

TEXAS DEPARTMENT OF MOTOR VEHICLES
PROJECTS AND OPERATIONS COMMITTEE
MEETING

2:00 p.m.
Wednesday,
June 5, 2019

Lone Star Room
Building 1
4000 Jackson Avenue
Austin, Texas

COMMITTEE MEMBERS:

John Prewitt, Chair
Tammy McRae
Paul Scott
Shelley Washburn

I N D E X

<u>AGENDA ITEM</u>	<u>PAGE</u>
1. Roll Call and Establishment of Quorum	3
2. Pledges of Allegiance - U.S. and Texas	4
3. Comments and Announcements from Committee Chair, Committee Members, and Executive Director	4
BRIEFINGS	
4. Status Update on Implementation of Management Actions from Sunset Advisory Commission's Recommendations	5
5. TxDMV Organizational Assessment Project (TOAP)	14
6. Workforce Update	23
7. Enterprise Project Management Advisory Service	30
8. Technology Projects and Roadmap (Software/Hardware Currency Progress)	41
9. Strategic Planning and Balanced Scorecard	82
10. Facilities Update	90
EXECUTIVE SESSION	
11. The Board may enter into closed session under none one or more of the following provisions of the Texas Open Meetings Act, Government Code, Chapter 551: Section 551.071 Section 551.074 Section 551.089	
12. Action Items from Executive Session	none
13. Public Comment	none
14. Adjournment	105

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 this meeting of the
4 Projects and Operations Committee of the Board of Texas
5 Department of Motor Vehicles. It is now two o'clock p.m.,
6 and I'm now calling the Committee meeting for June 6, 2019
7 to order, and I want to note for the record that the
8 public notice for this meeting containing all items on the
9 agenda was filed with the Office of Secretary of State on
10 May 23, 2019.

11 Before we begin today's meeting, please place
12 all cell phones and other communication devices in silent
13 mode. I'd now like to have roll call of the members of
14 the Committee. Member McRae?

15 MS. MCRAE: Here.

16 MR. PREWITT: Member Scott?

17 MR. SCOTT: Here.

18 MR. PREWITT: Member Washburn?

19 MS. WASHBURN: Here.

20 MR. PREWITT: And I'm John Prewitt, chair of
21 the Committee. Let the record reflect that we have a
22 Committee quorum. The posted agenda stated a quorum of
23 the Board may be present at this meeting, however, Board
24 members who are not members of the Projects and Operations
25 Committee will not vote on any Committee agenda items

1 today, nor will any Board action be taken.

2 There is -- Chairman Treviño is in attendance
3 for information gathering and discussion. Chairman, thank
4 you for being here. I'd like for us now to stand and say
5 Pledge of Allegiance to the United States flag and flag of
6 Texas.

7 (Whereupon, the U.S. and Texas pledges were
8 recited.)

9 MR. PREWITT: Thank you. Now, we move to
10 Agenda Item 3. Do any Committee members or the executive
11 director have any comments or announcements?

12 MS. BREWSTER: No, sir.

13 MR. PREWITT: Okay. Since this is our first
14 Committee meeting and we have some new members, I wanted
15 to discuss the Committee's charge. I am ready and willing
16 to take on the charges of the Committee. The Projects and
17 Operations Committee meets as needed to review long-range
18 projects and operational improvements.

19 The responsibilities of this Committee include
20 project -- providing oversight and strategic direction
21 relating to the planning, execution and impacts of major
22 Texas Department of Motor Vehicles initiatives. These
23 include the following: hardware and software projects,
24 facility management, organizational structure, workforce
25 development, performance measures and process improvement,

1 and finally, continual ongoing operational activities.

2 Unless anyone has any questions, we will move
3 into the briefing items.

4 (No response.)

5 MR. PREWITT: Seeing there are no questions, we
6 will now hear from executive director Whitney Brewster on
7 Agenda Item 4.

8 MS. BREWSTER: Good afternoon, Chairman
9 Prewitt, and members of the Projects and Operations
10 Committee. My name is Whitney Brewster, and I am the
11 executive director for the Department. Thank you for the
12 opportunity to share with you the status of the management
13 actions adopted by the Sunset Advisory Commission for our
14 Department.

15 This is just a briefing. There are no action
16 item -- this is not an action item for the Board. There
17 were 16 management actions made by the Sunset Advisory
18 Commission, which you will see reflected in your Board
19 books, starting on page 5.

20 As a reminder, there are two types of changes
21 recommended by the Sunset Advisory Commission: management
22 and legislative. Management recommendations are effective
23 immediately upon adoption by the Sunset Advisory
24 Commission.

25 The legislative recommendations were folded

1 into our Sunset bill, SB604, which passed the 86th
2 Legislature. I'm grateful for that, because we can
3 continue on as an agency for another 12 years. You will
4 be receiving a briefing from Caroline Love with our
5 Government and Strategic Communications Division tomorrow
6 that will include a comprehensive list of bills that
7 passed impacting the Agency, which will also include the
8 Sunset bill, SB604.

9 Today, I will be providing you with an update
10 on the management actions adopted by the Sunset Advisory
11 Commission, but more specifically, those that are not yet
12 implemented. You will see a full list of the items in
13 your Board books.

14 The good news is that there are no red items.
15 We -- all of them have either been implemented or are
16 in-flight. I draw you to the Sunset decision tracking
17 document, again in your Board books, and you can also see
18 it on the screen here, starting with Recommendation 1.7.

19 And this directs the Board to establish
20 advisory committees to provide expertise for rulemaking
21 and other issues, and to adopt rules regarding the
22 structure and criteria for how those advisory committees
23 are to operate.

24 This item does have a due date that was
25 specified in the report of September 1. The Board had --

1 has already approved rules for posting for public comment,
2 and this rule package will be up for final adoption -- for
3 consideration for final adoption by the Board in the
4 August Board meeting.

5 Once those advisory committees are established
6 through rule, Chairman Treviño will then appoint advisory
7 committee members. Moving on to Recommendation 2.2, this
8 item -- let me scroll down a little bit here -- moving on
9 to Recommendation 2.2 -- this is not functioning, sir.

10 Thank you. This item also has an element of
11 rulemaking. This recommendation directs the Department to
12 adopt rules to formalize the Department's current red flag
13 process and to make it very clear what the path is for,
14 reported -- reporting suspected fraud, waste and abuse, as
15 well as providing an option for the counties to request
16 action for suspected fraud, waste and abuse, which could
17 include terminating access to the Registration and Titling
18 System, used both by the Agency as well as the tax
19 assessor-collectors.

20 The Agency does have a very strong red flag
21 training that it provides, but this recommendation
22 requires that we formalize that program in rule. And
23 again, there was no specific due date on this item.
24 However, the Board has already again approved the rules
25 for publication for public comment.

1 So we should be able to have this implemented
2 entirely when the Board considers this rule for final
3 adoption in the August Board meeting, of course, assuming
4 that the Board does adopt the rule. If you will please
5 turn with me to page 7 of your Board books -- all right.

6 Going down to 3.6, adopted by the Sunset
7 Advisory Committee, it directs the Department to improve
8 enforcement data tracking in its existing system. There
9 is no implementation date for this item. However, Agency
10 staff has already begun logging IT tickets to make
11 enhancements to the systems to add additional fields so we
12 can collect more robust information on our enforcement
13 cases, like -- just to give you a few examples -- like
14 repeat violators, information around what stage a case is
15 in with the State Office of Administrative Hearings, being
16 able to pull information on enforcement case type, what
17 the violation was.

18 We -- right now, we don't have the ability to
19 pull that information from our current systems, so this
20 is -- this would allow us to do that, and would be --
21 would allow us to identify trends that would warrant
22 further action by the Department. We are in the planning
23 phase for this item, and I think it's important to note
24 that we did request funding from the Legislature through
25 our legislative appropriations request in the 86th

1 Legislature. We were appropriated those dollars, and they
2 will be available starting in FY'20.

3 So that is very good news. I say they should
4 be available by September 1, because we are still in the
5 veto period. That period runs through June 16. Moving on
6 to Recommendation 3.7, this recommendation is directly
7 linked to Recommendation 3.6.

8 Based on the additional enforcement case
9 information that we will be able to pull from our system,
10 we can then revise and expand our internal key performance
11 indicators and be able to provide additional information
12 to the Legislature and others on the status of our
13 enforcement cases.

14 Again, this will help better assess
15 effectiveness and efficiency, and to provide more
16 visibility into the enforcement process. We will also
17 look at revising our annual reports to include more
18 comprehensive data, and the revised report, the annual
19 report, would include data from the newly-established
20 KPIs, based on the information we're able to pull.

21 Moving on to Item 3.9 here, this recommendation
22 directs the Department to publish more detailed
23 information on our enforcement histories of the regulated
24 motor vehicle and motor carrier businesses. The Agency
25 already publishes or posts to our website the enforcement

1 actions pertaining to our motor carriers.

2 However, we do not do this when it comes to our
3 motor vehicle licensees. I'm sure you're asking yourself,
4 why do you do it for one and not the other? I think
5 context is really important here. In 2009, when the
6 Agency was established, we only had enforcement of our
7 motor vehicle licensees.

8 It was not until 2012 that the motor carrier
9 function came over to the Agency from TxDOT. So when that
10 transfer occurred, we did not make changes to the system
11 to provide that information for our motor vehicle
12 licensees, and that's what this is around.

13 Again, there is no implementation date on this.

14 This is -- this was also dependent upon funding received
15 from the Legislature, which fortunately we received, and
16 we should be able to have that funding available in FY'20.

17 Moving on to 4.6, this recommendation directs the
18 Department to adopt criminal history checks and guidelines
19 for the salvage industry, much as we do for the motor
20 vehicle licensees.

21 This item does not, again, have a specified
22 implementation data. However, this item is well underway.

23 Agency staff will be making a recommendation to the full
24 Board in tomorrow's meeting to start the informal
25 rulemaking process.

1 Recommendation 5.4 directs the Department to
2 develop a comprehensive approach to developing,
3 maintaining, and updating its IT infrastructure. The
4 Information Technology Services Division has been very
5 busy. They have created a full inventory of our IT
6 systems and assets.

7 They have also created a new organizational
8 structure and timelines for system maintenance updates.
9 IT has created a technology roadmap, which our CIO, Mike
10 Higginbotham, will be going into in a little more detail
11 later on in the agenda. And they are also in progress on
12 the creation of a process to ensure communication and
13 coordination between the executive team, IT staff, and
14 project management, as well as continued implementation of
15 state cybersecurity requirements and best practices.

16 This is not an exhaustive list. This is a
17 high-level review. There are a lot of other activities
18 that IT has been performing to address this
19 recommendation, but those are just some of the high-level
20 items.

21 Lastly, Recommendation 5.5 directs the
22 Department to evaluate and identify further opportunities
23 to consolidate and modernization its customer service
24 functions to improve efficiency and the customer
25 experience. A lot of really good things have been going

1 on around this recommendation, that I'm pleased to be able
2 to share.

3 I also want to note that this is an ongoing
4 effort. There is no implementation date. To me, this is
5 something that should be an ongoing exercise of the Agency
6 to ensure that we are providing a positive customer
7 experience and looking at better ways of providing
8 services.

9 During the evaluation of our customer service
10 functions, three small business units were identified in
11 the Information Technology Services Division. As customer
12 support-related, they were transferred to other
13 appropriate divisions.

14 One transfer was the Five Percent Customer
15 Service Help Desk for counties and dealers to the Consumer
16 Relations Division. It was a natural fit within the
17 division, where the motoring public calls for title and
18 registration support, and motor vehicle dealers call for
19 e-licensing support.

20 Since the transition, I'm really happy to be
21 able to report that the wait times for county staff has
22 decreased from average of 20 minutes to less than two
23 minutes, and dealers can now just call one place in the
24 Agency for help. So I think that was a really good move.

25

1 Another misaligned business unit was County
2 Billing and Funds Adjustments. This group was transferred
3 to the Financial Services -- Finance and Administrative
4 Services Division to improve accountability, ensure proper
5 oversight, and improve the customer experience.

6 Lastly, our website functions transferred from
7 IT to our Government and Strategic Communications
8 Division, where the focus is on communication and the
9 customer experience. All three business units have
10 transitioned well, and the Information Technology Services
11 Division has aligned their business areas with their core
12 mission.

13 We are also working on standardizing our
14 customer surveys Department-wide, which fits nicely into
15 this recommendation. We're also upgrading the call center
16 technology that is needed for us to be able to use chat
17 and bot technology.

18 We're also working on procurements of kiosks to
19 be able to pilot across the state in the counties. And
20 also we are in the middle of upgrading our website. We
21 are underway in that project, and again, Mike Higginbotham
22 will give a little more information on that later on in
23 the agenda.

24 That was a lot of information that I just went
25 through with you, but I am happy to answer any questions

1 that you have around the Sunset management activities of
2 the Agency.

3 MR. PREWITT: Do any Committee members have any
4 questions or comments?

5 (No response.)

6 MR. PREWITT: Just a wonderful job by staff,
7 executive director Brewster, and we're -- not only when
8 going through the Sunset process, but just the proactive
9 stance you've taken and progress you've made. So thank
10 you.

11 MS. BREWSTER: Thank you.

12 MR. PREWITT: Well, once again, if you're ready
13 for the next briefing, we'll move ahead and do the Texas
14 DMV Organizational Assessment Project, also known as TOAP.

15 MS. BREWSTER: I am usually not on this side of
16 the table, so excuse my ability to manage the slide deck
17 here. That's great. Thank you. All right. Mr.
18 Chairman, if I may continue?

19 As the Texas Department of Motor Vehicles
20 approaches its 10-year anniversary, Agency staff is
21 revisiting the vision the Legislature had for the
22 Department. The purpose of the Texas DMV Operational
23 Assessment Project is to ensure we are meeting that vision
24 and that we have a strong foundation on which to grow and
25 mature as an organization.

