of the
22 project.

23 The overall health is in yellow because there
24 were some unanticipated data costs that did impact the
25 budget, and we're in the process of identifying where

1 those funds will come from to cover those costs. But as
2 far as executing the project, we're moving very quickly
3 now.

4 Another project that is more enterprise in
5 nature is our Call Center Upgrade Project, or Phase II,
6 our CCU, Phase II. The object of this, the Phase II of
7 the call center project, is to implement a modern post-
8 call survey tool to improve customer interaction quality
9 with the Department.

10 The tool has been implemented for the Consumer
11 Relations and Motor Carrier Divisions, and we just had a
12 vote this week to move the survey tool to production for
13 vehicle titles and registration. And overall the project
14 health is green, and we do anticipate to be wrapping this
15 up very soon.

16 The final initiative that I wanted to talk to
17 you about today encompasses all projects at the DMV.
18 We're working very closely with the executive leadership
19 team to establish governance and processes in the
20 prioritization of projects and work efforts that require
21 information technology resources.

22 The intent of this major Department initiative
23 is to identify and categorize all work efforts, prioritize
24 those efforts, and identify the capacity and scheduling of
25 those efforts within the annual release cycles. The

1 initial prioritized list of projects and initiatives was
2 identified at the beginning of the '22-'23 biennium.

3 This initial development is really the first
4 time the Department has established a comprehensive
5 inventory of all the projects and initiatives that require
6 IT resources. The portfolio projects are currently being
7 reviewed and updated.

8 We're identifying those projects that have been
9 completed, adding any new projects or initiatives, and
10 fine tuning that list, and once the project portfolio is
11 updated, a revised prioritization will be established, and
12 resources will be assigned per capacity availability.

13 This concludes my presentation, and I am
14 available to answer any questions the Committee may have.

15

16 MR. PREWITT: Very good. Are there any
17 questions?

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

19 MR. PREWITT: Yes, ma'am?

20 MS. McRAE: Wendy, I want to go back to the tax
21 assessor-collector's T1 upgrade.

22 MS. BARRON: Yes, ma'am.

23 MS. McRAE: You said you all have completed
24 approximately 250 offices. How many counties does --
25 approximately how many counties is that?

1 MS. BARRON: So we've completed --

2 MS. McRAE: I know that's for AT&T.

3 MS. BARRON: Yeah, we've completed 30 percent,
4 and I'm not sure on the number of counties that is. It's
5 250-something locations. But I can get that answer for
6 you --

7 MS. McRAE: Okay.

8 MS. BARRON: -- after the call.

9 MS. McRAE: And I was looking back -- that
10 project is supposed to be completed by October of next
11 year?

12 MS. BARRON: Phase I of the project.

13 MS. McRAE: Phase I?

14 MS. BARRON: So this initial phase of --

15 MS. McRAE: Is that just the AT&T?

16 MS. BARRON: It's just the AT&T ones.

17 MS. McRAE: Okay.

18 MS. BARRON: Correct.

19 MS. McRAE: When will the counties be notified
20 of where they fall on the schedule? The AT&T counties?

21 MS. BARRON: So those communications have
22 begun, and I believe all of the counties should have been
23 notified at this point that they are part of that first
24 grouping. I don't believe all of them have been scheduled
25 just yet. We're somewhat beholden to AT&T on their time

1 lines on when those get scheduled.

2 But the team has been working very closely with
3 VTR to communicate that out to those counties that are
4 part of this first wave. And I know we've sent general
5 communications. And now the communications are getting
6 more focused to, you know, We'll be coming out in the next
7 month; you know, This is how it's going to work; you know,
8 that.

9 MS. McRAE: I'll talk with you offline --

10 MS. BARRON: Yes, ma'am.

11 MS. McRAE: -- because I have some questions
12 about that.

13 MS. BARRON: Yeah.

14 MS. McRAE: And then I have one more question.

15 MS. BARRON: Yes?

16 MS. McRAE: On the TAC workstation refresh -- I
17 know at conference, we briefly touched on the tax
18 assessor-collectors -- we like to -- well, we use toggle
19 switches, a device that will allow us to toggle between
20 RTS and a county's network system. And you all are going
21 to be sending out communication as soon as you know what
22 type we need? Is that correct?

