

TEXAS DEPARTMENT OF MOTOR VEHICLES  
PROJECTS AND OPERATIONS COMMITTEE  
MEETING

Texas Department of Motor Vehicles  
4000 Jackson Avenue  
Building 1  
Lone Star Conference Room  
Austin, Texas 78731

2:00 p.m.  
Wednesday,  
April 9, 2025

COMMITTEE MEMBERS:

John Prewitt, Chair  
Christian Alvarado  
Stacey Gillman (absent)  
Tammy McRae  
Darren Schlosser

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P R O C E E D I N G S

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

6 It is 2:00 p.m. And I am now calling the  
7 Committee meeting for April 9, 2025, to order. I want to  
8 note for the record that the public notice of this  
9 meeting, containing all items on the agenda, was filed  
10 with the Office of Secretary of State on April 1, 2025.

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

15 I want to welcome those who are with us for  
16 today's Committee meeting. If you wish to address the  
17 Committee, or speak on an Agenda Item during today's  
18 meeting, please complete a speaker sheet at the  
19 registration table, and send an email to  
20 Gco\_general@txdmv.gov. Please identify in your email the  
21 specific items you are interested in commenting on, your  
22 name and address, and whether you are representing anyone,  
23 or speaking for yourself.

24 If your comment does not pertain to a specific  
25 agenda item, we will take your comment during the general

1 public comment portion of the meeting. In accordance with  
2 the Department's administrative rule, comments may be  
3 limited to three minutes. To assist each speaker, a timer  
4 has been provided.

5 The timer light will be green for the first two  
6 minutes. Yellow, when the speaker has one minute left.  
7 And then, red when the speakers time is up. Individuals  
8 cannot accumulate time from other speakers.

9 Comments should be pertinent to the issues  
10 stated on the comment sheet. When addressing the  
11 Committee, please state your name and affiliation for the  
12 record.

13 There are a few things that will assist in  
14 making the meeting run smoother, and assist the court  
15 reporter in getting an accurate record. First, please  
16 identify yourself before speaking. Next, speak clearly  
17 and slowly.

18 Next, please do not speak over others. And  
19 finally, ask the Chairman for permission to speak, and be  
20 sure to get recognized before speaking.

21 I would like to thank our court reporter who is  
22 transcribing this meeting.

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

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

6 The posted agenda states that a quorum of the  
7 Board may be present at this meeting, or the Board members  
8 who are not members of the Project and Operations  
9 Committee will not vote on any Committee Agenda items  
10 today. Nor will any Board action be taken.

11 I do not see any other Board members in  
12 attendance. And so, we have the Committee as constituted,  
13 and we have a quorum.

14 I am now going to call roll. Please respond  
15 verbally when I call your name.

16 Member Alvarado, are you present.

17 MR. ALVARADO: Present.

18 MR. PREWITT: Vice Chair McRae.

19 MS. McRAE: Here.

20 MR. PREWITT: Member Schlosser.

21 MR. SCHLOSSER: Here.

22 MR. PREWITT: Let the record reflect that I  
23 John Prewitt am here, too. We have a quorum. Also, let  
24 the record reflect that Committee Member Gillman is absent  
25 today.

1                   Our next agenda item is for the Pledge of  
2 Allegiance to the U.S., and Texas. I ask Member McRae to  
3 do the U.S. and State pledge.

4                   (Whereupon, the Pledge of Allegiance was  
5 recited.)

6                   (Whereupon, a pledge to the Texas flag was  
7 recited.)

8                   MR. PREWITT: Thank you.

9                   Agenda Item 3 is comments and announcements  
10 from the Chair, which I have none at this time. I don't  
11 have a Chair report today.

12                   So, we will move on to Agenda Item 4. Agenda  
13 Item 4 is the Camp Hubbard renewal project, which is  
14 briefing only. We will move now to that Item 4(a)(1), and  
15 turn it over to Glenna Bowman.

16                   MS. BOWMAN: There we go. Good afternoon,  
17 Chairman Prewitt, Committee members. For the record, my  
18 name is Glenna Bowman, CFO with Texas Department of Motor  
19 Vehicles.

20                   I'm always excited to give y'all an update on  
21 the Camp Hubbard renewal project. I think you can see, if  
22 you look outside, we are making great strides and  
23 progress. But I am going to start with the financial  
24 things. Since I'm the chief financial officer, we'll talk  
25 about something finance.

1           We have drawn down our first amount of money  
2 from Texas Public Finance Authority, in the amount of \$8.9  
3 million. And that money is being used to disperse to the  
4 Texas Facilities Commission and their various  
5 subcontractors for the work that has been done to date.  
6 So, we are moving forward with that, and we have an  
7 efficient process in place to be able to do that.

8           Our Division Directors are meeting with  
9 interior design team to finalize the furniture for all of  
10 the building, both the new building and CH6, which is  
11 being renovated. But we are focusing on CH6, because that  
12 furniture needs to be ordered soon, so that we can have  
13 everything in place for when those renovations are done.

14           The full construction project is 6 percent  
15 complete at this point. We are in CH6 doing selective  
16 demolition on the first, third, and fourth floors. You  
17 all will be taking a tour, I believe maybe tomorrow. And  
18 you will be able to see some of that.

19           We have internal walls going up. There is some  
20 selective demolition work that is taking place on the  
21 exterior of the building. And you can just see a lot of  
22 work being done. We are estimating being done with CH6 in  
23 the fall of this year.

