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

TxDMV Board
Projects & Operations
Committee Meeting

2:00 p.m.
Wednesday, June 7, 2023

AGENDA
PROJECTS AND OPERATIONS COMMITTEE
TEXAS DEPARTMENT OF MOTOR VEHICLES
4000 JACKSON AVE., BUILDING 1, LONE STAR CONFERENCE ROOM
AUSTIN, TEXAS 78731
WEDNESDAY, JUNE 7, 2023
2:00 P.M.

The presiding officer of the Committee will be physically present in the Lone Star Conference Room of Building 1, 4000 Jackson Avenue, Austin, Texas 78731. Some committee members may attend via videoconferencing.

Link to June 7, 2023, 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. 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:**

                - RTS Ecosystem Modernization
                - Tax Assessor-Collectors (TAC) T1 Upgrade
                - TAC Workstation Refresh
                - Texas by Texas (TxT)

    ii.   webDEALER
                - Ongoing webDEALER Enhancements
                - webSALVAGE

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

    iv.   Call Center Upgrade Phase II

CLOSED SESSION

5.   The Committee may enter into closed session under one or more of the provisions of the Texas Open Meetings Act, Government Code Chapter 551, including but not limited to:

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 551.076 - Deliberation Regarding Security Devices or Security Audits.
- 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: Laura Moriaty, General Counsel, (512) 465-5665.

Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Committee Meeting Date: 6/7/2023
BRIEFING ITEM

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board

From: Chris Hayden, Deputy Chief Financial Officer and

            Ann Pierce, Assistant Division Director, Finance & Administrative Services

Agenda Item: 4.A

Subject: Camp Hubbard Renewal Project Update

RECOMMENDATION
Briefing item. Provides updates on the Camp Hubbard Renewal Project.

PURPOSE AND EXECUTIVE SUMMARY
Provide a briefing on the status of the Camp Hubbard Renewal planning project. See attached.

FINANCIAL IMPACT
Not Applicable.

BACKGROUND AND DISCUSSION
The 87th Legislature approved funding of $6.2 million for the planning and design (Phase I) of the Camp Hubbard Renewal Project. This briefing provides information on the on-going steps to complete the planning and design phase.

Phase II – the redesign and construction phase, will begin upon the completion of Phase I. Funding of $143 million for Phase II, completion of renewal and construction, is included in HB 1, General Appropriations Act. The funding for completing Phase II is subject to gubernatorial approval.

Camp Hubbard Renewal Project Update

Item 4.A

June 7, 2023

Texas Department *of* Motor Vehicles

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Project Overview and Status

- The Camp Hubbard Planning and Design (Phase I) continues to move toward finalizing estimates and integrating design elements needs prior to initiating Phase II, the demolition, renovation and construction, upon funding approval.

- In order to ensure efficient use of funds, timing schedules, and a smooth transition and flow of activities, the department has conducted multiple meetings with Marmon Mok, the Texas Facilities Commission, and staff. Highlights include:

  ➢ Board and Conference Room Audio/Visual Needs Coordination – discuss special audio and visual needs for the Board Room and other conference rooms. Included the re-use of equipment in new locations.

  ➢ Warehouse, Storage and Security Needs Coordination – determine facilities, warehouse, fleet, imaging, inventory and security needs. included day-to-day security, emergency response and appropriate separations of different areas.

  ➢ Technology Needs, Concerns and Project Overlap Coordination – on-going meetings with Marmon Mok, TFC, and external/internal staff to ensure information technology needs and timing are planned, coordinated, and efficiently implemented.

  ➢ Project Overlaps and Planning - on-going meetings with Marmon Mok, TFC, and staff to ensure other facilities related projects that overlap are addressed. These discussion include warranty transfers and bidding requirements.

Texas Department *of* Motor Vehicles

Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Committee Meeting Date: 6/7/2023
BRIEFING ITEM

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board

From: Eric Horn, Director of Accounting Operations

Agenda Item: 4.B

Subject: Accounts Receivable Update

RECOMMENDATION

Briefing item with no recommendation.

PURPOSE AND EXECUTIVE SUMMARY

This item provides an update on the Accounts Receivable system funded by the 87th Legislature.

FINANCIAL IMPACT

This project is funded with $3.5 million in supplemental appropriations (HB 2, 87th Legislature, RS).

BACKGROUND AND DISCUSSION

The department received $3.5 million in supplemental appropriations in HB2 of the 87th legislative session for the deployment of an Accounts Receivable (A/R) system to ensure revenue collections are tracked accurately and consistently across the department. TxDMV contracted with Gartner, Inc. in February 2022, to complete the first phase of the project, which was a study of the current decentralized process and to determine recommendations for available software that will best fit the department's needs. Additionally, Gartner recommended TxDMV pursue a Request for Information (RFI) with the vendor community to convey TxDMV's unique system requirements and to obtain more precise cost information for each solution. TxDMV completed the RFI process in September 2022 and elected to pursue an A/R system using the Microsoft Dynamics 365 Business Central platform.