23 MS. BARRON: Yes. We're working internally.
24 We had conversations this week to discuss what we need to
25 put together, and we will be sending out those

1 communications soon.

2 MS. McRAE: Because we want to be prepared --

3 MS. BARRON: Yes.

4 MS. McRAE: -- because of the supply issues.

5 MS. BARRON: Yes.

6 MS. McRAE: We want to make sure that we can
7 order as quickly as we can and be able to accommodate all
8 of our offices --

9 MS. BARRON: Absolutely.

10 MS. McRAE: -- and all of the workstations.

11 MS. BARRON: Absolutely.

12 MS. McRAE: Okay. Thank you.

13 MS. BARRON: Yes. There are some forms that
14 are going to be coming out very soon with those
15 communications as we start scheduling; also to gather
16 information from the counties that have these
17 installations so that we know what they have, as well.

18 MS. McRAE: Okay.

19 MS. BARRON: So we'll be working on two-way
20 communications.

21 MS. McRAE: All right. Thank you.

22 MS. BARRON: You're welcome.

23 MR. PREWITT: Are there any other questions?

24 (No response.)

25 MR. PREWITT: Very good. Thank you for a great

1 presentation, Ms. Barron.

2 MS. BARRON: Thank you.

3 MR. PREWITT: Next we'll hear from Leah Leone
4 on Agenda Item 4C.

5 MS. LEONE: Wonderful. Good afternoon.

6 MS. McRAE: Good afternoon.

7 MR. PREWITT: Good afternoon.

8 MS. LEONE: For the record, Leah Leone,
9 Employee Ombudsman Civil Rights Ethics Officer.

10 Chairman Prewitt, Members, and Daniel Avitia,
11 Executive Director, I'm here to brief you on our brand-new
12 and newly-launched Texas DMV IMPACT. I'm very excited
13 about it. Are we going to have slides? I suspect so.

14 (Pause.)

15 MS. LEONE: All right. Brilliant. They're in
16 your book. And so if you can follow along, that would be
17 brilliant.

18 So when I first started as ombudsman, I was
19 having loads of meetings, as you can imagine. And our
20 employees would ask similar things repeatedly, such as Is
21 there any way that we can come together as employees to
22 share information, to be mentored, to move up the career
23 ladder? Things of that nature.

24 I was already familiar with a program in the
25 past at my previous employment which had a mentorship

1 program, as you imagine. Many state agencies do. And I
2 thought, Well, maybe it's time, far time that we have our
3 own. And so we launched IMPACT. I'm really excited about
4 it.

5 We launched about, I think, the second week of
6 November, right before the holiday. And to date, we have
7 67 members and counting. We have 200 slots as a test.
8 Members who have joined -- what you do as an employee is
9 you create a profile, and that profile allows you to add
10 data as to your information: your personal information,
11 your work history, education, and so on and so forth.

12 From that you are matched by an algorithm to
13 someone in the agency; now, that person could be a leader
14 or peer. And then you start the moment of matching and
15 meeting. And the system will track that data -- track the
16 meetings, ask for surveys as to how it's going.

17 The wonderful other part about this system that
18 we're using is it allows me to gather critical information
19 that can be used in HR, in Human Resources, as to
20 diversity/equity inclusion bits, pieces of recruitment, to
21 see where we might have employment gaps, and a lot of
22 information and data to be used in other ways as we look
23 to retain our employees.

24 It is studied that people who engage in a
25 mentorship program are retained by 87 percent. That was

1 staggering to me to find out. And so with just 200 slots,
2 we will save the agency a little over a million and one
3 dollars. So that is tremendous. I'm going to stop there
4 and take a pause.