24           We are completing demolition and site utility  
25 work. As you can see, CH3 and 5 have been demolished.

1 But also, since this report was printed, we have also  
2 demolished CH2. And you will see that when you go  
3 outside.

4 So, basically, everything is torn down that  
5 needs to be torn down to get ready for the new building.  
6 Our underground utilities are being relocated very  
7 successfully.

8 And we had some transformers that needed to be  
9 decommissioned that were connected to the historical  
10 building, CH4. That's been done and we have new electric  
11 service hooked up. So, we are good to go.

12 I will mention a couple of statistics, just for  
13 your information. As of the end of February, 97 trucks  
14 had hauled off a total of 1,175 tons of materials from the  
15 site; 25 percent of that has been diverted from the  
16 landfill. And that doesn't include the salvaged brick  
17 that is going to be used in the CH6 exterior, or the  
18 tree-trimming materials that have been mulched.

19 In April, we will begin the new building  
20 foundation preparation work for the new building. So,  
21 that is very exciting. I don't know that you are going to  
22 see a slab just yet, but we have to bore some holes in the  
23 ground and make sure we hit limestone. And that is in  
24 progress.

25 So, and we have some drone footage for you. It

1 is 30 seconds. And I am sorry. But it is actually about  
2 a week and a half or two old, so you will see CH2 still in  
3 the picture.

4 But -- Zach. We have music.

5 (Whereupon, a short video was played.)

6 MS. BOWMAN: So, this is going north on Jackson  
7 Avenue. So, you can see CH6 there. And then the big  
8 empty spot in the middle, where some of the new building  
9 is going to go.

10 I am sorry. This one is a little longer video  
11 than I thought we had. But it is still not too long.

12 You can actually see some of the equipment  
13 moving. And when we get to the other side, you will see  
14 people moving. So, that is CH2 right there. And then you  
15 come up to CH1, where we are right now.

16 Now we are going to turn the corner. Somehow,  
17 we ended up with a lot of footage, sorry about that.  
18 There we go, going the other direction.

19 (Whereupon, the video continued.)

20 MS. BOWMAN: Yes. My apologies. We did have  
21 one that was trimmed.

22 Now, we are going to go south on the MoPac  
23 side.

24 We'll find a shorter one for the Board meeting  
25 tomorrow, if you're going to show it. We just thought the

1 music was so nice, that it would be nice to just play it  
2 for a little while.

3 MR. AVITIA: You know, Glenna. You can't beat  
4 the narration and the music together.

5 MS. BOWMAN: It is a show, you know. So, there  
6 is Building 2 again. And then, into the construction  
7 area.

8 MS. McRAE: So, what is at the bottom of the  
9 screen? That little flat white thing that just went out  
10 of sight -- connected, it looks like, to this building.  
11 Is that where the cafeteria was?

12 MS. BOWMAN: So, the cafeteria was Building 2.  
13 There is still a part of Building 1. It is kind of  
14 confusing, right, because it goes around. And so, yes.  
15 So, the one on the bottom --

16 MS. McRAE: Yes. That is the one --

17 MS. BOWMAN: That is still standing, and will  
18 remain standing for now until we finish the project and  
19 demolish this building. And then, the one above it, yes.  
20 That is Building 2, and it is gone. Thank you for the  
21 question.

22 (Whereupon, the video continued.)

23 MS. BOWMAN: And there we are, back to Building  
24 6. I think we can go ahead and stop.

25 Well done, Zach. Thank you.

1 MR. PREWITT: Thank you.

2 MS. BOWMAN: If you all have any questions, I  
3 am happy to answer those at this time.

4 MR. PREWITT: All right. Great presentation.  
5 Are there any questions for Ms. Bowman?

6 (No response.)

7 MS. BOWMAN: Okay. Thank you.

8 MR. PREWITT: Seeing none. Thank you.

9 Let's move on. We now move on to Agenda Item  
10 4(a)(2). And I will turn it over to Roland Luna to  
11 discuss about the HB 718 implementation.

12 MR. LUNA: Good afternoon, Chairman Prewitt,  
13 Vice Chair McRae, Board members, Executive Director  
14 Avitia. My name is Roland Luna, Deputy Executive Director  
15 with the Texas Department of Motor Vehicles.

16 I will be providing an update on our  
17 implementation efforts regarding House Bill 718. And Zach  
18 is going to handle the changing of the slides for us. So,  
19 we can go to the next.

20 This is just a quick recap of what HB 718 does,  
21 the types of paper tags it eliminates, things that you  
22 have seen before, webDEALER being a requirement for tax  
23 assessor-collectors and dealers, submitting the vehicle  
24 transfer notification, rule adoption. These things that  
25 you are very familiar with.

1           We can go to the next.

2           So, our implementation effort, we are going to  
3 talk about training. Kind of training is a key component  
4 of the implementation. And we'll discuss that today.  
5 We'll talk about updates with technology, our distribution  
6 timeline, and some additional training materials that will  
7 be available in the future.

8           Let's go to the next.

9           For webDEALER in particular. So, if you think  
10 about the 22,000 dealers that we have here in the State of  
11 Texas that we regulate, not all of those dealers were on  
12 webDEALER at the time that 718 was passed. You have heard  
13 me use the statistic before, that we had about 20 percent  
14 of the transactions that were submitted historically in  
15 webDEALER by just a few dealers.