1 In an effort to ensure the TxDMV Board is
2 apprised of the operational efforts of the Agency to
3 strengthen the Department, TxDMV staff wants to make sure
4 that the Projects and Operations Committee is well aware
5 of what is happening with what we call TOAP. All right.
6 Not the greatest acronym, but it works.

7 All right. These are some of the objectives
8 that we have established as an Agency as being important
9 to achieve through the TOAP process: looking at improving
10 Agency processes, improving our departmental policies and
11 procedures, evaluating and aligning our current
12 technology, optimizing TxDMV infrastructure and looking at
13 our budget structure to ensure that it is meeting the
14 needs of the Agency and is scalable, improving our
15 organizational structure and our allocation of our
16 resources, and improving internal and external
17 communications.

18 The TxDMV Operational Assessment Project has
19 identified six work groups to accomplish these objectives.

20 We've got the Process Work Group, Legal, Technology,
21 Finance and Administrative Services, Organizational
22 Preparation, and Communications Work Group.

23 Each work group has established both short-term
24 and long-term milestones. The Process Work Group. The
25 Process Work Group is developing a statement of work to

1 contract with a vendor to examine Agency processes so that
2 we can identify areas of inefficiencies, redundancies,
3 gaps, and opportunities for improvement.

4 They're also reviewing the government processes
5 and providing recommendations on improvements to those
6 processes for agency-wide initiatives, as well as use of
7 capital funding. This work group is also reviewing the
8 Centralized Accounting and Payroll Personnel System, also
9 called CAPPS -- the modules that we use to make sure that
10 we're leveraging that application to the fullest
11 potential, and that is a system that is operated through
12 the Comptroller's Office.

13 Finally, they are evaluating and providing
14 recommendations to improve the delegation of authority
15 processes so that we can improve our efficiencies through
16 the Department so that we don't have a choke point in one
17 particular area.

18 The Legal Work Group is reviewing the
19 Department's policies to identify changes needed to ensure
20 that we are aligned with statute and best practices, that
21 those policies, those rules and policies are standardized,
22 and that they are easily accessible to staff.

23 They are also reviewing the Agency's fraud
24 policies and completion of our Sunset-related items. And
25 finally, this work group is focused on the flow of rule

1 development from drafting to final adoption, and looking
2 to make sure that we have the best process in place
3 possible so that we can ensure proper review,
4 transparency, efficiency, and public input into that
5 process.

6 The Technology Work Group. The Technology Work
7 Group is reviewing the Department's technology
8 organization for alignment to ensure efficiency of
9 services, and they're also identifying service-level
10 agreements, so internal and external customers really know
11 what to expect from the services that we provide.

12 Another milestone for this work group is to
13 assess the application performance and to employ
14 additional monitoring tools to assist the Department.
15 They are also looking to improve visibility into
16 cybersecurity risks through utilization of automated
17 tools, and also evaluating data governance processes to
18 improve performance, decrease the Agency's risk around
19 data, and to ensure efficiency and compliance with the use
20 of the Department's very important data.

21 Another initiative is to review the intake
22 process when it comes to portfolio governance -- excuse
23 me -- and develop a weighted matrix of how we prioritize
24 and select enhancements and system defects for
25 implementation. This work group is also responsible for

1 development of a report that lays out the status of our
2 technology currency and the standards around our
3 technology.

4 And finally, the Technology Work Group will be
5 looking at planning out an enterprise complaint management
6 system to improve our cross-division work related to
7 complaints received by the Department. Right now, we
8 don't have a system like that in place. So they will be
9 busy looking at planning and looking at what would it take
10 to implement such a system in the Agency.

11 Moving on to the Finance and Administrative
12 Services Work Group, they are developing a report of
13 changes needed to optimize the usage of our facilities,
14 both here at Headquarters and the 16 Regional Service
15 Centers across the state. These are both short-term and
16 long-term milestones for those -- for facilities. They're
17 also evaluating the budget structure, and will be
18 making -- recommending changes to ensure that it is
19 optimal to meet the Department's needs, both short-term as
20 well as long-term.

21 Finally, they are creating key performance
22 indicators around our support functions within the Agency
23 so that we have greater visibility into whether or not we
24 are hitting the mark when it comes to the support services
25 that we provide to Department staff.

1 Organizational Preparation Work Group. This
2 work group is very busy reviewing and will be making
3 recommendations around the overall organizational
4 structure and staff allocations to make sure that we are
5 efficiently using our human resources within the Agency.

6 Additionally, this work group is looking at the
7 development of an annual plan for classification reviews.

8 And this is to better ensure equity and consistency
9 across the Department, and also better recruitment and
10 retention of our employees.

11 They're also looking at the change management
12 within the Agency. We have pockets of change management
13 throughout the organization, so they'll be looking at the
14 structure of change management, and possibly where it
15 should reside within the Department.

16 They're also developing policies and procedures
17 around setting up and implementing career paths in the
18 Agency, so we can hold onto our employees that have an
19 interest in a career at the Agency. The Organizational
20 Preparation Work Group is also developing guidelines for
21 starting salaries, and equity for salary increases across
22 the different divisions.

23 Something that is near and dear to my heart is
24 the Leadership Academy. They are looking very closely at
25 the next level of the Leadership Academy. Our Human

1 Resources Division has created supervisory training for
2 the Department, that all of our supervisors are going
3 through now, and they're looking forward to adding
4 additional leadership training to our repertoire so that
5 we, one, can make sure that our existing managers within
6 the Agency have the leadership skills that they need to be
7 able to move the Agency forward, but also any of our
8 employees that are interested in moving into a leadership
9 role, that we have that resource available to them, should
10 that be of interest to them.

11 And last, but certainly not least, we have the
12 Communications Work Group, who will be developing a style
13 guide for the Department to include standards for writing,
14 so that we can better ensure that we are speaking with one
15 voice. They're also establishing a Department
16 communication calendar to make sure the Agency is
17 coordinated and prepared for communications being
18 distributed by the Department. The work group is also
19 looking at the development of standard operating
20 procedures pertaining to the governance of the TxDMV's
21 intranet and internet.

22 And finally, the Communications Work Group is
23 developing communication strategies on how to communicate
24 and better foster stakeholder relationships, as well as
25 methods to permeate the Agency culture throughout the

1 organization at all levels of the organization.

2 I've shared with you just the short-term goals
3 of the TxDMV Organizational Assessment Project, which will
4 actually formally end at the end of the fiscal year.
5 Those items that are not completed or have the longer-term
6 goals will be considered for the Agency's strategic plan,
7 as well as possibly being implemented in the specific
8 divisional operational plans, so that we can continue the
9 very positive momentum of TOAP.

10 MR. PREWITT: Yes.

11 MS. BREWSTER: So in closing, if I may, I would
12 really like to thank the -- those that have been involved
13 in the TOAP process. Unfortunately, Noelle Bell is not
14 here. She's in our Project Management office. She is on
15 a vacation, so that's very good.

16 But I also wanted to thank Thomas Beckley for
17 his work. He leads the Project Management office.
18 They're done a great job of trying to coordinate all of
19 these efforts. I also want to express my sincere
20 appreciation for the members of TOAP.

21 They have set some pretty aggressive timelines
22 for accomplishing a great deal, but they're making
23 outstanding progress, so I want to very much thank those
24 that are part of the TOAP working groups, and that's
25 pretty much almost everyone in that area over there.

1 But I do want to just thank them for all of
2 their hard work on these items. And with that, Mr.
3 Chairman, members, I'd be happy to answer any questions
4 that you have.

5 MR. PREWITT: Are there any questions?

6 MS. WASHBURN: I have one question. This is a
7 pretty aggressive list of things, that, combined with the
8 management actions from the Sunset. How do you
9 prioritize?

10 MS. BREWSTER: So one of the -- that's a
11 great -- that's a very good question. One of the things
12 that we are doing is trying to, as an Agency, do exactly
13 what you're referencing, member Washburn.

14 We are looking at the strategic planning
15 process and starting that process earlier so that we can
16 establish what the priorities are up front, and have
17 those -- so that we don't have a number of initiatives
18 going on all at the same time, that they all kind of feed
19 into each other. So that we don't have initiatives under
20 the operational plans, initiatives under Sunset,
21 initiatives under the strategic plan, so that we can
22 streamline that process and make it as efficient as
23 possible, while not burning out Agency staff.

24 So actually, Dr. Tom Shindell will be going
25 into the strategic planning process and will be providing

1 more information around that. So if you don't mind, I
2 will defer to --

3 MS. WASHBURN: Absolutely.

4 MS. BREWSTER: -- him to go into that a little
5 bit further.

6 MS. WASHBURN: No problem. Thank you.

7 MS. BREWSTER: Thank you.

8 MR. PREWITT: Are there any other questions?

9 (No response.)

10 MR. PREWITT: Great job. We look forward to
11 hearing about the six work groups and I know that y'all
12 have a full stack of work ahead of you.

13 MS. BREWSTER: Thank you.

14 MR. PREWITT: Thank you, Ms. Brewster. I'd
15 like to now call on Matthew Levitt to present an update on
16 the workforce update.

17 MR. LEVITT: Good afternoon, Chairman Prewitt,
18 members. My name is Matthew Levitt. Excuse me. I'm the
19 Human Resources director. This is a briefing only. And
20 you -- this is information about our workforce.

21 You heard a lot about all the great things that
22 the Agency is accomplishing, all of the outcomes. These
23 are done by the people, the dedicated staff across the
24 state. I just want to give y'all sort of a brief overview
25 of what our workforce looks like very quickly.

1 The -- I'm starting on page 13. The slides are
2 going to not follow directly with the same information you
3 have. You will see basically the same information as you
4 were getting on screen.

5 So I want start talking about turnover. So
6 I'm -- not necessarily the lunch kind of turnover, but the
7 employee turnover. So when we lose employees, it's a cost
8 to the Agency in both the dollar cost and the retraining
9 cost and the work not getting done.

10 And overall, we have a fairly low turnover
11 compared to other state agencies in Texas. And again, you
12 have all of this detail in the slide -- in the handout on
13 pages 13 through 19. When we look at other Texas state
14 agencies across the state, the overall turnover when we
15 consider both the voluntary and involuntary turnover, has
16 been between about 17-1/2 and 19.3 percent over the last
17 five years.

18 If we look at how the turnover rate for all
19 employees at TxDMV, you'll see that it's significantly
20 lower. This includes everybody who's leaving, whether
21 it's voluntary or involuntary, including those people who
22 are terminated, who are resigned in lieu of, you know --
23 in lieu of termination.

24 So if we could look at just the voluntary
25 turnover, if we look at all Texas state agencies, you're

1 going to find a much lower rate between about 10 and
2 11 percent. Again, however, you'll see that at TxDMV, our
3 turnover rate is still significantly below that.

4 So we have much lower turnover compared to
5 other Texas state agencies as a whole. We have a fairly
6 significantly, you know, long tenure compared to Texas
7 government. People are wanting to work here. People are
8 not leaving in droves.

9 People are happy to stay and generally are
10 fairly -- I mean, in a broad sense, pleased with the, you
11 know -- with the Agency. Fifty-two percent of the
12 employees have been here at least five years, and
13 149 days, we'll have reached 10 years as an Agency.

14 There's about a quarter of the Agency that has
15 been here since the beginning of the Agency, when the
16 Agency broke off from TxDOT in 2009. So again, you have
17 fairly significant tenure of people who have been here for
18 quite a while.

19 I'm in one of the 48 percent, so I'm not one of
20 those, but you have a fairly lengthy tenure of many of our
21 staff. To discuss a few of the other demographics,
22 70 percent of our employees are in Austin. We don't have
23 quite the same view out of our windows for where we are.

24 Of the remaining staff, we have 200 employees
25 in regional offices around the state. The -- of those

1 regional staff outside of Austin, the majority of them are
2 in the Vehicle Titles and Registration Division, about
3 three-quarters of them.

4 Nearly all the rest are in the Enforcement and
5 Compliance and Investigation Division, with a couple in
6 the Administrative Services Division. So again, a couple
7 hundred employees in offices throughout the state.

8 Shifting gears a little bit, just to talk about
9 some of the demographics, about two-thirds of our
10 workforce is female, which is a little bit more, compared
11 to other state agencies and compared to the available in
12 the overall workforce. Our racial makeup is fairly
13 comparable to the state of Texas. Fifty-four percent
14 white, 28 percent Hispanic, 14 percent African-American,
15 and 4 percent Asian and other races. So we have a fairly
16 diverse workforce that represents the -- you know, the
17 ethnic diversity of this state.

18 We have a fairly older workforce. Three-
19 quarters of our staff are over 40. We don't have too many
20 on the far right over there with the bright hair and
21 ribbons in our hair, that -- again, some of the detail is
22 in the handout that you have.

23 And the majority of our employees are older.
24 This is older compared to the state workforce overall and
25 compared to the general civilian workforce. So one of our

1 challenges is as our workforce ages and as people come,
2 you know, eligible for retirement, make sure we're
3 continuing to recruit, able to recruit and fill those
4 positions and to be able to maintain a -- you know, the
5 knowledge transfer for those employees who are retiring
6 and moving on.

7 Shifting gears a little bit -- let me just
8 pause for a little bit. I want to talk about training.
9 Any questions from any of y'all so far of the sort of
10 overview of the demographics and what our workforce looks
11 like?

12 (No response.)

13 MR. LEVITT: So just to talk about training,
14 there's a number of things that are mandatory training
15 that are required -- excuse me -- by the state. We're
16 required to have EEO training for all employees within the
17 first 30 days of employment.

18 We're required to have human -- you know,
19 opposing human trafficking -- you know, the anti-human
20 trafficking, you know, training that all employees are
21 going through. We have the computer security training
22 that all employees take.

23 We have an AAMVA training for fraud that every
24 employee is required to take. We also have our internal
25 fraud, waste and abuse training required for all

1 employees. Again, these are things that all employees are
2 taking within their first 30 days to make sure that we've
3 got a consistent, trained, knowledgeable, you know,
4 workforce operating with integrity and principles.