5 Have you any questions at this moment?

6 MR. PREWITT: Do we have questions?

7 MS. McRAE: I think this is awesome.

8 MS. LEONE: Thank you. Yay.

9 MR. PREWITT: Okay.

10 MS. LEONE: Any others?

11 MR. PREWITT: Executive Director?

12 MR. AVITIA: Thank you, Chairman. For the
13 record, Daniel Avitia, Executive Director.

14 Leah, I want to thank you for your work on this
15 wonderful and amazing program.

16 Chairman and Members, one of the things that we
17 quickly realize as an agency is that we had leadership
18 program and leadership mentoring at the executive level,
19 but nothing for our staff.

20 This is an opportunity for us to connect with
21 our staff, to engage with our staff, and to allow for
22 these relationships to naturally foster themselves. By
23 the way, nobody has matched with me. I must be very
24 difficult.

25 (General laughter.)

1 MR. AVITIA: But I'll get there some time.

2 Thank you, Leah.

3 MS. LEONE: Thank you. Any other questions
4 before I add only just a few updates? I've reached out to
5 the employees who have taken advantage, and they describe
6 a great experience, one that they've not had at the
7 agency, particularly after COVID, where we've been siloed
8 and unable to gather properly.

9 And so the ability to reach across this
10 beautiful agency that we all work and serve is tremendous,
11 because you can meet people that you perhaps may never
12 have ever met nor had the opportunity. And that's exactly
13 what we want, because we want our employees to feel not
14 only collective and collaborative but included. And I
15 think this program has done just that.

16 With that, I will yield.

17 MR. PREWITT: Any questions?

18 MR. SCOTT: Yes. So just give me an idea how
19 that -- you match up with someone?

20 MS. LEONE: Yes.

21 MR. SCOTT: Okay. You put in the preferences
22 of what you think you might want you to do or direction
23 you want to go, and then can you elaborate on that just a
24 bit for me?

25 MS. LEONE: Absolutely. And in your Board

1 book, I gave you a screenshot of what the matching looks.

2 So I'm going to use you, Member Scott, as an example.

3 MR. SCOTT: Great.

4 MS. LEONE: So imagine you and I -- separately
5 we put all of our data: where we've come from, our
6 education, experience, work history, what we wish to learn
7 just as a general sense.

8 I may wish to learn about cars because I know
9 nothing about cars. So then because you've placed the
10 same things and you know something about cars, perhaps,
11 it's going to give us an algorithm system. But it's going
12 to match us based on percentage.

13 And so perhaps if there are other people who
14 also know about cars and things of that nature, it will
15 give us the greatest of percentage. And then at that
16 moment you get to decide who you might reach out and
17 engage.

18 And then you establish with an email, and you
19 say, Hello, Member Scott. I've matched with you. I'd
20 like to maybe join. And then you have the discretion to
21 say yes or no, perhaps. Or if you're mentoring already,
22 or if you wish to mentee -- it's either/or. And then off
23 you go into the meetings.

24 MR. SCOTT: So where do we -- how do we meet?
25 Or where do we go?

1 MS. LEONE: Right. That's a great query. You
2 meet online, if you so desire. You may meet on Teams.
3 It's completely combined with our Teams system as we meet
4 now. Or the mentor and mentee have the option to arrange
5 a meeting -- I don't know -- for lunch right here on our
6 lovely campus, anywhere they should choose, up to their
7 availability.

8 So where are we meeting?

9 MR. SCOTT: I was thinking about here.

10 (General laughter.)

11 MS. LEONE: Right. That's up the members.
12 Yes?

13 MR. SCOTT: How long does this -- so we're
14 matched?

15 MS. LEONE: Yes.

16 MR. SCOTT: So how long do we stay --

17 MS. LEONE: Matched?

18 MR. SCOTT: Yes.

19 MS. LEONE: Well, if things are going well, the
20 ideal time would be six months to establish a rapport and
21 relationship of sharing. And the commitment is up to the
22 time and the availability the person wants. So we could
23 choose 15 minutes, we could say once a month or more than
24 that. It's up to the discretion of the members matched.
25 But six months is the ideal time.