16           And since February of last year, when we  
17 launched our training effort, you can see the considerable  
18 growth from last year to this year. And if you look to  
19 the far right at the number of individuals trained, and  
20 the number of GDN holders that have been training, just  
21 over 11,000 for GDN, and just over 20,000 for individuals  
22 training. That does include multiple employees for GDN  
23 holders, and that includes tax assessor-collector  
24 employees that have been trained as well.

25           What is important about this slide, as well, is

1 it is only through the month of March. And while you  
2 think, well, nine days is not a big deal, how much more  
3 could those numbers increase. We had some recent training  
4 events, both virtual, self-paced. And then we had a large  
5 training event in Bexar County just a few days ago that I  
6 will cover later in the presentation.

7 So, when we include those numbers, we expect  
8 those numbers here, the 11,000 and the 20,000, to grow by  
9 nearly 2,000.

10 We can go to the next slide.

11 So, with Bexar County, Albert Uresti, who is  
12 the tax assessor-collector for Bexar County, he hosted the  
13 event at Freeman Coliseum, the old Spurs arena from the  
14 '90s. He partnered with the Vehicle Titles and  
15 Registration Division to organize this event. But this  
16 was really the vision of our Vehicle Titles and  
17 Registration Division Director, Annette Quintero, who is  
18 the one who came up with the idea a year ago, is, how do  
19 we find a location that is large enough where we can  
20 provide webDEALER training, where we can have dealers sign  
21 up for webDEALER with their tax assessor-collector and get  
22 their ACH set up at the same time.

23 As you know, as part of our training  
24 requirement, when you sign up for webDEALER, you have to  
25 enter your PIN number. Well, even if you are someone who

1 didn't preregister for this training event, you could show  
2 up there and enter your PIN number, sign up for the  
3 training, set up your webDEALER, set up your ACH, and then  
4 attend the webDEALER training that we provided.

5 In addition to the webDEALER training that we  
6 provided at this event, which -- there was over 900  
7 attendees. And if you can focus your attention to the  
8 very back of the crowd, where those black curtains are --  
9 behind there, there were full service deputies. Every  
10 full service deputy in the Bexar County area also attended  
11 this event.

12 So, they got a chance to hear about what the  
13 requirements were for 718, what is changing with the law,  
14 the effective dates. And they also had an opportunity to  
15 ask questions.

16 We can go to the next slide.

17 Here is where Bexar County had the ACH set up.

18 And we tried to clean it up as much as possible so that  
19 we could get a few pictures. But when they were signing  
20 up for ACH, there were Bexar County employees that were  
21 standing there helping them complete the forms, answer  
22 questions regarding the forms, to ensure that it was set  
23 up correctly.

24 There was so many questions at this event. It  
25 was a great turnout. We had members from Compliance. We

1 had VTR staff there. Annette and I attended as well.

2 There were so many people there with questions  
3 that it was ineffective for us to just have people go up  
4 to the mic and continue to ask questions. Because there  
5 was a line of 450. And a line of 450 over here -- that  
6 didn't make a whole lot of sense.

7 So, we organized five different lines, and had  
8 Enforcement Staff, VTR, and then I took a line as well.  
9 And we just answered questions one after another regarding  
10 the implementation. Total, each one of the lines answered  
11 about 200 questions.

12 And there were multi-part questions. If I am a  
13 lease facilitator and I am a franchise dealer, how do I --  
14 fill in the blank. So, there were some very unique  
15 questions that we fielded during this event, but it was  
16 well-organized.

17 It was well-attended. And all of our staff did  
18 a fantastic job of answering questions and participating  
19 in the event. Once we get these numbers, as I said  
20 earlier, I do expect those totals to grow by about 2,000.

21 We can go to the next slide.

22 Here is some photos from the event. We can  
23 keep going.

24 And here, for webDEALER. So, this is important  
25 here. When you look at the number of dealers on webDEALER

1 from a year ago, when we started our training effort in  
2 February of 2024, to where we are today.

3 Those are active users right now on webDEALER.

4 So, that number has grown considerably. Let's go to the  
5 next.

6 I want to slow down here for just a moment, and  
7 I want to talk a little bit about technology, before I  
8 touch on webDEALER. There has been a number of questions  
9 about, is webDEALER going to be ready. I have used this  
10 number before, as well.

11 We identified with our stakeholder groups more  
12 than 300 enhancements that were needed to various systems,  
13 webDEALER, RTS, the new inventory management system,  
14 eLICENSING. And we prioritized those enhancements, and  
15 that work has been underway for a number of months now.

16 One of the items that we have focused on, and  
17 our IT department has continued to focus on, is the  
18 stability, the capacity, and the functionality of  
19 webDEALER. We have upgraded a number of systems as well  
20 that tie into webDEALER and we are stress testing  
21 webDEALER real time every day. And this line chart will  
22 highlight that.

23 So, let's look at March of 2024. The number of  
24 counties trained, you see it is very low at eight. And  
25 then, you can see -- I'm sorry, 120. And then the number

1 of counties on webDEALER at 120, and additional trained is  
2 eight. Well, that means that as more counties use  
3 webDEALER, more dealers are going to use webDEALER.

4 So let's focus on the far right. When you look  
5 at the number of counties that have been trained, 243,  
6 there are five counties in the State of Texas that do not  
7 have a dealership. And then there are some counties that  
8 the remaining three have not completed their webDEALER  
9 training, because they don't have a large amount of  
10 dealerships.