Following the selection of the system platform, staff from the Finance and Administrative Services (FAS) Division and Information Technology Services Division (ITSD) collaborated with the Department of Information Resources (DIR) to initiate the procurement process. The procurement process was divided into two steps:

Step 1: Microsoft Dynamics Business Central Licenses
- TxDMV staff met with representatives from DIR and Microsoft in November 2022 to discuss the scope of the project. DIR and Microsoft approved the procurement of the licenses in January 2023.
- A request for quote was sent to interested DIR-approved bidders and awarded in January 2023.

Step 2: Deliverables-Based Information Technology Services (DBITS) Contract for Implementation
- TxDMV staff began drafting a Statement of Work (SOW) for implementation of an A/R system in accordance with DIR's process in November 2022.
- DIR approved the draft SOW in March 2023 and provided a list of approved vendors to solicit bids.
- Bids were received in May 2023 and are currently under evaluation by TxDMV staff.

Once a vendor is selected and the contract is approved by DIR, the project is expected to begin in FY23 and be completed in FY 2024.

Texas Department *of* **Motor Vehicles**

HELPING TEXANS GO. HELPING TEXAS GROW.

Committee Meeting Date: 6/7/2023
BRIEFING ITEM

To: Projects & Operations Committee, Texas Department of Motor Vehicles Board
From: Eric Horn, Director of Accounting Operations
Agenda Item: 4.C
Subject: Credit Cards in the Regional Service Centers (RSC)

RECOMMENDATION
Briefing item with no recommendation.

PURPOSE AND EXECUTIVE SUMMARY
This item provides an update on the Credit Cards in the Regional Service Centers (RSC) project.

FINANCIAL IMPACT
This project is sourced with available funding in the Automation System capital budget for Fiscal Year (FY) 2023 and 2024.

BACKGROUND AND DISCUSSION
This project is a collaborative effort among the Finance and Administrative Services (FAS) Division, Information Technology Services Division (ITSD), Motor Carrier Division (MCD) and the Vehicle Titles and Registration (VTR) Division to implement an over-the-counter credit card payment process at each of the 16 Regional Service Centers (RSC).

Highlights:

- TxDMV began the Texas.gov payment portal services onboarding process in FY23 through the Department of Information Resources (DIR) and their vendor Tyler Technologies.
- Payment Card Industry (PCI) compliance and attestation has been completed.
- Credit card swipe devices have been procured and received for each RSC location.
- Additional procurements for swipe device stands are ongoing and anticipated to be completed by August 2023.
- Programming updates to the Registration and Title System (RTS) are being completed by ITSD staff and are anticipated to be moved into production in August 2023.
- Programming updates to the Texas International Registration Plan (TxIRP) system, which is utilized for apportioned registration transactions, are being completed by third-party vendor Explore Data and are anticipated to be moved into production in August 2023.
- Initial connectivity testing of swipes devices to Texas.gov was successful. Additional testing, pending necessary programming updates, and certification from the Comptroller's office is required prior to moving into production.

TxDMV staff plan to deploy credit card capabilities at the Austin RSC in August 2023. The remaining locations, beginning with the Houston RSC, will be deployed throughout FY 2024.

Texas Department *of* Motor Vehicles
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Committee Meeting Date: **6/7/2023**
BRIEFING

To:	Projects & Operations Committee, Texas Department of Motor Vehicles Board
From:	Will Hilton, Deputy Chief Information Officer
Agenda Item:	4.D
Subject:	FY 2023 Technology Projects

RECOMMENDATION
Briefing only – No recommendation.