5 MR. PREWITT: Please.

6 MS. BREWSTER: Matthew referred to AAMVA fraud
7 training. AAMVA is the American Association of Motor
8 Vehicle Administrators. It's our national association and
9 they have fraud training to member jurisdictions, which we
10 are one of them. Thank you.

11 MR. LEVITT: As a relatively new employee, I
12 know about three acronyms. I'm still learning, and so
13 that was one of them. So the -- thank you. One other
14 piece that Whitney referred to earlier is that we've been
15 conducting supervisory training for all supervisors.

16 We want to make sure that all supervisors are
17 up to speed on what can you ask in an interview? What
18 happens if someone has a disability? What happens if
19 someone has a medical condition? If someone is asking for
20 leave -- to make sure that these things are handled
21 consistently and accurately and fairly and legally across
22 the board for all of our supervisors.

23 We're in the process of doing that now, and the
24 next training is going to, you know, happen again in July
25 for this, and wrap this up in September. We're in the

1 process of developing leadership training to the next
2 stage for all of our staff.

3 And so as Whitney mentioned, we really want to
4 make sure that we've got opportunities for people to
5 advance. So we're really looking at making sure that
6 we're developing several levels of leadership training for
7 people to advance and promote through the Agency.

8 One of the issues that I know, you know -- as a
9 relatively new employee -- I know it's been discussed for
10 a while -- is making sure that there's training and
11 there's opportunities that we have ways in which to
12 develop our staff.

13 In our operational plan, one of the pieces we
14 have for HR is to make sure we are developing leadership
15 training. So this is a piece that's in process right now.

16 We're in the process of developing. This is something
17 that's going to be rolled out in the fall, you know,
18 available to all employees, required for some, still in
19 the works for what that's going to look like.

20 And again, we really want to focus on the
21 opportunity for internal promotion and internal
22 advancement by gaining skills for our staff. That was a
23 really quick review.

24 MR. PREWITT: It was.

25 MR. LEVITT: I can answer any questions that

1 y'all might have.

2 MR. PREWITT: Are there any questions?

3 (No response.)

4 MS. WASHBURN: Thank you.

5 MR. LEVITT: Thank you.

6 MR. PREWITT: Great job, Matthew. Thank you.

7 Next, Sandra Menjivar-Suddeath. If you'd come up and talk
8 to us about the Enterprise Project Management Advisory
9 Service?

10 MS. MENJIVAR-SUDDEATH: Good afternoon. For
11 the record, Sandra Menjivar-Suddeath, Internal Audit
12 director, and I'm presenting Item 7, which is on page 22,
13 which is the Enterprise Project Management Advisory, and
14 this is a briefing item only, so no action is required.

15 To give you some information about the
16 Enterprise Project Management process in the Department,
17 the Enterprise Project Management process is what governs
18 any large initiative or project we do in the Agency. For
19 example, the refactoring of the registration and title
20 system, webLIEN, webDEALER, and even the county refresh of
21 equipment that we did a few years ago, were governed with
22 the Project Management -- Enterprise Project Management
23 process.

24 Now, previous to this fiscal year, the
25 Enterprise Project Management process was governed and

1 overseen by the Enterprise Project Management Office.
2 That office was dissolved and put into the Information
3 Technology Service Division this fiscal year and now is
4 the Project Management Office within the Information
5 Technology Service Division.

6 Now, as part of that transition, the chief
7 information officer, Mike Higginbotham, requested that
8 Internal Audit do an advisory service to evaluate the
9 Project Management process. And an advisory service is a
10 bit different than an audit.

11 As an audit, actually, we're doing testing.
12 We're reviewing controls, things to that regard. The
13 Advisory Service is information-gathering. We get
14 information. We have specific objectives that we've
15 discussed with the Division or the Division director on
16 what we need to collect, and we provide that information
17 to help them plan for the future.

18 Since the Project Management process was
19 something new for Information Technology Service Division,
20 they wanted us to evaluate the government structure and
21 specifically identify potential roles and responsibilities
22 for the staff.

23 In addition, they wanted information about the
24 potential governance structures that could be used instead
25 of the one we have right now. So the project was led by

1 Jason Gonzalez, who's the senior audit next to me, and
2 Jacob Geray, who's in the audience.

3 And I'm going to transition to Jason to talk
4 about the results and give you a little bit more
5 information about the Project Management process.

6 MR. GONZALEZ: For the record, Jason Gonzalez,
7 senior internal auditor. Can you hear me now? All right.

8 So the first thing I want to touch base is just what
9 defines an enterprise project. Right now, we define that
10 as a project with 5,000 hours, \$500,000 in expenditure of
11 our budget, if it affects the -- if the project affects
12 the Department as a whole, or if it specifically involves
13 two or more divisions.

14 The current governance structure consists of a
15 project team, leadership teams, the executive steering
16 committee, and the governance team, where the project
17 team -- the subject matter experts. The leadership team
18 are the project -- the level of project teams management.

19 The executive steering committee is the
20 oversight of daily budget expenditures, and they vote on
21 project -- general project decisions. And the governance
22 team is -- votes on specifically the budget, the project
23 hours, and then they also make decisions on how that
24 project is going to impact the Department as a whole, so
25 the portfolio management.

1 This current model provides a level of
2 transparency on each level of management for the project.
3 The current governance team is composed of four advisors,
4 a governance chair, which is the executive director, and
5 then voting members, which is the deputy executive
6 director and all division directors.

7 And here's the model for the executive steering
8 committee. Currently the business analyst provides
9 business needs, and the project manager -- they manage
10 project risk and provide project status updates to the ESC
11 team.

12 MS. MENJIVAR-SUDDEATH: And the project manager
13 and the business analyst are part of the Project
14 Management Office, so the executives, the advisors,
15 business owners, those are divisional staff as well as
16 potential division directors that will get involved in it.

17 But the project manager does come from the
18 Portfolio Management Office.

19 MR. GONZALEZ: In order to communicate, the
20 project manager utilize project dashboards. Oh, I'm
21 sorry. I skipped over. So first, I'm going to talk about
22 the structure and roles and responsibilities.

23 So we looked at roles and responsibilities and
24 structure, and we identified that the way the current
25 structure -- the current governance model is structured --

1 you can have duplicate members between governance and ESC
2 teams, and found up to five, where division directors are
3 members of both the ESC and the governance team.

4 We found some concerns with the governance and
5 ESC roles not being defined. They weren't always listed
6 in project charters, and the project charter defines the
7 project scope. So roles and responsibilities weren't
8 defined.

9 We also found where project manager description
10 using key industry competencies -- the organizational
11 skills of the project manager weren't clear. Like, that
12 wasn't a key component that we identified as being
13 necessary.

14 MS. MENJIVAR-SUDDEATH: And the reason we focus
15 on the structure and the overlap is because the governance
16 team is really responsible for the overall portfolio
17 management, and the executive steering committee is for
18 each project. And when you have potential overlap between
19 the two of them and not clearly defined roles, that line
20 can get blurred, and the big picture on the portfolio
21 management can be missed because of that.

22 And so that's why we specifically call out the
23 structural concern of having members on both of them.
24 That said, as Mr. Gonzalez mentioned, it does create
25 significant transparency, so -- which is a very positive

1 thing in our model.

2 MR. GONZALEZ: And the way we communicate,
3 project managers communicate, is with project dashboards.

4 So the project dashboard standardizes communications
5 about the ESC and governance teams. It provides specific
6 information on milestones, remaining budget, and level of
7 effort.

8 However, it may also include some information
9 such as trend lines that may not be critical. Our project
10 management dashboard contains 14 communication elements.
11 The industry standards that we looked at usually contained
12 up to six, so we more than doubled the elements that we're
13 trying to communicate, which I think you can lose some of
14 the information with having too much information.

15 We also found that the way the presentations
16 occur within meetings isn't always as timely as it should
17 be, where we have -- if an item is escalated, sometimes we
18 only have three days to review. It may not be, for our
19 governance teams and ESC teams, enough time to process
20 what they'll be voting on, and sometimes it's project
21 status and risk, which are pretty key components to what
22 we're trying to communicate, and they're listed on the
23 bottom of the presentation, rather than the top of the
24 dashboard.

25 So we thought that, if it's that -- those are

1 two critical components. They should probably be listed
2 further up in the dashboard.

3 MS. MENJIVAR-SUDDEATH: And we have provided
4 this information to the Information Technology Service
5 Division, as we found it, and you will see, later in the
6 presentation, they've already made updates to their
7 dashboard to better represent the information.

8 Something else that we noted in the report --
9 this dashboard was developed several years ago with input
10 from the Board. So there was a lot of relevant
11 information that the Board may want on that.

12 We did make a suggestion that if there's
13 something that the Board wants, we should maybe use a
14 dashboard for the Board, and then a dashboard internally
15 for our own management of the project, because there may
16 be two separate things that we're trying to achieve on
17 one.

18 MR. GONZALEZ: So we provided some alternative
19 governance frameworks. We looked at industry standards.
20 We looked at different government agencies, and these are
21 the four models that are being used right now. And so we
22 looked at a streamlined model or a streamlined framework.

23 We looked at an information technology
24 investment management framework, a technology business
25 management framework, and a principle-based agile

1 governance framework. The streamlined version which
2 basically -- where project decisions are made on a project
3 team level.

4 The information technology investment
5 management framework is where all projects operate out of
6 an IT budget, where decisions can be made at a divisional
7 level. The technology business management framework is
8 basically -- it's operating where you apply budget, so
9 it's IT costs. It's costs associated, and it's all based
10 on projects. And then the principle-based is just this
11 approach where we complete projects in smaller -- within
12 smaller components.

13 MS. MENJIVAR-SUDEATH: And just to kind of
14 give some clarification, agile is a term used for project
15 development. So right now in our Agency we traditionally
16 use what we call system life development cycle, which is
17 Waterfall.

18 So you would see some massive projects that we
19 do, and we have, you know, build-in dates, and we build
20 the whole, entire system. Agile takes a more functional
21 base, so instead of having one big project, you break it
22 up into smaller components, and so it's more of an
23 iterative process.

24 So agile is more used in the private sector.
25 Public sector is slowly transitioning to that, which is

1 why we incorporated those into the governance models that
2 we provided information to IT on.

3 MR. GONZALEZ: And these models have some key
4 benefits. With the streamlined version, it keeps the
5 current transparency that we have. It also allows us to
6 have, like, a stepping stone to using other agile
7 principles or to adopting other agile principles.

8 It's a first step. The IT management --
9 investment management framework, one of the key benefits
10 of that is it's really flexible, and it provides us a
11 roadmap, so we can start establishing a mature
12 environment.

13 The technology business management framework,
14 it's set up in a way that business owners and finance
15 understand. It's a cost language. It's a -- it allows
16 for understanding and cost tradeoffs. So if a project has
17 to change, it's all set budget, so you -- it allows you to
18 identify using your budget elsewhere.

19 It's easy to see. And agile principles, it
20 just develops faster life cycles. That's the benefit of
21 that. The next one to talk about, potential components
22 that we can implement. For streamlined, DIR already has a
23 PM-wide or agile model that we could adopt, and use that
24 as a basis to adopt.

25 The management framework, we already have

1 boards in place. It would just give them a different
2 focus, and it would allow us to strengthen our project
3 selection. The technology business management
4 framework -- our model exists.

5 We would just have to adopt cost codes, and
6 assign all budget to IT. The agile framework -- or
7 principles framework, we have the same principles. We
8 would just -- we have some of those principles that are
9 written here.

10 We would just have to -- such as scrum
11 meetings. We already have those in place. We would just
12 continue that. Some of the gaps to implementation -- for
13 streamlined, we don't have enterprise-wide data. We'd
14 also have to change our expectations.

15 Right now, we have -- everything's really
16 broad. We'd have to change it to doing everything more
17 compartmentalized. As far as IT investment, we'd also
18 have to define -- we'd have to further define an IT -- our
19 architecture and how our systems interact.

20 For the technology business management model,
21 we don't have real-time budget information usually, so
22 that model requires that, or that framework requires that.

23 And then for agile principles framework, it's
24 basically -- we have incremental functional base
25 requirements that we would have to establish.

1 MS. MENJIVAR-SUDDEATH: That's pretty much our
2 Advisory Service and the information we provided. With
3 the governance models, we wanted to make sure that the
4 information that IT had, they had a roadmap for whatever
5 they chose to use, if they chose to use any of it, so
6 that's why we went a little bit more in-depth on the
7 implementation gaps and things like that.

8 Are there any questions?

9 MR. PREWITT: If you -- so as from a go-forward
10 basis on the different governance models, it sort of
11 remains to be seen if they'll adopt any of the four?

12 MS. MENJIVAR-SUDDEATH: Right. It's up to the
13 Information Technology Division if they're going to change
14 any governance models. I think, based on previous
15 discussions, there's probably going to be some changes
16 they will.

17 Changing it holistically and going to a new
18 model will probably take several years, because we have
19 projects that in-flight already. So --

20 MR. PREWITT: Right.

21 MS. MENJIVAR-SUDDEATH: -- this is going to be
22 probably a long-term project.

23 MR. PREWITT: And the intent is to adopt one
24 governance model overall, versus different versions of the
25 different four models? In other words, would they adopt

1 over time -- adopt one comprehensive model of governance?

2 MS. MENJIVAR-SUDDEATH: Yeah. The goal would
3 be eventually to adopt one governance model. Now, like I
4 said, the industry is moving to agile principle framework.
5 Because of some of the state regulations, that would be
6 very difficult for the Agency to do as a whole.

7 That's why the Department information has what
8 they call a "PM Lite" which is basically some of the agile
9 principles, taking some of our state regulations, and
10 putting them together. But yes.

11 MR. PREWITT: Okay. Great. Are there any
12 questions, Committee members?

13 (No response.)