11 So, when you look at the number of dealers that  
12 we have left to train -- I am sorry, the number of  
13 counties -- it is very few. And if you were to remove the  
14 five that don't have a dealership, then that number is  
15 even smaller.

16 But what is important about this slide is the  
17 number of active counties right now, which is 168. So,  
18 applying that to webDEALER capacity tells us that our work  
19 so far is working. Capacity, stability, functionality, it  
20 is working right now. And so, as long as we continue to  
21 trend in this direction, this will be very positive for  
22 the implementation effort.

23 We can continue to go.

24 We have some upcoming training that is going to  
25 be offered for our stakeholder groups. And I want to

1 start with law enforcement.

2 At your request, Member Schlosser, we will have  
3 the condensed version available later this month. We will  
4 roll that out with the full 718 law enforcement module.  
5 We've continued to have our communication with TCOLE and  
6 with the Department of Public Safety.

7 We also reached out to the Texas Police Chiefs  
8 Association, so that we can offer the module to them as  
9 well, so that they can push it out to their training  
10 coordinators. And whether they want to provide it at show  
11 up or roll call, they can provide it in those forums as  
12 well.

13 There has been some questions about, well, when  
14 do I use this plate? When do I use the dealer demo plate?  
15 Me as a dealer, am I going to have to maintain an  
16 inventory of the temporary registration plate -- which  
17 they are not.

18 But we have a short video that we have prepared  
19 that is on our website now. But we are preparing an  
20 additional module that talks about permitted uses and when  
21 to use the plate. We have learned that as questions  
22 continue to come in, we are logging these questions. And  
23 if we see a high number of those questions, that tells us  
24 that we need to create some specialized training to answer  
25 those questions.

1           So, that is what we have been doing, and that  
2           is why you can see here that we have four additional  
3           training modules that will be available at the end of  
4           April. And you will see them on our website in May, and  
5           we will begin to offer them in May.

6           Inventory management, this is an important one  
7           as well. With inventory management, we know how important  
8           it is for dealers, for tax assessor-collectors, and for  
9           our staff as well to understand the functionality that  
10          exists in the system.

11          We will have a module that is available. Our  
12          vendor, Actricity is going to be helping us with that as  
13          well. And we hope that, in our partnership with tax  
14          assessor-collectors as we train them, and you become more  
15          and more familiar with the system, as your dealers are  
16          asking you questions, you are a subject matter expert just  
17          like the DMV, just like we do with all our other  
18          registration and title work to date.

19          We can go to the next slide.

20          The integration of our technology is extremely  
21          important. And all of you know that as we are deploying  
22          the inventory management system, and when 718 becomes  
23          effective, we need to ensure that all the systems are  
24          working properly.

25          So, what we have completed is a significant

1 milestone; 85 percent of all requirements for the 308  
2 enhancements are completed. The remaining 15 percent will  
3 be completed by next week. That doesn't mean that we have  
4 been working on requirements and not working on coding or  
5 programming; we have been doing these things  
6 simultaneously.

7           And I want to commend our project managers Eric  
8 Davis, Natalie Woods, everyone else that is part of the  
9 Committee, all of our divisions that have been working on  
10 this. While we have completed requirements, we begin the  
11 coding, we begin the programming. And then, at the  
12 appropriate time, we test it.

13           And a number of those things have been  
14 deployed. They have been part of the release. They are  
15 just dormant right now. We have several releases that we  
16 will have in preparation for July 1 to ensure that all of  
17 the things that need to be functional are functional.

18           These are some of the key areas that we have  
19 been focusing on, and I will give you one as an example.  
20 It is plate assignment. Well, plate assignment may not  
21 sound like a big deal, but if I am a dealership and I just  
22 sold Member Schlosser a vehicle, what are those  
23 precursors? What are those steps that needed to be  
24 completed before I can assign a black and white general  
25 issue plate.

1 Well, here is a few things that are in  
2 development and underway. We need to make sure that the  
3 inventory management system works correctly. The  
4 integration between the inventory management system, and  
5 RTS, that work is done.

6 The integration between the inventory  
7 management system and webDEALER, that piece is done. So,  
8 the talking to, them communicating with each other, the  
9 programming of those systems has been completed.

10 So, when you think about plate assignment now,  
11 we are going to be moving into the testing phase. And in  
12 the testing phase, we have counties -- we have eight  
13 counties that have been identified. We have nine dealers  
14 that have been identified, and five of our Regional  
15 Service Centers to help us with testing.

16 But when you think about plate assignment,  
17 there is two things that need to happen. The first is, in  
18 the system, can I order plates, and can I receive them.  
19 And are they the correct quantities?

20 Another piece of that testing is, once I have  
21 my inventory, and it is reflected in the inventory  
22 management system, can I assign it to the proper class of  
23 vehicle. And is there going to be a hard stop that  
24 prevents me from assigning a farm trailer plate to a  
25 passenger car. Those are the kind of failsafes that we

1 are testing now to ensure that plate assignment is  
2 correct.

3 We can go to the next slide.

4 This is a screenshot of the inventory  
5 management system. I think it is important for everyone  
6 to see that, you know, it is not just an abstract item.  
7 It is something that exists, that we have procured and we  
8 are working in. Let's go to the next slide.