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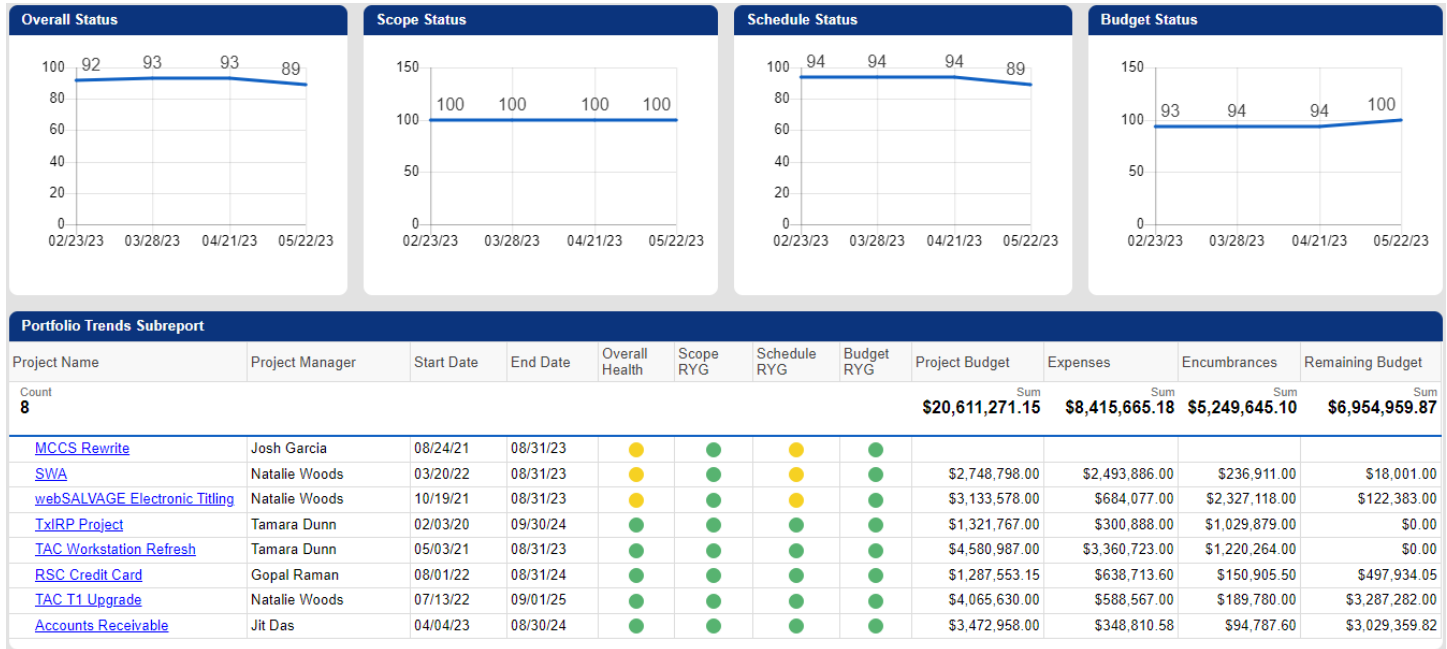
FINANCIAL IMPACT
N/A

BACKGROUND AND DISCUSSION
This briefing includes a summary of ten 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. Five of the 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 issues that are being resolved. More details as to why projects are in yellow are provided in the individual project briefings. Two projects included in this briefing, that will not be on the dashboard below, have been completed and approved for closure.

Overall Status	Scope Status	Schedule Status	Budget Status

Portfolio Trends Subreport

Project Name	Project Manager	Start Date	End Date	Overall Health	Scope RYG	Schedule RYG	Budget RYG	Project Budget	Expenses	Encumbrances	Remaining Budget
Count 8								Sum $20,611,271.15	Sum $8,415,665.18	Sum $5,249,645.10	Sum $6,954,959.87
MCCS Rewrite	Josh Garcia	08/24/21	08/31/23	🟡	🟢	🟡	🟢				
SWA	Natalie Woods	03/20/22	08/31/23	🟡	🟢	🟡	🟢	$2,748,798.00	$2,493,886.00	$236,911.00	$18,001.00
webSALVAGE Electronic Titling	Natalie Woods	10/19/21	08/31/23	🟡	🟢	🟡	🟢	$3,133,578.00	$684,077.00	$2,327,118.00	$122,383.00
TxIRP Project	Tamara Dunn	02/03/20	09/30/24	🟢	🟢	🟢	🟢	$1,321,767.00	$300,888.00	$1,029,879.00	$0.00
TAC Workstation Refresh	Tamara Dunn	05/03/21	08/31/23	🟢	🟢	🟢	🟢	$4,580,987.00	$3,360,723.00	$1,220,264.00	$0.00
RSC Credit Card	Gopal Raman	08/01/22	08/31/24	🟢	🟢	🟢	🟢	$1,287,553.15	$638,713.60	$150,905.50	$497,934.05
TAC T1 Upgrade	Natalie Woods	07/13/22	09/01/25	🟢	🟢	🟢	🟢	$4,065,630.00	$588,567.00	$189,780.00	$3,287,282.00
Accounts Receivable	Jit Das	04/04/23	08/30/24	🟢	🟢	🟢	🟢	$3,472,958.00	$348,810.58	$94,787.60	$3,029,359.82

Registration and Title System (RTS) Projects and Initiatives

RTS Ecosystem Modernization

RTS was originally designed and built by the Texas Department of Transportation in the mid-1990s to process vehicle registration and title transactions. RTS has undergone continuous rebuilding, upgrades, and process improvements over time to maintain primary system functionality. While the system is stabilized for continued near-term use, advancements in technology and application development, as well as the workload demands of a growing state, are rendering this system obsolete. In the years since RTS was placed in service, the cost of maintaining the system has increased while the department's ability to adapt and change its use to better serve the evolving needs of the motoring public and state regulatory structures has decreased. For these reasons, the department must begin the process of replacing RTS and its associated applications.