14 MR. PREWITT: Thank you guys very much. Thank
15 you. Mike Higginbotham will be next, talking to us about
16 technology projects and roadmap.

17 MR. HIGGINBOTHAM: Good afternoon. For the
18 record, I'm Mike Higginbotham, chief information officer,
19 and here today to provide you with an update on our
20 projects, project status, and then also kind of an
21 introduction to our new Technology Roadmap.

22 So you have materials that have been provided,
23 and we'll be kind of walking through those materials.
24 Those start, I believe, on page 40 of your materials
25 booklet, and so we'll give you an update, just kind of --

1 first of all, there's going to be a lot of acronyms here,
2 so I'm going to try to go through and explain these,
3 because even when I was kind of -- was new, it was a lot
4 for me to take on, even though I've got the prior
5 experience.

6 But the State experience -- there were some
7 acronyms thrown in there. So we'll kind of walk through
8 those together as we move through these slides here. So
9 we'll just go ahead and start on page 43 of your booklet.
10 That is the TxDMV portfolio trend overview.

11 And in that overview, there's really a few
12 things that I want to kind of start off with. So
13 there's -- in the upper right -- upper left-hand corner
14 there, you've got the portfolio overall project trend. So
15 that chart is really trying to show, you know, what are
16 our different statuses, red, yellow, green.

17 So -- and there's also, back on page 55 of your
18 booklet -- there's a very detailed description of what all
19 of those different statuses mean. But the good news is
20 that right now, in terms of an overall perspective of our
21 projects, we have no red projects right now.

22 So that's the good news. We do have green and
23 yellow. And the trend there -- you can see that trend
24 over time as it kind of, you know -- has progressed, going
25 back to fiscal year '18, and then going through, forward,

1 for the last few months, coming up with the current
2 version of FY'19 -- or sorry -- of May 2019.

3 We also have on this same page a review of the
4 portfolio budget trend and the schedule trend. Again,
5 most projects there are in a green status. We do have
6 some that are kind of in yellow, and we'll talk a little
7 bit more about those as we move forward here.

8 And then we also have the portfolio change
9 request. So this is when there's some sort of, you know,
10 schedule change or scope change or budget change. Sandra
11 mentioned earlier that there's a governance team that
12 meets and those changes are brought forward to the
13 governance team, and so we try to reflect those on here
14 too, in terms of just a high-level overview.

15 The dashboards that we're about to go through
16 will get into a little more detail on that. So moving
17 along to kind of our next page here, which really kind of
18 gets into the QAT report. So here's the beginning of the
19 first acronyms, the first set of acronyms. Right?

20 So QAT, what is that? So that's the Quality
21 Assurance Team. And so that is -- the Quality Assurance
22 Team is responsible for reviewing and approving all Major
23 Information Resources Projects in the State of Texas. So
24 Major Information Resources Projects, that's going to be
25 another acronym called MIRP that you may hear.

1 That sounds almost as good as TOAP. Right?
2 MIRP? Anyway so they'll review those. And you're, like,
3 well, which ones -- what makes it a Major Information
4 Systems Project? Well, so it's -- first of all, the
5 Legislature can dictate that any of them are Major
6 Information Resources Projects.

7 So of course, we're going to follow that. But
8 there's also some other criteria there, that it's got to
9 be, you know, greater than a million dollars' worth of
10 development costs that really kind of put that over into
11 the major category.

12 In addition to that, you'll also have, you
13 know -- are these, you know, functions? Are you
14 materially changing the functions of the Agency? Are
15 there multiple agencies and departments that are impacted?

16 So those are some of the things that help qualify
17 something as a MIRP, or a Major Information Resources
18 Project.

19 We've got a couple of those that are currently
20 open. So this page here talks about kind of what the
21 statuses of those look like, and actually the slide will
22 talk about that too. You've heard about -- or we've got
23 listed here webDEALER.

24 So this is webDEALER. It's specifically --
25 webDEALER has been a multi-phase, multi-year project. It

1 started back in 2012, and we are on the final phase of
2 webDEALER right now, and we'll talk a little bit more
3 about that final phase, which is eTITLE.

4 We'll talk about coming up here. That project,
5 when you look at the QAT version -- so if you go out and
6 talk with the folks at QAT, they'll say, well, that
7 project is in a yellow status. Well, it's a yellow status
8 because we've gone longer on the duration, on the
9 scheduled duration, than what we had originally predicted.

10 So -- but we're looking to wrap that one up
11 later on this month. So that's the good news. So as
12 part -- when you have these projects that you're going
13 through that are QAT projects, we have to provide status
14 reports to the QAT folks periodically.

15 And that QAT board, just to clear it up, they
16 are also -- they are made up of representation from the
17 Department of Information Resources, the State Auditor's
18 Office, the Legislative Budget Board, and also the
19 Comptroller's Office.

20 So lots of representation there that make up
21 the QAT group that is reviewing these projects. And we
22 provide status reports -- they're also called monitoring
23 reports -- on a periodic basis. For webDEALER, eTITLE,
24 we've been providing those updates on a monthly basis.

25 We also self-selected to, you know, give those

1 updates more frequently. Instead of the quarterly
2 updates, we've been giving them on a monthly basis, and
3 the status of those are here. We've submitted both of
4 those.

5 When this material was presented, it wasn't
6 quite to the end of May yet, but we have presented and
7 made the update for April 2019 as well. So blank on your
8 materials, but it's actually been provided and updated.
9 And that goes into another system that's called SPAR, the
10 Statewide Project Automated Reporting system.

11 That's something that's been fairly newly
12 developed with the State. And some of the folks in QAT
13 that use these -- this information are still kind of
14 getting plugged into SPAR, so we had kind of a little bit
15 of maybe some hiccups with information being communicated
16 to all bodies in a timely manner, but that's been worked
17 out now, which is good news.

18 This is something that will help improve
19 communication going forward. The other thing that we do
20 when we've got these major implementations is, we want to
21 go back and look at the business outcomes. Were they
22 recognized?

23 And so there's -- here's another one -- PIRBO,
24 that's the Post-Implementation Review of Business
25 Outcomes. And so that is a look-back, after the project

1 has been implemented, to see -- are we realizing the
2 benefits of what we initially set out to do?

3 So we've got a few projects that are kind of
4 coming up for a PIRBO review. Two of those go back to --
5 we're kind of at the two-year mark of when they were
6 implemented. One of those is the LACE replacement --
7 which LACE was the Licensing Administration Consumer
8 Affairs and Enforcement system.

9 It was replaced by something that you may have
10 heard of, called eLICENSING. That's really kind of
11 improved customer service, kind of, you know, online
12 access to these kinds of materials 24-7, which we didn't
13 have before. So that was -- it's coming up on the 24-
14 month or two-year review, so we're on-target. We actually
15 submitted that one. That was done back in April.

16 And then AMSIT, that was the Application
17 Migration and Server Infrastructure Transportation
18 project. That was us moving away from TxDOT
19 infrastructure as part of the separation there. And that
20 also took place -- it was completed back in 2017, and
21 we're coming up on that two-year review that we'll be
22 doing later on this calendar year.

23 And the RTS, the Registration and Titling
24 System, that project was again another multi-year project,
25 multi-million-dollar project, north of \$70 million overall

1 when it was complete. That was started back in 2012, and
2 we were moving off of the mainframe.

3 So you hear refactoring. What we really did
4 was kind of move off the mainframe into a more client
5 server, more modern technology infrastructure, multiple
6 years, multiple phases. That wrapped up at the end of the
7 2018, so now we're at the six-month review for RTS.

8 So that's coming up. That's on target. We'll
9 be providing those updates to QAT shortly. All right.
10 Moving along, I kind of touched on this one a little bit
11 already. This is on page 45 of your booklet there. QAT
12 project status.

13 I mentioned webDEALER, yellow, and that's
14 because we are over duration of the original plan. In
15 fact, you see here 124 percent over duration. With QAT,
16 we have provided them updates as to what our revised
17 timeline is and we'll talking about this with the
18 webDEALER dashboard in just a few minutes.

19 But our revised end date is now the end of this
20 month, and teams are actively testing our applications
21 right now. So we'll talk a little bit more about that in
22 a minute. And then another one that is again a Major
23 Information Resources Project, webLIEN, that one is --
24 well, it's dependent on webDEALER, eTITLE.

25 So it's been delayed because we've got to get

1 webDEALER, eTITLE to go first. That's kind of the first
2 domino that we've got to get in place. So that one is
3 green at the moment, but the schedule will go longer than
4 what we had originally planned because of that dependency
5 back to webDEALER, eTITLE.

6 So we're going to look at what that revised
7 schedule is going to look like, and then once we get that,
8 we'll publish that and of course let you all know and also
9 let QAT know. Okay. So moving right along, we'll go into
10 kind of the individual project dashboards now.

11 And so one of the things, you know, that was
12 mentioned earlier by the Internal Audit Division is that
13 we had our review, our kind of assessment that we
14 partnered with them on for ways to improve our governance
15 processes.

16 And one of those was -- how do we communicate
17 the information? You saw that dashboard that was there.
18 It was pretty busy. It had a lot of information on it.
19 So one of the things that we've done to already start
20 taking into action some of the recommendations from that
21 review is -- how do we make these dashboards look a bit
22 more cleaner and straightforward and kind of get to the
23 main topics up front?

24 So what you have in your materials is a revised
25 version of these project status dashboards. So webDEALER,

1 eTITLE is the first one here. And so just to kind of give
2 you a little bit of background about eTITLE -- what this
3 will do is, this will allow us to, you know, have a
4 vehicle title to be created, stored and transferred
5 electronically, which improves the accuracy of that
6 titling process.

7 So we've got, kind of, the overview of that,
8 kind of, across the top, and then we've got, kind of, your
9 status updates, risks and issues, kind of, more front and
10 center up at the top, and key achievements as well. So
11 you've got, kind of, like, the four squares there of key
12 achievements and status, risks and issues, upcoming
13 activities and upcoming milestone, and then down the left
14 side of your page there, you've got the project status,
15 kind of, a budget viewpoint, and kind of, the project
16 schedule.

17 And that's the same format that you'll see as
18 we move through these different pages here. This is a
19 recent revision that we've made. So we're certainly open
20 to feedback and input and suggestions. And like Sandra
21 mentioned before, you know, this is one way of doing this.

22 We could also have two versions where we have a
23 version that you would like to, kind of, have more
24 information on, more detailed, and then a different
25 version that's got different materials that's provided.

1 So we're open to that, but this is, kind of, our first
2 stab at making some improvements here.

3 So for webDEALER, eTITLE, the good news is,
4 yes, the project overall is yellow, and that's because of
5 our duration, our time, our schedule delay, but we are
6 still working towards a deployment date of June 30 of this
7 year, so this month, and that will -- we're currently in
8 testing.

9 So we're going through testing cycle, and we're
10 wanting to make sure that everything is thoroughly tested
11 and thoroughly vetted before we give the green light to
12 move that to production. Okay.

13 MS. BREWSTER: Mr. Chairman --

14 MR. HIGGINBOTHAM: The risks here --

15 MS. BREWSTER: -- if I may real quick?

16 MR. PREWITT: Just a minute, Mike.

17 MS. BREWSTER: I'm sorry. On webDEALER, I
18 think it's important to just let the Projects and
19 Operations Committee know a little more about the context
20 as to why that project was delayed. There were great
21 efforts by the Department to better ensure the usability
22 of that system, so there were -- without going over-
23 budget, we were able to add additional phases to that
24 project --

25 MR. PREWITT: Uh-huh.

1 MS. BREWSTER: -- so that it would have greater
2 usability, but also there were a number of stakeholders
3 who saw how well the system used -- was used and wanted to
4 be able to utilize the system as well. So we added
5 additional phases to address the need and desire of
6 stakeholders of the webDEALER system.

7 And also there was this little thing called
8 Single Sticker that was passed by the Legislature that had
9 a significant impact on the webDEALER project. There were
10 significant changes that needed to be made. So there were
11 a number of factors that went into us going over-schedule,
12 but we were able to do that within the budget, and also
13 improve the usage of the investment of time and money into
14 that IT system.

15 MR. HIGGINBOTHAM: Right. And thank you for
16 pointing that out. And one of the things too is, you
17 know, we actually took what the eTAG system that had been
18 kind of separate, and those -- one of the releases that we
19 did was to merge that into webDEALER.

20 So now, you're in one place using webDEALER.
21 You don't have to go between two different systems, and it
22 helped streamline, you know, the usage and operations. So
23 yes, there was increase in scope, which led to the
24 increase in time delay, but it was for good reasons, and
25 as Whitney pointed out, we're still under the original

1 budget, so that's actually a really good testimony to what
2 we've been doing here.

3 MR. PREWITT: Yes. Substantially under. Yeah.

4 MR. HIGGINBOTHAM: Yes.

5 MR. PREWITT: Yeah. Congratulations on that.

6 MR. HIGGINBOTHAM: It was -- you know, it's
7 really a team effort. I mean, this is, you know, a
8 project that's, you know, really owned by Jeremiah Kuntz,
9 who is director of Vehicle Titles and Registration, and
10 you know, my predecessor, Eric Obermier, had a lot to do
11 with bringing things forward and making the successes
12 here.

13 So it's been a project that's been ongoing
14 since, you know, I think back to 2012, with multiple
15 phases, so there's been a lot of folks that have been
16 involved, and it's really been a team effort.

17 MR. PREWITT: That's great.

18 MR. HIGGINBOTHAM: Now, webLIEN, going on to
19 the next page, this is, you know, moving on here to our
20 next deck, slide deck, is -- you know, webLIEN is going to
21 be one of those other things that kind of gives us an
22 improved ability for web-enabled self-service alternatives
23 for the removal of liens.

24 WebLIEN is -- we've done some work with it.
25 We've done requirements-gathering and looked at design,

1 but in order to kind of really start, kind of, going
2 towards the implementation, we've got to get webDEALER,
3 eTITLE done and out of the way first.