9 This is another screenshot of what the  
10 inventory management system would look like to our users,  
11 once it is available, and once the training starts in May.

12 We can go to the next slide.

13 And then, for distribution, I want to talk  
14 about a timeline for distribution and why that is so  
15 important. We will begin testing the inventory management  
16 system with our Regional Service Centers tomorrow. So,  
17 the Regional Service Centers will order an allotment of  
18 plates from our distribution center in Dallas, from Taylor  
19 Communications.

20 The quantities that they order will be  
21 received. And then, once they receive them, they will  
22 check those quantities in the inventory management system  
23 to reconcile what I have ordered, and what I have  
24 received.

25 The next user group that we will go to is tax

1     assessor-collectors, which we have nine counties that are  
2     going to be helping us with that. The same thing -- they  
3     are going to help us with the system, with the testing.

4             And then, we have a number of dealerships,  
5     small, medium, and large. The same thing with counties,  
6     small, medium, and large. We thought it was important to  
7     make sure that we had some geographic diversity.

8             We needed to make sure that we were touching  
9     all places and corners of the State of Texas. So, our  
10    test groups, and our user groups are all over the state:  
11    as far south as McAllen and Harlingen, as far west as El  
12    Paso, the DFW area, the Houston area. So, we are all over  
13    Texas as well -- Central Texas, as well.

14            They will be helping us with all of these  
15    things to ensure that the two things we want to check for;  
16    can you order and receive, and then, can you assign. They  
17    are going to be helping us with those things.

18            So, this is trending very well. We are very  
19    excited about our testing that is going to start tomorrow.

20            And hopefully, things go well. And if they don't, we are  
21    going to make sure that we correct those things very  
22    quickly before we move to the next test group.

23            We can continue.

24            So here, with distribution, this is giving you  
25    a visual reminder of our relationship and what it looks

1 like. We have entered into an agreement with our  
2 logistics vendor, Taylor Communications, who maintains a  
3 warehouse. They have an inventory. And that  
4 collaboration between us, Taylor Communications, using the  
5 inventory management system is extremely important.

6 Well, remember, one of the reasons why we  
7 wanted to enter into an agreement with a logistics vendor,  
8 so we wouldn't have to contend with security incidents at  
9 the one unit with TDCJ. They do a great job of  
10 manufacturing license plates, but the nature of their  
11 business is public safety and corrections. And in light  
12 of that, there are security incidents that don't allow  
13 trucks to pick up shipments and distribute them to our  
14 partners, the tax assessor-collectors.

15 And with 718 being effective on July 1, we  
16 didn't think that it was a good decision to take on that  
17 risk where dealers may be in the position where they are  
18 not able to receive their allocation of plates. As it  
19 stands today, there is a security incident that is not  
20 allowing shipments to go out of TDCJ today, at this very  
21 moment.

22 Our test plates that we need for our user  
23 groups that you just saw in the previous slide have  
24 already been transferred to Taylor Communications, so that  
25 we can continue with our testing. And this is a prime

1 example of how the logistics vendor will help us be  
2 successful with ordering and order fulfillment moving  
3 forward.

4 We can go to the next slide.

5 Our distribution timeline -- I talked about our  
6 testing in the month of April. In May, this is going to  
7 be our initial ordering. This is going to be for our  
8 dealer demo plate, the blue plate that dealers can use.

9 That will be for dealers. To order those  
10 plates, there are a number of enhancements that have been  
11 completed in eLICENSING, so that dealers can do that.  
12 That is one of the major milestones, as well, from a  
13 technology standpoint.

14 A dealer -- that functionality exists now. We  
15 just need to turn the light switch on in May, for them to  
16 be able to log into the system, request their plates, and  
17 then we fulfill them. And then we send them to the dealer  
18 using the same methodology that they use today via  
19 eLICENSING.

20 Some other eLICENSING enhancements that have  
21 already been completed as well is some of the framework  
22 for our dealer compliance section that is going to be  
23 conducting dealer compliance reviews at dealerships. That  
24 work has been completed in eLICENSING, as well. And then,  
25 in the event that any of those reviews need to transition

1 over to an investigation, that work has been completed as  
2 well, so that it can transition over into an investigation  
3 with one of the investigators. So, that has been done as  
4 well.

5 And then, in June, moving on with our timeline,  
6 we will complete all of our initial shipments, which --  
7 that is our plate allocation to all of our dealers around  
8 the State of Texas. And then, we would be prepared for an  
9 effective date of July 1.

10 We can keep going, Zach.

11 This is just a reminder about the new dealer  
12 temporary plate allotment, and what the methodology is by  
13 rule. And the reason why we thought it would be  
14 advantageous to list this here today is because that is  
15 the first plate that is going to be out, that is going to  
16 be available for ordering. So, we wanted to just have  
17 that reminder here.

18 I also have the metal plate with me, as well,  
19 if you would like to see it. We did pass that around at  
20 one of the previous Board meetings. If you would like to  
21 see it, I have it.

22 We can keep going, Zach.

23 Our communication plan. Our government and  
24 strategic communications division, as well as our  
25 Communications Committee working with the other

1 committees, they have done a tremendous job of being  
2 responsive. When we identify that something needs to be  
3 communicated, or we have learned something different from  
4 one stakeholder group that is leading us to need to create  
5 some other type of communication, we have been very  
6 responsive in doing this.