1 MR. SCOTT: That's very interesting.

2 MS. LEONE: It is, indeed.

3 MR. SCOTT: It sounds like something that would
4 be really attractive to me. People coming into the
5 agency -- you could be any -- you start a job and you
6 start looking around and you see, Well, I think I might
7 want to do that.

8 MS. LEONE: Yes.

9 MR. SCOTT: That may be the direction I want to
10 go. So we help to provide them to have the ability to
11 have a pathway for them to explore, at least, and see,
12 Well, maybe that's not it; I want to be over here.

13 MS. LEONE: Absolutely. And that's also the
14 reason why we retain. Rather than someone looking for a
15 job somewhere else, perhaps they go and test out with the
16 person they know that's in the field they may want to
17 join. And they get to have that information and the
18 communication about it before they would maybe go and
19 apply elsewhere.

20 They can see, Oh, I can do that right here.
21 And they see available opportunities right here at the
22 Agency.

23 MR. SCOTT: So you said we have 62 people who
24 have signed up?

25 MS. LEONE: 67 at the moment.

1 MR. SCOTT: 67?

2 MS. LEONE: We have 200 slots as a test. It
3 was a test for this year to see how the interest would go.
4 So we only launched the second week in November. I'm
5 told by the system that that's a good odds that we've got
6 67 thus far.

7 MR. SCOTT: Yeah. I'd like to hear some more.
8 Like six months from now see how many people stay and --

9

10 MS. LEONE: Absolutely. I'll also --

11 MR. SCOTT: If we get good results, you know,
12 word of mouth, people are going to tell their buddies at
13 work and so forth.

14 MS. LEONE: Absolutely, absolutely. And I'll
15 be actually hosting a networking session to make certain
16 that there aren't any, you know, sort of questions
17 unanswered and people are navigating the system with
18 success, because if they're turned off to the system
19 because it isn't working properly, then that is not a good
20 experience. And so I'll be making certain to guide that.

21 MR. SCOTT: Well, congratulations. It sounds
22 like a great program. Thank you.

23 MS. LEONE: Thank you so much, Member Scott.
24 Anything else?

25 MR. PREWITT: Any other questions?

1 (No response.)

2 MR. PREWITT: A wonderful presentation, Ms.
3 Leone. Thank you very much.

4 MS. LEONE: Thank you for your time.

5 MS. McRAE: Thank you.

6 MR. PREWITT: Agenda Item 5 is closed session,
7 which we will not have today. As a result of not having
8 that closed session, we will not be taking up Agenda Items
9 5 or 6. We'll now move to Agenda Item 7, Public Comment.
10 We do have an individual, Mr. Colin Weatherwax, that
11 would like to speak.

12 Mr. Weatherwax, if you'll approach the podium,
13 we have a timer for your three minutes. At the end of
14 your time, sir, I'll ask if any DMV staff would like to
15 address your comments, as well.

16 MR. WEATHERWAX: All right. Thank you, Mr.
17 Chairman, Members of the Committee, Executive Director
18 Avitia.

19 My name is Colin Weatherwax. I am the CEO of
20 America Can! Cars for Kids. Our organization is operated
21 out of Dallas, Texas, and we serve a special purpose with
22 a very unique operation.

23 We accept donations all across the country.
24 Those donations that are within a specific radius of our
25 headquarters in Dallas. We host a public auto auction

1 three times a month, and these auctions are open to
2 dealers and individuals alike.

3 We are unique not only in our operation but
4 also in our giving. Our largest benefactor are the
5 schools of the Texans Can Academies helping kids graduate,
6 realize their dreams of a productive life and graduation.

7 100 percent of our net proceeds go directly to benefit
8 these kids.

9 Our auctions are important. With the most
10 recent update to the webDEALER, this has affected our
11 ability to print out eTags as needed. The auctions
12 produce a large amount of these funds, and having to sell
13 to only dealers without the ability to sell to
14 individuals, it could really hurt our business.