4 So as I mentioned before, this one is delayed,
5 and you know, we will come back with a revised schedule
6 very soon. But some work has been done here, and we're
7 looking forward to starting the next step of work with
8 webLIEN.

9 And this is another -- so both of these are
10 your top two Major Information Resources Projects, or
11 MIRPs, that we report out to QAT. The other projects,
12 even though they're not MIRPs, they're still important.
13 So we've got the Call Center upgrade.

14 The Call Center upgrade is looking to take our
15 existing Call Center infrastructure -- it's on some
16 equipment that is behind in terms of, you know, currency,
17 and so we're looking to bring those up to current
18 standards in terms of software support, so that way we
19 have -- you know, we're at the latest revision levels.

20 And this is really kind of part of helping to
21 shore up our foundation. And that's been a lot of work
22 that we've been working on in the last, I'd say, you know,
23 12 to 18 months here, is shoring up our technology
24 foundation, because if you've got a solid foundation, then
25 it helps to extend -- it makes it easier for you to extend

1 what you want to do going forward, adding new
2 enhancements, but also it makes it easier to maintain.

3 And when you've got different versions that are
4 older and antiquated, it makes it difficult to add new
5 features and functions, and it makes it difficult to
6 maintain. So this project is really about upgrading the
7 infrastructure, so that going forward we can start adding
8 additional functionality.

9 Once we've got that base foundation that's
10 upgraded, now we can move on to adding more value, adding
11 business functionality for --

12 MR. PREWITT: Right.

13 MR. HIGGINBOTHAM: -- you know, our Contact
14 Centers, and you know, Consumer Relations, and Motor
15 Carrier and Vehicle Titles, so that we can start, kind of,
16 taking it to the next level. So this is kind of the
17 foundational exercise, and then we'll be going from there.

18 I'm moving along to the kiosk pilot. So this
19 is really kind of another opportunity for us to make it
20 easier to do business with TxDMV. So with the kiosk you
21 can -- it gives kind of customers the option to, you know,
22 purchase and print vehicle registration stickers, you
23 know, by just going up to a machine.

24 And so we're looking at a pilot for this, and
25 this is something that we've been kind of assessing over

1 the last few years, and we're getting to the point now
2 with this one where we're looking at moving forward with a
3 new solicitation.

4 There's -- the executive steering committee has
5 been meeting on this on a regular basis, taking into
6 consideration information about credit card payments and
7 different options that are there and really trying to
8 match that up to what did we see with our initial
9 solicitation and the folks that responded and how that
10 looks?

11 After reviewing that with ESC, we've really
12 decided kind of the next best step is to pursue a new
13 solicitation. So that's what we'll be looking at in terms
14 of upcoming activities. The project schedule -- you know,
15 yes, there may be some impact there, because, you know, we
16 are kind of going and taking another look at this, and
17 going out with a new solicitation, but really, the way to
18 kind of -- the way that we've mitigated that is being
19 transparent on the schedule, and got that approval through
20 the executive steering committee.

21 So this is still, you know, really exciting in
22 terms of the opportunities that this presents, because
23 it's another way to reach the citizens of Texas. It's
24 another way to kind of help out, you know, to have another
25 channel to renew your registration or other services,

1 instead of just being, you know, kind of relegated to, you
2 know, maybe standing in a line, or going online.

3 This is another channel, if you will. Okay.
4 So then moving on to the external website. External
5 website project, this is a project that's really looking
6 to -- I call it a renovation, of making the current
7 website, the public-facing website improved in terms of
8 appearance and functionality, and so that project is in a
9 good state right now.

10 We are engaged with a vendor that is working
11 with us. They have already begun to show proof of
12 concepts, of kind of what the revisions and renovations
13 would look like. There's also some focus groups feedback
14 that is going to be solicited very shortly, and there will
15 be kind of an outreach there to talk to the different
16 stakeholder groups that are involved, because we want to
17 make sure that if we're going to do these renovations
18 that, really, you know, we're making improvements, and
19 having that stakeholder feedback, I think, is critical for
20 that so -- it's also helpful if I didn't hit the
21 microphone like that.

22 But anyway, that's what we're looking at doing
23 there. The upcoming activities, focus group feedback
24 exercises, proof of concepts actually presented to the
25 executive steering committee, and then also we've got kind

1 of an item there about website hosting.

2 This is something where we're looking to
3 actually leverage cloud infrastructure. And you hear a
4 lot about that. The Agency has been kind of dipping our
5 toe into that. You know, we've got some functions such as
6 eLICENSING that are leveraging some cloud operations
7 through Salesforce.

8 But really, we have another opportunity to
9 leverage some of that infrastructure here. So -- and that
10 also helps align with kind of the direction that I think
11 most agencies and the Legislature would like folks to
12 start looking into, as moving more towards cloud
13 infrastructure and leveraging that.

14 So kind of like agile, like Sandra mentioned,
15 you can't kind of flip it -- flip the switch overnight,
16 but if we can start making incremental improvements there,
17 that will be good, when the opportunities present
18 themselves.

19 Going on to enterprise reporting, this is on
20 page 52 of your book, this was a set of reports and
21 dashboards for Finance and Administrative Services, and
22 specifically for Finance, some reports such as titles
23 statistics, and active registrations, and some dashboards
24 around funds collected and fee revenues, to kind of help
25 with our visibility into what we're processing, and what

1 our statistics look like.

2 So reporting is something that there's -- I
3 think that Linda has said before that we are data-rich,
4 but report-poor, I think, if I said that correctly. So
5 there's going to be several initiatives here that you see
6 and projects that start talking about improving reporting.

7 Enterprise reporting is one of them for finance.

8 We've also got some work on county reporting
9 improvements that we'll be looking to do, and we'll talk a
10 little more about that when we get to the Roadmap. And
11 then we've also, over time -- we've recently developed
12 some fraud data dashboard reporting that has helped with
13 identification of fraud and helping our CID group with
14 identifying potential patterns.

15 So reporting is something that we have to look
16 at. I think we've got a lot of data, but now we're just
17 starting to get into the processes of improving how we
18 report on that, and making that data available so that can
19 help us with decision-making as well.

20 So this is one that helps go along those lines.

21 Last, but certainly not least, is another project about
22 another upgrade. This is Windows 10. So Windows 7 is
23 kind of where we've been, and kind of been the standard
24 for a while for folks, but that one's coming to an end of
25 life.

1 In the middle of January 2020, Windows 7 will
2 no longer be supported. So we are working to migrate off
3 of Windows 7 and migrate to Windows 10. In terms of
4 status there, we are mostly done with Headquarters.
5 There's just a couple of divisions that are left, and the
6 we'll be reaching out to the Regional Service Centers.

7 We've got some that we've already started with,
8 but we've got most of those that are still needing to be
9 upgraded, about 65 percent. And then next -- and this
10 would be a very critical component of this project -- is
11 upgrading in the county offices.

12 And so we're working to put together what that
13 plan will look like, because that will obviously have to
14 involve, you know, the county offices directly. We don't
15 want to have any affected -- any downtime affected there.

16 And so we'll be -- we're working right now to put
17 together what that plan and strategy looks like in terms
18 of actually upgrading the individual offices and
19 workstations.

20 We're kind of taking an approach of -- where if
21 you're -- if it's a smaller office with, you know, less
22 than two RTS workstations, we're going to partner with our
23 vendor to help us out, and if it's more than that, we can
24 actually do some pushing out of the updates through the
25 infrastructure and using some of the equipment that's

1 already there to do those upgrades, so that it's less
2 impactful that way as well.

3 So more to come on that one. But we've got a
4 time certain that we have to be off of Windows 7, and
5 we're marching towards that right now. So a lot of
6 information there about projects. And as I mentioned
7 before, page 55 has kind of the project category dashboard
8 indicators that kind of gives more detail about the green,
9 yellow and red indicators.

10 But I will pause here for a moment before we go
11 into talking about the Technology Roadmap and see if there
12 are any questions.

13 MR. PREWITT: Are there any questions from the
14 Committee members?

15 MR. SCOTT: Just a couple questions on kiosks.

16 MR. HIGGINBOTHAM: Yes?

17 MR. SCOTT: So where do you -- where do we
18 think those kiosks would go? I'm sorry. Where do you
19 think those kiosks would actually go?

20 MR. HIGGINBOTHAM: So right now, I think we are
21 still kind of determining what that would look like in
22 terms of where these would be deployed, and I'm going to
23 see here. Jeremiah, would you mind coming up?

24 Jeremiah Kuntz is our director of Vehicle
25 Titles and Registration, and I think you may be able to --

1 MR. KUNTZ: Yeah. So for the record, Jeremiah
2 Kuntz, Director of Vehicle Titles and Registration
3 Division. The Agency was looking at partnering with the
4 county tax assessor-collectors for locations to locate
5 those kiosks, either in their offices themselves or
6 potentially, if they had a subcontractor location, like an
7 HEB or something like that, that would potentially have
8 those.

9 We do have some limitations. We had actually
10 sent out some surveys to the county assessor-collectors to
11 try and gauge, one, their interest in having a kiosk in
12 their county or in their location. There are some
13 requirements.

14 They've got to be bolted to the floor. These
15 are similar to an ATM machine. They're going to have cash
16 in them, so there would be some impact on their office, if
17 you will, drilling into the floor, making sure they're
18 hard-mounted, making sure they've got power, network
19 connectivity, those kind of things, and so we had gathered
20 that information from them.

21 We have some counties that are interested in
22 partnering with the Agency. Based on kind of what ends up
23 coming out of the solicitation will drive kind of where we
24 go with those, and the reason I say that is, certain
25 machines have more hand-touching that has to occur with

1 them, filling them up with the paper, getting the cash out
2 of them, replenishing the change, those kind of things,
3 and so there's a lot of those details that needed to be
4 worked out.

5 That's one of the things that we needed to get
6 back from the vendor is kind of -- what is -- what does it
7 look like? What does the support around that look like,
8 so that we could figure out the best location to put them
9 in.

10 MR. SCOTT: Do you think it would be more like
11 a more rural or urban?

12 MR. KUNTZ: So we did not have a specific
13 county selected. I will tell you, this is kind of -- what
14 generally you see is, you need high traffic. So that's
15 your first thing.

16 MR. SCOTT: Okay.

17 MR. KUNTZ: When we went out and kind of looked
18 at transactions, it is pretty interesting, because you
19 would think, you know, large counties, high volume, high
20 traffic. Not always the case.

21 We have some mid-sized counties that don't have
22 lots of locations to spread the transactions out over many
23 locations within their county, and so we definitely
24 identified there were some medium-sized -- I would call
25 them -- counties that had offices with very high

1 transaction volume, walk-in transaction volume, that went
2 through their office, because that may be the only office
3 in the county.

4 And so all walk-in transactions are going to go
5 through that office. We also saw very clearly in your
6 very large metropolitan areas, every one of them had some
7 kind of high-volume office in their office, regardless of
8 how many locations they had within their county.

9 So it wouldn't be just limited to your large
10 metropolitan areas. There are opportunities in other
11 counties. It's really based on volume for a particular
12 location. You've got to have lots of foot traffic going
13 through in order for these, you know -- to really be worth
14 the while to put them in place.

15 MR. SCOTT: Now, would there be like a user
16 surcharge to pay for the --

17 MR. KUNTZ: That is all still really up in the
18 air. What we had really looked at was the processing/
19 handling fee, and how that would be used to cover those
20 costs, but I don't know that anything has been
21 definitively set on that at this point.

22 If any fees had to be charged, we would have to
23 come before this Board --

24 MR. SCOTT: Yeah.

25 MR. KUNTZ: -- and seek guidance on any fee

1 changes.

2 MR. SCOTT: And when you say that you're -- get
3 a solicitation. That's not a term that I'm familiar with.
4 What does that mean?

5 MR. HIGGINBOTHAM: So that is going out to --
6 putting it kind of back out for new vendors --

7 MR. SCOTT: Okay. That's what I thought.

8 MR. HIGGINBOTHAM: -- so new vendor
9 solicitation.

10 MR. SCOTT: Okay. All right.

11 MR. KUNTZ: Asking for bids.

12 MR. HIGGINBOTHAM: Asking for bids. Yeah.

13 MR. SCOTT: Yeah. Okay.

14 MR. KUNTZ: So --

15 MR. SCOTT: Credit cards. Right? So I just --

16 MR. HIGGINBOTHAM: The credit cards was more
17 about making sure that we are also compliant with the, you
18 know, current rules with the chips and swiping. I know
19 that that was some of the discussion as part of that. But
20 in terms of looking at really the next -- you know, in
21 terms of additional features, I don't think it really more
22 about that.

23 MR. KUNTZ: And -- I'll just give a more
24 general, kind of -- because I think your question really
25 is really kind of about process, is what it's sounding

1 like --

2 MR. SCOTT: Yeah.

3 MR. KUNTZ: -- so with state government, when
4 we put a procurement out, we actually have to solicit for
5 bids. We post something on the street that says, here's
6 all the requirements we're looking for. Vendors come in
7 and provide us their proposal.

8 They'll give us -- you know, here's what my
9 machine can do. Here's, you know, the fees I charge.
10 This is what it costs. And so we would evaluate all of
11 those bids as they come in and make a determination -- did
12 they meet the requirements of the solicitation, or did
13 they not meet them?

14 And so what I believe happened on this, and I
15 don't want to get too much into the details, but
16 basically, through our process, we determined we need to
17 go back out to the market and we need to ask that same
18 question again. We need to tweak our requirements and put
19 those back on the street to have vendors provide us their
20 bids on those.