7 And here is a list of some of the things that  
8 we have done. You may have seen a number of these  
9 communications, but we have been very creative.

10 And we can go to the next slide, Zach.

11 So, when you go to our landing page on the DMV  
12 website, you can see the highlighter color that says HB  
13 718. And if you click on that, it takes you to all things  
14 718, by stakeholder group: law enforcement, tax assessor-  
15 collectors, dealers.

16 If you want to sign up for webDEALER training,  
17 right there. If you need to sign up for webDEALER  
18 training in Spanish, right there. If you need any  
19 reference material so that you can print and take away, or  
20 download and email to someone, right there on our website.

21 And this has helped answer a number of questions for  
22 dealers all over the state.

23 At the very bottom, you will see an email  
24 signature. We have a number of staff members that are  
25 using this, as well. They have incorporated this into

1 their email signature, that way when we are sending  
2 something to an association member, they can access  
3 information there by simply clicking a button.

4 We're reminding them about 718. And it  
5 redirects them to our 718 page so that they can gather  
6 additional information they may need for their user group.

7 We can go to the next one.

8 So, in development for the next few months, we  
9 have a number of things that we are working on, some  
10 targeted outreach that is in development now. We have had  
11 some mailers that have gone out directly to dealers. And  
12 as a result of that, that has helped us identify which  
13 dealers we need to have some direct communication with.  
14 So, when we talked about direct communication that may be  
15 needed, that is what we are talking about here.

16 The other item that we have is a new dealer  
17 handout. If you have not seen our tri-fold that our  
18 Enforcement Division has come up with, it is very handy.  
19 It has a description of all of our plate types. It has a  
20 brief description of the requirements of 718.

21 That has been a very useful educational tool.  
22 As our staff are getting trained up -- our new staff that  
23 we received as part of 718, as they're getting trained up  
24 and they are interacting with people, it is easy for them  
25 to just drop the flyer, drop the brochure and say, yes,

1 that is an excellent question. Let me answer your  
2 question, and then let me leave you some reference  
3 material. That way, they can reference that on their own,  
4 at their leisure.

5 We can go to the next one.

6 The Compliance Committee -- a lot of great work  
7 here from the Compliance Committee. Really proud about  
8 how ambitious they are to learn the business. There are  
9 26 new FTEs that we received in the Enforcement Division  
10 for the Compliance section.

11 Eleven of them have been hired; fourteen of  
12 them are underway. And they are getting learned up, not  
13 only by reading, and by working with staff members, but by  
14 performing work with others. The eleven that have been  
15 hired have been participating in proactive site  
16 inspections of dealerships.

17 What better way to learn the work than doing it  
18 with one of the Enforcement investigators that conduct  
19 site inspections now. That is going very well. They have  
20 asked a lot of great questions. We have identified a lot  
21 of things that we need to adjust in our communication  
22 moving forward, to ensure that dealers continue to learn  
23 about the requirements for 718.

24 We can go to the next.

25 This is just a little -- that's 14 positions

1 will be filled. Eleven are already filled. So, for this  
2 pool of 14 that are being filled, 200 applicants. Just to  
3 show you the attraction that the Department of Motor  
4 Vehicles has to vacant positions; 200 applicants for 14  
5 positions, I think, says a lot about how applicants are  
6 seeing the Department.

7 We can go to the next.

8 And then, here is that handy, dandy tri-fold  
9 that I was talking about, brochure. If you would like one  
10 to take with you, I am sure we can give you some, so that  
11 you can take with you to reference in any of your  
12 conversations that you may be having.

13 We can go to the next.

14 And we have another resource document that has  
15 been inserted into our plate distribution for dealers.  
16 So, when dealers are receiving metal plates, their dealer  
17 plates, this is another insert that we are providing them,  
18 just to get the word out there about 718. Next.

19 And that concludes the update on 718. And I am  
20 happy to take any question that you have about our  
21 implementation efforts.

22 MR. PREWITT: Any questions?

23 MR. SCHLOSSER: So, Roland. That was a lot of  
24 information. I just had a couple of quick questions. You  
25 may not have the answers, that's fine.

1           But of the number of people trained right now,  
2 do we have an idea how much representation that is of the  
3 total volume of registrations we do per year? I know we  
4 know what percentage of dealerships, but are the bigger  
5 ones on board, so we will be -- 80 percent of the  
6 dealerships are now -- our registrations for the state  
7 will be covered under this. And we are just worried about  
8 the last few.

9           MR. LUNA: So, Member Schlosser, to make sure I  
10 understand your question, it is how many dealers are left  
11 to train.

12           MR. SCHLOSSER: Not necessarily dealers. But  
13 what representation of total registrations are currently  
14 trained? So, like the big names are all trained. That  
15 equals 90 percent. How does that bear out amongst --

16           MR. LUNA: I see. Those counties that have the  
17 larger number of registration, are we reaching them.

18           MR. SCHLOSSER: Right.

19           MR. LUNA: Are they already on webDEALER? The  
20 short answer is yes.

21           MR. SCHLOSSER: Okay.

22           MR. LUNA: The Dallas County, the Harris  
23 County, Bexar County, Tarrant County, the Montgomery  
24 Counties of the world are on webDEALER. It is really  
25 going to be the suburban and rural areas where there is

1 two dealerships --

2 MR. SCHLOSSER: Right.

3 MR. LUNA: Where, they are not on webDEALER,  
4 and they haven't been trained. And even some of the  
5 suburban tax assessor-collector counties that are outside  
6 of a major metropolitan area, while they may not be as  
7 active in webDEALER, they have been trained. Because we  
8 only have a handful of tax assessor-collectors that have  
9 not been trained, and not currently using webDEALER. So,  
10 we are trending very well there.