15 Taking donations means that sometimes these
16 vehicles are running and sometimes they're not running.
17 As a nonprofit, we cannot afford to fix every issue that
18 is presented with every vehicle, but we make certain that
19 our buyers are aware of all the issues that are apparent
20 with the vehicles.

21 We have our own mechanics that check out these
22 vehicles, and we write on the windshield what they're
23 getting whenever they purchase a vehicle from us. So we
24 put the onus on our buyers to get that vehicle inspected,
25 get everything fixed in order to get it inspected so that

1 way, it can be roadworthy.

2 Now, just because we tell them that doesn't
3 mean that they're buying a vehicle so that way, they can
4 drive it. Maybe they're buying a vehicle so that way,
5 they can use parts off of it for another vehicle they
6 might own. Or they're just looking for a project.

7 So just because we can -- you know, we have to
8 issue an eTag, doesn't mean that they're actually driving
9 these vehicles on the road. I can tell you our former and
10 late CEO, Malcolm Wentworth, had a verbal agreement with
11 our local DMV, stating that the process of not having
12 these vehicles inspected prior to selling them was okay.

13 And we had -- our buyers were aware that it was
14 on them to get these vehicles inspected. But with the
15 system update, our company hangs in the balance.

16 So I'm requesting today that you begin to think
17 and consider exemptions for this rule, an exemption that
18 would allow charities like America Can! Cars for Kids to
19 continue business with the public, print eTags after
20 selling vehicles to all customers, and ensuring that the
21 customers realize that they're taking full responsibility
22 for getting the vehicle inspected.

23 Keep in mind not all of our vehicles run and
24 not all of our customers are seeking a vehicle to
25 immediately drive off a lot. Many are looking for a

1 fixer-upper or parts for another vehicle, as I mentioned.

2 I sincerely thank you for your time and look
3 forward to further discussions.

4 MR. PREWITT: Thank you, sir.

5 Mr. Avitia -- Director, would you like to
6 address his comments? Or --

7 MR. AVITIA: Liz, Daniel Avitia, Executive
8 Director. Liz, may I make a comment based on public
9 comment?

10 MS. FORE: You may. You may present facts or
11 statements of policy.

12 MR. AVITIA: Okay. Just a generalization --
13 thank you for attending today. As I reached out to you
14 earlier in the meeting, we look forward to visiting with
15 you if you and your staff can stay after this meeting, and
16 we'd be happy to have a discussion with you, sir --

17 MR. WEATHERWAX: Absolutely.

18 MR. AVITIA: -- and see how can provide
19 support.

20 MR. WEATHERWAX: Thank you so much.

21 MR. AVITIA: Yes, sir. Indeed.

22 MR. WEATHERWAX: Thank you.

23 MR. PREWITT: Does the Board have any comments?

24 (No response.)

25 MR. PREWITT: Okay. Seeing none, we'll now

1 move to Agenda Item 8, which is adjournment. Do I have a
2 motion for adjournment?

3 MS. McRAE: I make a motion, Chair.

4 MR. PREWITT: Member McRae moves for
5 adjournment. Do I have a second?

6 MR. ALVARADO: Second.

7 MR. PREWITT: Second, Mr. Alvarado.

8 May I now take a vote? Member Scott?

9 MR. SCOTT: Aye.

10 MR. PREWITT: Member Alvarado?

11 MR. ALVARADO: Aye.

12 MR. PREWITT: Member McRae?

13 MS. McRAE: Aye.

14 MR. PREWITT: And I, Member Prewitt, also vote
15 aye. We are now adjourned. Thank you.

16 (Whereupon, at 2:54 p.m., the meeting was
17 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: December 7, 2022

I do hereby certify that the foregoing pages, numbers 1 through 48, inclusive, are the true, accurate, and complete transcript prepared from the verbal recording made by electronic recording by Elizabeth Stoddard before the Texas Department of Motor Vehicles.

DATE: December 19, 2022

/s/ Anna Marie Reyes
(Transcriber)

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