21 MR. SCOTT: Okay, okay. Thank you.

22 MR. KUNTZ: Sure.

23 MR. PREWITT: So is that RFO or an RFP?

24 MR. KUNTZ: RFP.

25 MR. PREWITT: RFP? Okay.

1 MR. KUNTZ: Request for proposal.

2 MR. PREWITT: Proposal. Right. It's not on
3 the glossary. I'm just -- I'm trying to catch up.

4 MR. KUNTZ: I'm sorry, I'm sorry.

5 MR. PREWITT: It's all good. I'm learning, and
6 so I want to understand.

7 MR. KUNTZ: So am I.

8 MR. HIGGINBOTHAM: I'm going to add RFP.

9 MR. KUNTZ: Every day.

10 MR. PREWITT: Thank you.

11 MR. HIGGINBOTHAM: Any other questions?

12 MR. PREWITT: Any other questions?

13 (No response.)

14 MR. PREWITT: Thank you so much, guys.

15 Appreciate it.

16 MR. HIGGINBOTHAM: Okay. So --

17 MR. PREWITT: Thank you.

18 MR. HIGGINBOTHAM: -- and I'll just kind of
19 talk about, I guess, next the Technology Roadmap, kind
20 of --

21 MR. PREWITT: Yeah.

22 MR. HIGGINBOTHAM: -- introduction to the
23 Technology Roadmap. So when we were talking earlier about
24 the Sunset Commission and the recommendations and the
25 management items, one of the thing that Whitney mentioned

1 was that we need to look at improving how we manage our
2 technology.

3 And for me, one of the key pieces of managing
4 your technology is having kind of a high-level vision or
5 roadmap of kind of what are the types of things that we
6 want to be working on? And so what we've got here is a
7 Technology Roadmap that we developed late in 2018, and
8 this is a multi-year roadmap.

9 It is intended to be high-level and notional,
10 so it's also intended to be living and breathing. So that
11 means that, as business needs change, or as new
12 requirements come from the Legislature, things can be
13 moved around and adjusted and added and deleted.

14 So -- but if we don't have an idea of kind of
15 what we're wanting to do and don't kind of memorialize it,
16 it makes it more difficult to manage, and when you start
17 thinking about things going out to -- in this case, we're
18 going out to fiscal year 2023 -- you can really start to
19 kind of get an idea of how we need to start planning in
20 advance, instead of waiting till we get right there for
21 those certain projects and then kind of scramble around.

22 So it's -- this is something that's been
23 helpful, I think, for me and my past experience of having
24 a roadmap, and so we've got something here that we've put
25 together over the next few slides, starting on page 59 of

1 your materials.

2 And on page 59, this is kind of our current
3 fiscal year view, where we are right now. Some of these
4 things that are listed on here, we already talked about at
5 our project update that we just went through, but there's
6 a few items on here that I also wanted to kind of draw
7 your attention to, that we have already been looking at.

8 For example, we have implemented the technology
9 reorganization. That was something that Whitney mentioned
10 earlier in her comments. We assessed our technology
11 organization, and wanted to see how we could improve the
12 operations there.

13 Things that belonged in IT, we wanted to make
14 sure we focused on those, and things that maybe are better
15 suited in other areas, we wanted to align those in other
16 areas within the Agency, and so that's what we did. We
17 were also able though through that reorganization to set
18 up a function that's also critical to planning, not only
19 the Project Management office that we talked about
20 earlier, but also enterprise architecture.

21 Enterprise architecture is something that is
22 intended to be strategically-looking, strategic thinking,
23 big-picture thinking, around what our technology needs to
24 look like, what our designs need to look like, and also
25 enforcing that we stay in line when we're developing these

1 various different initiatives, that we're staying in line
2 with that technology, because otherwise, if you've got
3 something built over here like this and different over
4 here, it makes it more difficult to maintain.

5 That also makes it more expensive to maintain.

6 So enterprise architecture was a new section that we
7 developed in our reorganization, and with any
8 reorganization, once you implement it, you also kind of
9 take a step back to see how things are working.

10 And as Whitney mentioned with the TOAP project,
11 that's one of the things that we're looking at there, is
12 to see, you know -- it's been about six months now since
13 the reorganization was kind of effective, and so how is it
14 looking?

15 Do we need to make some tweaks? So that's
16 something that we're looking at as part of TOAP as well.
17 But the initial reorganization, that's one of the things
18 that we can check off the list there. I mentioned -- I'm
19 sorry. Member Washburn, yes?

20 MS. WASHBURN: I just wanted to bring up the
21 reorganization.

22 MR. HIGGINBOTHAM: Yes?

23 MS. WASHBURN: Are you having trouble finding
24 people?

25 MR. HIGGINBOTHAM: So that is a great question.

1 In this city, we, you know, are competing with the
2 private sector. This is a very tech-savvy city, and
3 there's a lot of resources here, but there's, you know, a
4 lot of dollars that go along with those resources to
5 demand, you know -- those skill sets demand those kinds of
6 salaries.

7 We do have that struggle with competing with
8 the private sector. We also do struggle competing with
9 other state agencies, you know, where because as -- once
10 you get into state government and you do have your --
11 there's a very, you know, nice benefits package that comes
12 around, but we've found with folks is that they've moved
13 around to other agencies to advance further in their
14 career, versus staying here to further develop their
15 career.

16 So one of the things that we've been trying to
17 do, and I think Whitney mentioned this earlier is, how do
18 we develop our staff and offer career ladders and paths so
19 that they can continue to grow here and stay with the
20 Agency?

21 But getting back to your original question, we
22 do have a struggle with getting, you know -- getting and
23 retaining staff, and so we're trying to take measures to
24 help with that. One of the things that we've done with
25 our most recent legislative appropriations request is, we

1 did ask for 12 additional resources.

2 And you might say, well, how is that really
3 going to help? Well, if you've got more resources to
4 tackle the work, folks that are here won't get burned out
5 and then try to leave and go somewhere else. So that will
6 help stabilize things and help cover the work that we need
7 to do.

8 The other things that we've worked on is, when
9 we did the reorganization, we built the various verticals
10 in such a way that you could move -- you could see a way
11 that you could move up the ladder, and that really wasn't
12 as apparent before.

13 We created additional lead and management
14 opportunities that really weren't there previously. And
15 so what that means now is that you can try to continue
16 your career here, and that's one of the ways that we're
17 trying to address that staffing challenge.

18 Did that answer your question?

19 MS. WASHBURN: Yes. In Austin --

20 MR. HIGGINBOTHAM: Yes, ma'am.

21 MS. WASHBURN: -- you've got a lot of
22 competition here.

23 MR. HIGGINBOTHAM: Yes, yeah. It is
24 challenging, but we are trying to -- we are working
25 through that challenge, sure.

1 Kind of moving along here to reporting, there's
2 the Fraud Data Dashboard Project, also, that we completed
3 this year. That's something that our partners in Criminal
4 Investigations Division can use to help identify potential
5 trends with fraud through reporting.

6 That was a project that we implemented earlier
7 this year. And then also, in terms of shoring up our
8 foundation, I mentioned that earlier, that we're --
9 there's a lot of work that we've been focusing on in terms
10 of foundational improvement.

11 Part of that is also monitoring, making sure
12 that we're monitoring our systems so that we can be more
13 proactive instead of reactive. You know, we've had, just
14 to be very, you know, transparent -- we've had challenges
15 with system availability over the years here.

16 And so one of the things that we have
17 implemented with the RTS system specifically is a new
18 monitoring tool. We've implemented Dynatrace here, and
19 what that does is, that allows us to see potential
20 performance issues developing before they become an issue
21 that shuts everything down, and then the teams can start
22 responding to those more proactively, instead of
23 reactively once the system is down.

24 Now, will that cover us 100 percent? No, but
25 this is a step in the right direction, to add more

1 monitoring around our systems so that we can be more
2 proactive. So that's kind of some of the things that
3 we've tackled so far this year.

4 There's a few items on here that I wanted to
5 point out on fiscal year '19. We continue to work on the
6 governance model, and we talked about that earlier. I
7 think there were some questions about -- do we want to,
8 you know, centralize around one governance model?

9 And yes, that is where we're heading. I think
10 when we were talking about agile earlier -- again, that's
11 not something that you can just kind of flip to overnight.

12 There's actually, you know, a lot of not just technology
13 education that has to happen to become an agile
14 organization, but really across the entire Department,
15 because it requires different time involvement of the
16 different business areas.

17 So while that's something that I think the
18 agile software development methodology would allow us to
19 deliver things, add more value sooner, I also think that
20 it is something that we have to gradually work towards.
21 And so I think one of the options we had there was
22 streamlining with agile principles, and so that's kind
23 more similar to something that the Department of
24 Information Resources already has in line.

25 And so I think that's something that's been

1 proven with other state agencies to work well within
2 state. So it will move away from Waterfall, but move us
3 more toward something that is more dynamic and more
4 incremental in terms of delivery.

5 So that's an important project that's still
6 underway, still kind of going through the rest of this
7 fiscal year. And then in terms of foundation, adding some
8 automated testing tools for the Registration and Titling
9 System.

10 Today, we have quite a bit of manual testing
11 activity that's done with our resources, and what we're
12 looking to do here is, in an effort to improve the quality
13 of those testing activities and to improve throughput, is
14 adding automated testing tools, bringing those to bear,
15 with -- starting with RTS, since that's our main system,
16 but eventually, we'll be looking to expand that across to
17 our other systems.

18 And you may recall that, with our recent
19 legislative request, we did have an exceptional item that
20 we were looking at getting some additional funding to help
21 with these automated testing tools, and thankfully, that
22 has made it through.

23 Now, we still have the veto period, but we do
24 look like we'll be getting that funding, so that will be
25 good to help us kind of going forward there. Moving on to

1 fiscal year '20 -- and I'm not going to go through every
2 single one of these. There's several topics on there and
3 several initiatives.

4 I'm just going to kind of highlight some of
5 the -- some of these items. One of them is kind of at the
6 bottom there. I call it, RPA, or Robotic Process
7 Automation.

8 We -- Whitney talked about chat bots and those
9 kinds of efficiency gains. So that's something that we're
10 going to be looking at kind of later on towards --
11 currently slated. We could always change this, but later
12 on in the next fiscal year.

13 And the -- also, our county network. We're
14 looking at ways that we can improve that county network.
15 There's been -- I don't know if you guys got a chance to
16 see some of our hearings this past legislative session,
17 but there was a lot of talk around a lot of outages, and
18 specifically, a lot of those outages are at the county
19 with the county network, with a circuit going down.

20 And some of that is related to, you know, when
21 the weather comes through, it goes down, or if someone
22 cuts a fiber line, then you're not able to -- but some of
23 it is also the state of the network in terms of -- is it
24 the most current and most modern?

25 We're still operating on some older technology

1 there, some T-1 technology, which is about two decades
2 old. So we're looking to really see what can we do to
3 upgrade that. So that's a project that we're looking to
4 see about coming up in the next fiscal year.

5 So I think that will help us in terms of
6 improving the reliability, and again, foundational
7 improvements, and I think that will have a direct impact
8 to our county stakeholders. One other thing, too, is
9 increasing the throughput.

10 So I mentioned we had our legislative
11 exceptional item request for additional testing tools, but
12 we also asked for additional funding to set up additional
13 environments, additional development environments, so that
14 we can move more software through the software development
15 life cycle and into production sooner and faster.

16 That infrastructure improvement was also a --
17 also brings with it the ability to have a testing
18 environment for RTS for the counties to use instead of
19 having to test and train in production. So a training
20 environment. We already have testing environments.

21 I misspoke. They're training environments, so
22 that you can train outside of production. So that comes
23 along with that exceptional item request, and that's on
24 deck for next fiscal year.

25 Moving along to fiscal year '21 -- and you'll

1 see this kind of over the next few years, '21, '22, and
2 '23, there's kind of various things that we're looking at
3 in terms of improving RTS. There's -- you know, yes, we
4 had a major infrastructure project, to move off of the
5 mainframe.

6 That was a big lift, and now it's time to kind
7 of take a look at -- how can we further improve the
8 efficiencies there, starting with our batch cycle? The
9 system is still very heavily dependent on batch
10 operations, and so there are ways that we can streamline
11 those operations and change that architecture to cut down
12 the time that it takes for a batch cycle to run.

13 And when you have fewer hours of batch cycle
14 use, that means you can have more online available hours.
15 So that's one of the things that we're looking at there.
16 Over the years, you know, '22 and '23, we'll continue to
17 look at how do we improve RTS further.

18 Some of the things that we've talked about
19 is -- some of the items that you do today with RTS require
20 it to go through that batch process, as I just mentioned.

21 Could some of those things be moved to real-time
22 processing?

23 So that will be something -- again, this is
24 notional, but these are some of the things that we're
25 looking at, considering as we move further on throughout

1 the rest of the roadmap here. Finally, in fiscal year
2 '23, we do have a couple of other things out there that
3 we're looking at.

4 We talked earlier about the strategic planning
5 process, and one of the things that we mentioned was the
6 Customer Management System. Planning for that is going
7 underway right now with the TOAP project. However, we're
8 kind of in the planning states now, and that will likely
9 require, you know, some additional appropriation to set up
10 will probably be a Major Information Resources Project.

11 So that will require us to get that into the
12 next legislative cycle, and then we can start -- if we're
13 successful and we get those funds, then we can start
14 looking at that, kind of out -- in the out years of fiscal
15 year '23.

16 So that's kind of tying that back together to
17 something that you -- that we were talking about earlier
18 today. So this is certainly intended -- not intended to
19 be the only time that you're going to hear about this
20 roadmap.

21 I think it's something that, you know, we
22 definitely welcome the feedback and input from you, from
23 our stakeholders, from our division directors, and so this
24 will be something that, while it's evolving, living and
25 breathing, it's also going to be a key part of our

1 strategic planning process going forward, and it will help
2 us to manage our technology resources better.

3 So are there any questions?

4 MR. PREWITT: Any questions?

5 MR. SCOTT: Yes.

6 MR. PREWITT: Member Scott?

7 MR. SCOTT: I'm going to go back to the county
8 on the equipment and the outages and so forth. The
9 equipment that's in the county offices, is that ours or is
10 it -- it's ours? Okay.