11 Where we need to continue to focus our efforts,  
12 like we have been, is with our dealer community. Because  
13 we need them to -- we need to grow that adoption rate to  
14 ensure that they are prepared to continue to do business  
15 on July 1.

16 MR. SCHLOSSER: And that leads to my second  
17 question. What about the 80 nonresponsive dealers or  
18 dealers that haven't complied? How will that be  
19 effective, if we just can't get to them, or they are just  
20 not responding with the proper training? What is going to  
21 happen July 1?

22 MR. LUNA: Well, we hope that doesn't happen.  
23 And that is part of our targeted outreach. Each month, as  
24 you saw our numbers earlier, each month we are evaluating  
25 with a heat map where our pockets are, where we need to

1 focus our attention.

2 So right now, we have trained approximately  
3 12,000 dealers. Without having the numbers from the  
4 recent training events, we are estimating between 6,000  
5 and 8,000 dealers that are remaining to be trained. There  
6 is going to be some targeted outreach with those dealers,  
7 and who has been a great partner for us in the outreach  
8 has been our tax assessor-collectors.

9 As recent as yesterday in Brazoria County,  
10 Kristin Bulanek was telling us how when dealers are coming  
11 into her office, she is using the dealer list that we have  
12 provided the county tax assessor-collectors to say, Auto  
13 Group A, B, we see that you are not signed up for  
14 webDEALER. We see that you are participating in dealer  
15 drop off. Here are some resources for you to sign up for  
16 webDEALER training. This is how we can help you.

17 So, with that outreach, with our combined  
18 efforts, with us and the tax assessor-collectors, we feel  
19 confident that we will be able to reach those dealers.

20 MR. SCHLOSSER: A final question. It has to do  
21 with the logistics of tracking the plates. Is there going  
22 to be a tracking system in place for once it leaves the  
23 logistics distributor to the actual -- is there a  
24 signature at the end, when the dealer receives and be able  
25 to see where this thing is ending up and when?

1 MR. LUNA: Yes, sir.

2 MR. SCHLOSSER: Okay.

3 MR. LUNA: No signature, no delivery.

4 MR. SCHLOSSER: Okay. Good deal.

5 MR. PREWITT: Very good. Good questions.

6 Any other questions?

7 (No response.)

8 MR. PREWITT: Great job, Roland, and your team.

9 And since you did such a good job on that, given Annette  
10 can't make it, I would like you to move on to Agenda Item  
11 4(a) with the Regional Service Centers.

12 MR. LUNA: Hello again.

13 MR. PREWITT: The utility infielder today --

14 MR. LUNA: I am not Annette Quintero. I am  
15 Roland Luna, Deputy Executive Director, Texas DMV. Good  
16 afternoon, Chairman, Executive Director Avitia. Here  
17 again.

18 So I am going to talk about the Regional  
19 Service Center expansion and renovation projects. And we  
20 can go to the next slide.

21 During the last legislative session, the  
22 Department of Motor Vehicles was tasked with creating a  
23 long range facilities plan for us to look at the next ten  
24 years and examine the cost effectiveness to buy, sell, or  
25 lease property. As Texas continues to grow, we have had

1 an annual growth rate of about 1.25 percent of registered  
2 vehicles. And as registrations increase, that means our  
3 population is increasing.

4 So, in order for us to continue to meet that  
5 demand, this long range facilities plan would help us in  
6 our decision making process. I am also going to cover our  
7 expansion projects. The last session, we received  
8 appropriations for two additional Regional Service  
9 Centers; one in Dallas, and one in Houston.

10 And then, I will talk about our relocation and  
11 renovation projects. Next.

12 Dallas South. So, this is going to be our new  
13 Regional Service Center that is going to be in  
14 Duncanville. And if you are familiar with I-30, where I-  
15 30 and Wheatland Road are, that is Department of Public  
16 Safety mega office, we are about five minutes from that  
17 office, going east on I-30. Or, if you are on Wheatland  
18 Road, you go east for about five minutes, and you are  
19 going to hit our new office.

20 Where our new office is, they are currently  
21 handling the buildout now. We can go to the next.

22 They are currently handling the buildout now;  
23 finishing the floors. Finishing our standard  
24 configuration, which is a horseshoe shape, that is scaled  
25 for this office. We are using the same color scheme that

1 we use in all of our offices for consistency.

2 And then, we will be receiving our furniture.  
3 Our IT division will be working on networking. And then,  
4 the security cameras and the badge readers will be  
5 installed at the end. We anticipate late May, that that  
6 office would be fully operational and ready for a nice  
7 ribbon-cutting ceremony.

8 There are a few things that are considerations  
9 for this. We are at the mercy of the contractor that is  
10 handling the buildout. So, in the event that there is a  
11 challenge with either materials or anything like that  
12 could delay this right now. But based upon where we are  
13 projected to be, we do anticipate late May.

14 We can go to the next.

15 This is an aerial photo of our office. And if  
16 you see the white tin, that is where -- right. Thank you,  
17 Zach.