Phase One will include the following major deliverables and be completed by the end of the 2024-2025 fiscal biennium:
- Updates to existing systems.
- Assessment of the existing RTS ecosystem and development of a transition plan.
- Assessment and evaluation of available technology solutions.
- Documentation for Quality Assurance Team (QAT) review and approval.
- Development of procurement documents.

Phase Two is expected to begin in fiscal year 2026 and will include implementation and buildout of the replacement ecosystem following the plans developed in Phase One.

Project Status:
- Software updates of existing systems have been started and are in progress.
- Statement of Work (SOW) drafts are being developed for both the internal and external assessments of the RTS environment.
- Awaiting final approval of LAR budget from 88th Legislative Session.

Project End Date: Phase One end date Aug 2025

Tax Assessor Collector (TAC) T1 Upgrade Project

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:

- Phase I: Upgrade to fiber of in-region (286 sites) AT&T Metro Ethernet is underway. So far 96% of circuit orders (235/244) for sites are complete or have been cancelled (~10).
- Phase II: Currently hiring contractors to perform equipment installations for upgrading routers, switches, and firewalls. Job postings were complete, and resumes are being reviewed for interviews. Target start date is 6/15.
- Phase III: Identified locations that need new circuits, analyzed the associated costs, and currently in the planning phase to get the circuits ordered.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: Phase One end date, October 2023

TAC Workstation Refresh Project

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. Specifically, we will deliver new workstations and printers initially to Austin, San Antonio, Pharr, Corpus Christi, and some of Houston.

Project Status:

- The Austin and San Antonio regions have been completed.
- The refresh for Pharr is in progress. Work will be completed in June and the schedule is currently under development.
- By the end of May, over 130 TAC offices will be refreshed with over 1,699 pieces of equipment deployed.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: August 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:

- Electronic Renewal notice Opt-in (ERNO) Phase II, TxT enhancements and integration with TxDMV systems were implemented in February 2023.
- E-mail notifications for impacted customers were completed in March 2023.
- The project is complete and was approved for closure on April 25, 2023. The project was on time and within scope, schedule, and under budget.

Project End Date: Spring 2023

webDEALER Projects and Initiatives

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 and development is 85% complete.
- Competing priorities and resource constraints to work on fraud enhancements and parallel projects have caused a delay in completing SWA tickets.
- Project overall health is yellow because the level of effort estimated to complete all remaining tickets will take more time than the scheduled project end date. The project is within scope and within budget.

Project End Date: August 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 and phase one deliverables are being worked on.
- Overall application development is 20% complete with applicable deliverables currently in user acceptance testing for the upcoming 23.3 release.
- Planning is being finalized for deliverables for the 23.4 release to get development to 40% completion.

- Phase two and phase three deliverables are dependent on completion of preceding phases.
- Phase four (identity validation) is in planning and solution proposals for identity verification are being evaluated.
- Competing priorities and resource constraints to work on fraud enhancements and parallel projects have caused a delay in completing webSALVAGE deliverables.
- The project overall health is yellow due to the project being behind schedule, however, the projected end date will be adjusted to account for the deviation from the original schedule to complete work on fraud enhancements. The project is within scope and within budget.

Project End Date: August 2023

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 was completed and distributed to potential respondents.
- Submissions are expected to be complete with TxDMV Purchasing by June 1, 2023 with vendor selection expected to be by June 22, 2023.
- Project overall health is yellow because of delays in SOW review that have impacted the schedule. The project is within scope and within budget.

Project End Date: August 2023

Texas International Registration Program (TxIRP) 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:

- Project is in execution phase and application is 30% complete.
- The project overall health is green. The project is on time and within scope, schedule, and budget.

Project End Date: September 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 was implemented for Consumer Relations Division, Motor Carrier Division and Vehicle Titles and Registration division as of December 13, 2022.

- The project is complete and was approved for closure on April 25, 2023. The project was on time and within scope, schedule, and under budget.

Project End Date: December 2022

Board Policy Documents

Governance Process (10/13/11)

Strategic Planning (10/13/11)

Board Vision (4/7/16)

Agency Boundaries (9/13/12)

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.

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   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.