11 MR. HIGGINBOTHAM: Yeah. So the -- when they
12 access -- when the counties access the RTS network, that
13 is on -- the RTS system, that is TxDMV infrastructure,
14 TxDMV workstations connected to the TxDMV network. Yes.

15 MR. SCOTT: So the workstations, that's kind of
16 ours?

17 MR. HIGGINBOTHAM: Yes, for RTS.

18 MR. SCOTT: And they're not the counties.
19 Right?

20 MR. HIGGINBOTHAM: For RTS. Yes.

21 MR. SCOTT: Okay. So now what about the
22 connection, the fiber or whatever? We maintain that?
23 We're responsible for the -- for that?

24 MR. HIGGINBOTHAM: We have vendors that we --

25 MR. SCOTT: Right.

1 MR. HIGGINBOTHAM: -- different telecom carrier
2 that we use throughout the different parts of the state.
3 But yes, we are the ones that are ultimately owning that
4 relationship.

5 MR. SCOTT: Okay. So we don't have to go back
6 to the county level, and say, hey, we need to do this, and
7 then -- we work directly with that vendor.

8 MR. HIGGINBOTHAM: Yes.

9 MR. SCOTT: We don't have to go back to the
10 county and have the county work for the vendor. Right?

11 MR. HIGGINBOTHAM: No. In fact -- so if there
12 is an outage, for example, the way this usually works is a
13 county will call into us, and say I've got this outage,
14 and then we will work with the vendor, whether it's AT&T
15 or Verizon or whoever it is for that particular area to --
16 on the resolution.

17 MR. SCOTT: Okay. So when we're talking about
18 migrating Windows 10 in the county level --

19 MR. HIGGINBOTHAM: Yes.

20 MR. SCOTT: -- we're -- that migration occurs
21 on our machine.

22 MR. HIGGINBOTHAM: Yes, sir.

23 MR. SCOTT: Right?

24 MR. HIGGINBOTHAM: That's --

25 MR. SCOTT: That's our responsibility?

1 MR. HIGGINBOTHAM: Yes, sir.

2 MR. SCOTT: Okay. All right. That's --

3 MR. HIGGINBOTHAM: Does that answer your
4 question?

5 MR. SCOTT: Yeah. Thank you.

6 MR. PREWITT: Is there any other questions?

7 (No response.)

8 MR. PREWITT: Thank you, Mike.

9 MR. HIGGINBOTHAM: Great. Thank you.

10 MR. PREWITT: Next, I'd like to call on Tom
11 Shindell to talk to us about strategic planning and
12 Balanced Scorecard.

13 MR. SHINDELL: Good afternoon, Committee. Good
14 afternoon, Committee, Chairman Prewitt, executive director
15 Brewster, and distinguished Board members. For the
16 record, my name is Tom Shindell, and I am the Department's
17 innovation and strategy analyst.

18 And I'm providing a briefing only to update you
19 on the Projects and Operations Committee -- to update the
20 Projects and Operations Committee on the Department's
21 Balanced Scorecard strategic initiatives, and also on the
22 upcoming strategic planning process that you've heard
23 mentioned a couple of times already.

24 On page 64 of your briefing book, you will find
25 my briefing memo. First, the Balanced Scorecard

1 initiatives update. To refresh your memories or to share
2 the information with new Board members, TxDMV developed a
3 Balanced Scorecard which was finalized in March 2018.

4 And for your reference, you have a copy of the
5 Balanced Scorecard up there on the dais for your use if
6 you would like it. A part of the Balanced Scorecard
7 includes Strategy Map initiatives. These initiatives are
8 Department-wide projects to strengthen and support the
9 Department in its implementation of the TxDMV Strategy
10 Map.

11 TxDMV identified three separate initiatives in
12 our initial Balanced Scorecard: the training alignment
13 initiatives by Human Resources -- and Matthew has already
14 talked about that a little bit, the policy and procedure
15 review initiative led by the Office of General Counsel,
16 and the organizational survey alignment initiative led by
17 the Office of Innovation and Strategy.

18 I will provide a brief description of each
19 initiative and the current status of each one. The first
20 one is the training alignment initiative, and the goal is
21 to ensure that employees have the knowledge they need to
22 do their jobs and to support the Department and the
23 objectives in the Balanced Scorecard.

24 The current status is the training --
25 supervisory training has been developed for all TxDMV

1 supervisors, managers, and directors to attend, which
2 consists of four half-day, interactive, participatory
3 training sessions -- and Matthew went over that with you
4 guys a little bit earlier. Two cohorts have completed
5 this training, and the remaining staff will complete the
6 training by June or July. Human Resources will also be
7 developing additional higher-level leadership training.

8 And finally, an RFP was distributed in the
9 first week of May soliciting proposals for the production
10 of the DMV 101 video, and that video would be shown to our
11 new employees as part of the onboarding process, to have a
12 greater idea of the breadth and scope of the Department's
13 responsibility, and also see how they fit into the
14 Department.

15 That DMV 101 video is a coordinated effort
16 between Human Resources Division and the Government and
17 Strategic Communications Division, and the scheduled
18 completion date for that is August 31, 2019. The policy
19 and procedure review. The goal is to ensure that
20 employees have clear policies, procedures and guidelines
21 to ensure progress towards the Balanced Scorecard goals of
22 accountability, customer service, and consistency in
23 customer treatment or response.

24 The current status is that all divisions have
25 conducted an inventory to identify their current policies

1 that they already have developed and those that they need
2 to develop. Policy and procedure development training was
3 provided to the executive team and selected staff members
4 in March of this year.

5 The next steps include completing all policies
6 by August 30, 2019, and then completing all procedures by
7 February 1, 2020. And the goal is to have all this
8 completed by February 1, 2020. The last Balanced
9 Scorecard initiative is the organizational survey and
10 alignment initiative, and the goal is to ensure consistent
11 customer satisfaction data collection to provide accurate,
12 meaningful infrastructure on the progress towards our
13 Balanced Scorecard goals, as well as to provide
14 legislative stakeholders with improved Department data.

15 This was also a management suggestion included
16 in our Sunset Advisory Commission report. The current
17 status is several iterations of standardized surveys have
18 been reviewed and discussed by the executive team.

19 A final survey design was adopted by the
20 executive team at a meeting on April 29, and then after we
21 got our surveys all settled and ready to go, the
22 Legislature subsequently passed House Bill 2110, which
23 provides for state agencies to survey their customers in
24 key areas including facilities, staff, communications, the
25 internet site, our complaint-handling process, ability to

1 timely serve customers, and our printed information.

2 They have a long list of things they want us to
3 look at. HB2010 also directs the Legislative Budget Board
4 and the Governor's Office of Budget and Policy to provide
5 guidance to state agencies on a standardized method to
6 collect the customer satisfaction data and to create
7 standardized performance measures for state agencies.

8 The next steps are to revise the surveys that
9 we just got done developing, based on the guidance we
10 receive, and implement the new surveys beginning
11 September 1, 2019. Do you have any questions on the first
12 part of my briefing around the Balanced Scorecard
13 initiatives?

14 MR. PREWITT: Any questions?

15 (No response.)

16 MR. PREWITT: I guess not.

17 MR. SHINDELL: Okey-doke. Great. Then I will
18 move on to the strategic planning update. The Department
19 has redesigned its strategic planning process to align all
20 the planning activities in a more logical process. For
21 example, in previous years, we've created divisional
22 operational plans prior to developing the Department's
23 strategic plan.

24 And part of that is, when we get the directions
25 to do that, and it just was not in a good order, kind of

1 the cart before the horse kind of a thing. So the new
2 process was developed by the entire executive team, and
3 we'll begin using the new 11-step strategic planning
4 process this fiscal year.

5 It will begin in August 2019, and will be
6 completed by August 2020. The 11 strategic planning steps
7 are as follows, and they're also included in a flowchart
8 that's been provided to you, that you will also have up
9 there on the dais.

10 MR. PREWITT: Uh-huh.

11 MR. SHINDELL: And I want to point out that the
12 Board has a vital role in our strategic planning process.

13 You all start it. The first step is for the Board to
14 review our vision, mission, philosophy and strategic goals
15 and values.

16 We are hoping this will be completed by the
17 next Board meeting in August.

18 MR. PREWITT: Uh-huh.

19 MR. SHINDELL: And you have an additional
20 handout, and it's also at the end of your Board books, if
21 I'm not mistaken, containing all these items. The second
22 step is for the TxDMV executive team to identify the
23 strategic goals and activities for the next two to three
24 years or longer, depending on how we talk about them,
25 because sometimes when you do strategic planning, you're

1 thinking a long ways out, and so sometimes it's more than
2 three years.

3 The next step is for the executive team to
4 prioritize the strategic goals and activities. Then the
5 next step is to review our Balanced Scorecard for
6 alignment with the strategic goals and activities. For
7 example, the customer satisfaction survey alignment
8 project was completed, so a new initiative can take its
9 place, as an example.

10 And then the training initiative will be pretty
11 close to being done. We may want to swap that one out as
12 well. So it's looking at those. Then the next step for
13 the executive to review the divisions' initiatives and
14 their projects.

15 And the next step is for the executive team to
16 review the Information Technology Roadmap that Mike just
17 went over with y'all --

18 MR. PREWITT: Uh-huh.

19 MR. SHINDELL: -- yeah -- in detail as well.
20 We'll also review, in the next step, our performance
21 measures and our key performance indicators. And then the
22 next step is all the previous steps, we're going to
23 conduct a quality check to make sure that all of those
24 things are aligned and integrated and fall into place.

25 As you've heard in -- from of the previous

1 presenters at this meeting today, we have a lot of
2 different projects going on, and sometimes there's some
3 replication or duplication of effort, and we want to be
4 more sophisticated, integrated, and streamlined in our
5 approach to strategic planning and implementing these.

6 So that's why we're going to do the big quality
7 check, for lack of a better way to describe it, to make
8 sure all of that is integrated. Those first eight steps
9 are really what forms the foundation to us then, doing the
10 next couple of steps, which is actually developing the
11 Agency's strategic plan for the Legislature, and also
12 preparing our legislative appropriations request, better
13 known as an LAR.

14 And you'll see those are the next couple of
15 steps: that we will develop the strategic plan, we will
16 finalize it, and then we will develop our legislative
17 appropriations request. It's not readily apparent unless
18 you look at the flowchart, but basically, we get
19 everything done by the end of February, ending with our
20 quality check.

21 And we usually get the directions for
22 developing the strategic plan for the Legislature in
23 March. So we've tried to design it and implement it so
24 that we're ready to go before we even get those
25 directions. Sometimes they don't come out till April. It

1 just depends.

2 But we wanted to be ready and have everything
3 in place. That was a lot of individual fairly quickly.
4 Do y'all have any questions I could answer?

5 MR. PREWITT: Any questions?

6 (No response.)

7 MR. SHINDELL: Okay. Great. Thank you.

8 MR. PREWITT: Is QC a new acronym? Quality
9 check, is that a new acronym?

10 MR. SHINDELL: I don't believe it's new; I
11 believe it's recycled.

12 MR. PREWITT: Okay, okay.

13 MR. SHINDELL: It would be the --

14 MR. PREWITT: Just checking. Yeah. Thank you
15 so much.

16 MR. SHINDELL: Thank you.

17 MR. PREWITT: Next, Linda Flores and Ann Pierce
18 to discuss the facilities update.

19 MS. FLORES: Good afternoon. For the record,
20 Linda Flores, chief financial officer for the Texas
21 Department of Motor Vehicles. And sitting to my right is
22 Ann Pierce. She's the assistant division director, and
23 she is -- she's over facilities as well as mail room,
24 fleet, license plate production --

25 MS. PIERCE: Safety.

1 MS. FLORES: -- safety --

2 MS. PIERCE: There's more.

3 MS. FLORES: Anyway --

4 MS. PIERCE: Anything no one else does, we do.

5 MR. PREWITT: Right.

6 MS. FLORES: We're here to provide a quick
7 briefing on the facilities, and there's no action required
8 at this time. This material is found on page 71 of your
9 Board material. We do not have a PowerPoint today. And
10 I'd like to give you a brief background about the state of
11 our facilities.

12 As you can look around, our facilities are not
13 very modern. They were built in the mid-1950s. This
14 particular building was built in 1955. Some of the other
15 buildings, like where IT sits, and we call that
16 Building 5, was a little bit more modern than this one.

17 Building 6 is where Jimmie Archer, Motor
18 Carrier, resides on the top floor. He's got the nicest
19 view. But our facilities were -- have always been
20 maintained by TxDOT. This is TxDOT land. They own it.
21 They've been our landlord for the very expensive price of
22 zero dollars.

23 And so we've had a very unique relationship
24 with TxDOT. They maintain and control the property. They
25 maintain the facilities. And we've had some very

1 interesting discussions with TxDOT to get to the point
2 we're at.

3 In the 85th -- and you'll hear numbers when it
4 comes to legislative sessions -- the 85th legislative
5 session was '18-'19, which is the current biennium. So in
6 that legislative session, we had a bill passed, Senate
7 Bill 1349, that allowed TxDOT to transfer ownership of
8 this campus to DMV, once their new property was
9 established.

10 So they're building a huge complex out in south
11 Austin. I don't believe it will be in place until
12 probably '23. So in the meantime, they do have a presence
13 on this campus. It's in Building 6, the first four
14 floors.

15 So that bill allowed them to transfer property
16 to the DMV. It allowed us to own and sell property as
17 well. So the session before that, we actually had been
18 appropriated a building, but it did not make it out of the
19 veto period.

20 So in the 84th, we had a building
21 appropriated -- we had funding appropriated, over \$60
22 million, and that was quickly vetoed by the Governor. So
23 at the time that that was going on, Jimmie's property
24 was -- had been sold to Milestone.

25 And they're the ones who are building the

1 Grove. So we had a time certain that we needed to get out
2 of Bull Creek. So after the 84th, in the '18-'19
3 biennium, we had to identify where Jimmie's area was going
4 to be relocated.

5 We had money appropriated for rent, but with
6 discussions with State leadership, they wanted to make
7 sure that we had the best cost-effective approach for
8 relocating Motor Carrier. So we ended up working out with
9 TxDOT the one floor in Building 6.

10 So at their cost, they renovated the floor for
11 Jimmie's area, and that's why I say he has the nicest
12 view, because it is the most modern, renovated area in
13 this campus.

14 MS. PIERCE: He earned it.

15 MS. FLORES: And he earned it, as Ms. Pierce is
16 whispering to me. His old property on Bull Creek was --
17 yeah -- it was infested with all kinds of stuff, mold,
18 rats, you name it. He had it. But with that, we did work
19 out a process with TxDOT to slowly assume taking over the
20 maintenance and repairs for the campus where we reside.

21 We spent year one in '18 actually coming up
22 with a process. Who from the two agencies would represent
23 this work group? And that took a year, as well as coming
24 up with a list of projects that we needed to take on. We
25 have a list of over 43 projects and they go anywhere from

1 replacing the roof to the smallest thing, such as
2 replacing light bulbs, you know, when they go out.

3 So that is just a quick overview of where we
4 are today. I'm going to turn it over to Ann, and she's
5 going to go on into some of the more detailed projects
6 that we have on our table today.

7 Tomorrow, you're going to hear more about the
8 appropriations and the eventual outcome of the 86th
9 legislative session.

10 MS. PIERCE: For the record, I'm Ann Pierce.
11 I'm the deputy division director of the Finance and
12 Administrative Services Division, and I'm very pleased to
13 share with you all the exciting things that we're doing,
14 because we actually do have a facilities team that we're
15 building.

16 We are working on large projects. We're
17 working on small projects. We're taking over some
18 contracts from TxDOT so that we can be self-sufficient,
19 and that's kind of our final break from TxDOT -- is going
20 to be the property and things associated with the
21 property.

22 And so we've got a lot going on. We're really
23 excited about it. So let me tell you about a few of them.

24 We've got four really large projects that we consider
25 large, if it's over 250,000. So one of the initial

1 projects we're working on, we're trying to give Whitney
2 and Shelly a little nicer home, since they kind of are the
3 flagship of the Agency, and the first thing that people
4 see when they arrive here at our campus.

5 Besides just remodeling their area and kind of
6 upgrading the carpet, upgrading the paint, getting them
7 some modernized modular furniture, and just kind of
8 getting them better equipped that way, we're also trying
9 to build them a conference room and adding another office
10 so that they have some privacy for meetings and such that
11 they have in that suite.

12 When you do a remodel like that in a building
13 that's as aged as this building is, you also have to
14 handle other areas, like shared areas, like restrooms in
15 projects like that, and that means you need to upgrade
16 them to ADA standards.

17 So besides the remodel itself, it also includes
18 the restrooms that we'll be making much nicer for when we
19 do have Board meetings for the public's use as well.
20 We're also working on a campus security and badging
21 system.

22 Right now, this campus is on TxDOT's badging.
23 Over the last couple of years, we were able to transition
24 our Regional Service Centers to our own badging system, so
25 we have the core of the system, and we're going to be

1 moving that over to our facilities team from the IT and
2 technology group.

3 And while we're doing that, we're also going to
4 be converting the campus here to that same system, so that
5 we can be self-sufficient. So that instead of us getting
6 our badges from TxDOT, we'll have our own system and we'll
7 be in charge of our own security.

8 Another of our larger projects which I'm sure
9 several of the people over in Building 5 will appreciate,
10 that building has a very aged roof system, and we do have
11 some leaks that I hope we didn't experience too much from
12 today.

13 So we're going to be replacing it. That roof
14 is about 16 years old, and it was on TxDOT's plans to
15 upgrade, but we're in a position to take that on, and
16 they're really not, so rather than waiting, we want to get
17 that fixed and repaired.

18 We're also doing some weatherization on this
19 building. Much like Building 5, it's an older building,
20 and there's some things that just -- they weren't able to
21 get to, and it seemed like maintenance, and after a while,
22 it ceases to be maintenance and it becomes more of a
23 necessity.

24 So we want to get to that as well. Those
25 projects -- those are our large projects. They're going

1 to start this fiscal year, but they're going to carry over
2 into the next fiscal year and biennium because they're
3 much larger, much more time-consuming projects.

4 We do have several projects that are going on,
5 so those are the ones that are under \$250,000. We do hope
6 to accomplish all of these by or before the end of this
7 fiscal year, so by or before August 31. We're working on
8 the Austin Room, which we're actually wrapping up.

9 That's a conference room on our fourth floor.
10 We just tried to do a refresh. We improved the outlets by
11 putting them in the floor, adding a conduit so it's less
12 messy with cords everywhere. It just makes it a nicer
13 room with that.

14 We put a new conference table in there that
15 lets the cords come up through pop-ups that are in the top
16 of the table. It makes it easier to access, and it's just
17 much safer for people coming in, going from that room. We
18 updated their carpet, gave them some new paint, and just
19 kind of gave a refresh to the room.

20 Another one that we're working on is at this
21 building. At the rear of the building, we've got a
22 forklift and we've got a charging station for our electric
23 vehicle, and it's not adequately meeting our needs, and
24 it's kind of spread out over a couple different areas.

25 And we really need to get these pieces of

1 equipment in a covered area. So we're building a small
2 shelter and we're moving the charging stations to that
3 area so that it will be more secure, and it's still going
4 to give us what we need, and it's going to be more
5 convenient for the Agency as a whole.

6 The dock is also having some other issues.
7 We've got two other smaller projects. There's a door back
8 there that's rusting, so for safety and security, we're
9 replacing that. And then the stairwell that's back there,
10 it's made out of wood, and when you step on it, it kind of
11 creaks, and you're not sure if it's going to stay there
12 and be stable or not.

13 So we're already been meeting with vendors so
14 that we can change that to something that's a little more
15 safe for people that are coming and going, not just staff,
16 but we have a lot of vendors that come over there, because
17 it's right next to the dock where we get deliveries.

18 So we're going to change that to something like
19 cement or something like that, something more stable
20 that's going to have a longer life. We're also doing an
21 installation of a Chair Room wainscoting actually for the
22 area right behind you.

23 MR. PREWITT: Great.

24 MS. PIERCE: If you'll notice our lovely
25 wall -- thank you, Whitney -- we already have it on order.

1 It's being made by the same group at TCI that made the
2 dais. So it's actually going to match that very nicely,
3 and we're looking for installation to be set up in August.

4 So that's already set up to be input.

5 MS. FLORES: For the record -- so if I could
6 just interject? There is another acronym, TCI, is
7 Texas --

8 MS. PIERCE: Technologies?

9 MS. FLORES: -- Correctional Industry.

10 MR. PREWITT: Very good.

11 MS. FLORES: So the folks from criminal
12 justice.

13 MR. PREWITT: Yeah.

14 MS. PIERCE: Then we've got two other smaller
15 projects. We're going to be doing a pressure wash on the
16 sidewalks to just kind of clean up all the years of grime
17 that have come into play, and after we have somebody come
18 in and professionally clean that area up, we're going to
19 get our equipment, now that we have staff that can
20 maintain the area, and so we'll start maintaining it
21 ourselves after that.

22 And then we've also had a couple of incidents
23 with visitor parking being where it is, and some of our
24 unfortunate directors -- there have been some car-backing
25 incidents that have caused some heartburn, so we're -- and

1 some damage.

2 So we're going to be relocating some parking
3 spots and we're going to restructure that area and try to
4 make it a little more safe. We're also working to be
5 proactive. We're requesting some information through
6 assessments.

7 We've got seven different assessments that
8 we've requested, and we're partnering with the Texas
9 Facilities Commission. They can give us kind of a group
10 discount, so to speak, by putting a lot of these efforts
11 together and speaking on our behalf and helping us,
12 especially since they do handle this stuff more routinely
13 than we have in the past. And by gaining these
14 assessments, we're going to have a lot of information
15 available to us, so it's going to help us as we move
16 forward with larger projects.

17 They're going to be helping us with getting
18 mechanical, electrical and plumbing assessments and plans.
19 These buildings being older and requirements that TxDOT
20 have or don't have -- we didn't have an updated set of
21 plans.

22 So over the years, as work as been done since
23 1955, there's not one set of plans that kept carrying
24 forward with these updates. So we're kind of asking
25 for -- let's start from scratch. Tell us what we have so

1 that we know before we start knocking walls out and trying
2 to mess with the electricity.

3 Tell us what we've got, and then we can keep
4 that updated from here on out. We also want to know what
5 sort of requirements do we need to worry about as we're
6 doing these projects? And they do affect, like, the
7 restrooms or that -- you know, the lobbies and accessible
8 areas, and how that's going to affect the Americans with
9 Disabilities Act and what we might be required to update
10 from there.

11 We also want to make sure that the space that
12 we've got, that we're using it wisely, and that we're
13 putting divisions that need to conduct business on a more
14 routine basis next to one other so they're not just having
15 to walk building to building.

16 So we're asking for a space utilization
17 assessment and an adjacency study. We also want to ensure
18 that our staff and our visitors have clean air. So we're
19 doing an indoor air quality assessment.

20 MR. PREWITT: Uh-huh.

21 MS. PIERCE: These are very important aspects,
22 so that as we do these projects, we know if we need to put
23 those aspects in the projects, and what it might do the
24 costs of those projects and how long they're going to
25 take.

1 We're doing the arc flash study. That will
2 tell us what sort of power system we have throughout the
3 different areas of the buildings, so that when our
4 electrician goes to work on something, he's got the right
5 personal protective equipment, because you can't prevent
6 the arc flash, but you need to know where it is so you
7 don't get hurt.

8 And then we want to keep other employees safe
9 if they're not wearing that protective equipment. We're
10 also looking at some signage upgrade assessment, so they
11 can tell us what sort of signage we might need for
12 notifying the public of different things and visitors of
13 different things, how we can best direct traffic, whether
14 it be our staff or visitors to the various conference
15 rooms, and to just make it a more clean, kind of, path to
16 get to the different areas of the buildings.

17 And then we're also having a fire marshal
18 assessment, because unlike TxDOT, we're not exempt, so we
19 want to get ahead of that, and if there's any areas that
20 we wouldn't pass, we would like to go ahead and get that
21 fixed before they turn the key over to us, and then we
22 have a violation that we could have avoided.

23 We've also -- we were granted three FTEs, full-
24 time equivalent employees during the 86th session --

25 MS. FLORES: 85th.

1 MS. PIERCE: -- 85th. Excuse me. Thank you.
2 So we were just now able to start hiring those positions.
3 We really didn't know what we needed until we started
4 putting the projects together. So we've hired a master
5 electrician that's our electrical coordinator, and he's
6 also going to be over our security system project.

7 And we've hired a plumbing coordinator. And we
8 are in the process of hiring our own HVAC mechanic. So
9 we're very pleased. We're in the building stages, but as
10 you can tell, we have quite a bit going on. We've also
11 developed a steering committee that is -- we're very
12 pleased to have several of the directors on that team with
13 us, Linda being one of them and Shelly being our sponsor.

14 We're meeting with these folks and we're
15 letting them be the voice of the whole Agency and staff,
16 and they're kind of telling us, we'd really like to see
17 this kind of item fixed or repaired, or you know, paint
18 here, things like that.

19 So we're starting to build that list, so that
20 as we finish up some of these other projects, we can
21 prioritize and some others waiting in the wings.

22 MS. FLORES: I think it's more about self-
23 preservation. That's why they volunteered to be --

24 MR. PREWITT: Right.

25 MS. FLORES: -- on the steering committee.

1 MS. PIERCE: I don't know. Jimmie's on there,
2 and he's got pretty good digs.

3 MS. FLORES: He's trying to protect his digs.

4 MR. PREWITT: Right, right.

5 MS. PIERCE: Does anyone have any questions?

6 (No response.)

7 MR. PREWITT: Well, commendations to y'all for
8 the whole Agency, doing more with less, and I know you're
9 being constrained with the physical plant and making the
10 best of it, so thank you.

11 MS. PIERCE: Thank you.

12 MR. PREWITT: It's great.

13 MS. FLORES: And that concludes our
14 presentation. Thanks.

15 MR. PREWITT: Okay. Moving forward, Item C,
16 any items needing actions regarding the Government Code,
17 Chapter 551, going into executive session. So there will
18 be none. As far as public comment, I have not received
19 any sheets for public comment.

20 So if there are none, then we'll go to the next
21 item on the agenda, which is -- I would like to entertain
22 a motion to adjourn. Do I hear motion?

23 MS. WASHBURN: So moved.

24 MR. PREWITT: Motion by member Washburn. Do I
25 have a second?

1 MS. MCRAE: I second.

2 MR. PREWITT: Second by member McRae. All in
3 favor, by raising your right hand?

4 (A show of hands: Members McRae, Prewitt,
5 Scott, Washburn.)

6 MR. PREWITT: Let the record reflect that the
7 vote was unanimous. It is now 4:17 p.m. We are
8 adjourned. Thank you.

9 (Whereupon, at 4:17 p.m., the meeting of the
10 Projects and Operations Committee of the Board of the
11 Texas Department of Motor Vehicles was adjourned.)

C E R T I F I C A T E

MEETING OF: Projects & Operations Committee

LOCATION: Austin, Texas

DATE: June 5, 2019

I do hereby certify that the foregoing pages, numbers 1 through 106, inclusive, are the true, accurate, and complete transcript prepared from the verbal recording made by electronic recording by Nancy H. King before the Texas Department of Motor Vehicles.

DATE: June 11, 2019

/s/ Adrienne Evans-Stark
(Transcriber)

On the Record Reporting &
Transcription, Inc.
7703 N. Lamar Blvd., Ste 515
Austin, Texas 78752