18 That is where our office is going to be. It is  
19 currently unoccupied now. We do not have any unruly  
20 neighbors, or anything like that. We are not going to  
21 have to contend with any of that.

22 We feel really good about this location.  
23 Avitia, our Director, Annette Quintero, and a number of  
24 staff went out to take a look at it -- Trinie De La Cruz.  
25 Our RSC managers that are in the DFW area also went to

1 look at this location. And this looks like a great  
2 location for us. Next.

3 Here are some interior photos. That is our  
4 standard color scheme and configuration. Next -- some  
5 additional photos.

6 And then, Houston. And Member Schlosser, you  
7 will be very familiar with this, being a Houston Police  
8 Department officer. Our new office is going to be located  
9 on 59 South in Stafford.

10 It is going to be at the Meadows Place,  
11 municipal government. It is right next to Stafford. That  
12 office now -- we can go to the next.

13 They are finishing the floors here. And they  
14 are installing the sprinkler system. There was a little  
15 bit of a delay with the Houston RSC because the building  
16 owner was required to retrofit the entire strip mall with  
17 a new sprinkler system. And there was some permitting  
18 considerations.

19 And then, the City required that the property  
20 owner have his own meter for water for that sprinkler  
21 system, so that if there was a fire, that the sprinkler  
22 system could continue to work, separate and apart from any  
23 other water mains that may be going to any residential  
24 areas.

25 We can go to the next.

1           So here, you can see where the Houston RSC  
2 South location is going to be. Currently, it is empty  
3 right now. We visited that location a few weeks ago and  
4 it looks great.

5           Now that the sprinkler system has been  
6 installed, they will begin with the inner office  
7 configuration, all the buildout. All of the things that  
8 they do, the carpeting, the floors, the restrooms, all of  
9 those things.

10           It is a nice location for 68-A inspections,  
11 just like it is going to be for our Dallas South location.

12           That was one of the requirements that we had in our  
13 property search was ensuring that we had space that was  
14 available for law enforcement officers or task officers,  
15 task forces, to conduct 68-A inspections. As you know, we  
16 do a number of those every month, in working with our law  
17 enforcement partners. And we wanted to ensure that there  
18 was a place available for that.

19           We can go to the next.

20           You can see here where they had to dig out for  
21 the water main, for the sprinkler system. That was a  
22 \$300,000 investment for the property owner that we signed  
23 a contract with. Next.

24           Here are some interior photos of the  
25 development. And you can see the piping there for the

1 sprinkler system. Next.

2 And then, for milestones for IT requirements in  
3 our new offices -- and we thought that this was important  
4 to mention. When we are going to open a new office, we  
5 think about the furniture, and we think about the very  
6 tangible things that we use every day. And sometimes, it  
7 is an afterthought, when we think about building  
8 security -- being able to badge in, or a security camera,  
9 or making sure that we have network connectivity. Making  
10 sure we have the computer equipment that we need.

11 And all of these things are a consideration.  
12 All of these things are on pace now. And for these two  
13 new offices as well, in partnership with our Finance and  
14 Operations Division and IT, we will be installing credit  
15 card machines in these two new offices, only to have to do  
16 it again next year, again.

17 If we can go to the next slide.

18 For RSC relocation and renovation, that is a  
19 picture on the left of the new Odessa office, that is co-  
20 located with TxDOT. That was a project that was completed  
21 a few months ago. We just wanted to mention that, as a  
22 reminder.

23 But it is a beautiful office. Daniel and I,  
24 and several of the directors had an opportunity to visit  
25 the office. And I know staff really loved the office.

1 There were customers that were banging on the door to come  
2 in when we were having the ribbon-cutting ceremony.

3 It really is a nice office. And it has a very  
4 contemporary feel to it, a very warm office. They handle  
5 a large quantity of IRP transactions, because of the oil  
6 industry in the area.

7 In our Pharr office -- we can go to the next.  
8 In our Pharr office, we are located right off the frontage  
9 road of Highway 83 in Pharr. We are one street down from  
10 being in McAllen proper.

11 But where that TxDOT office is located, they  
12 have some additional property, approximately one mile down  
13 the road on the frontage road of Highway 83, that they are  
14 giving to the Department of Motor Vehicles for us to move  
15 to that location. It is a large piece of property. They  
16 are going to provide all of the buildings for us.

17 We have had an opportunity -- Glenna Bowman,  
18 our CFO, Deputy CFO Chris Hayden, Annette Quintero,  
19 Avitia, our director, a number of us went to Pharr last  
20 year when this project first became a suggestion from  
21 TxDOT. Because TxDOT is in need of their property. And  
22 then, with our customers that are coming in, we are  
23 creating a bottleneck of congestion there.

24 So, with this additional property that they  
25 have a mile down the road, they are going to supply the

1 building. They have supplied the project manager as well  
2 to help with this. And we anticipate this timeline for  
3 construction being completed sometime next year.

4 Now, it is not a building like you would think,  
5 like our Camp Hubbard renewal. It is going to be some of  
6 the modular buildings, but they are not flimsy or anything  
7 like that. We had an opportunity to go and view some of  
8 those buildings now, and they are going to be great. And  
9 with our partnership with TxDOT, we anticipate this being  
10 a very successful project for us as we continue to move  
11 through it.

12 We can go to the next.

13 Our long range facilities plan. Our long range  
14 facilities plan required us -- last session, we were  
15 tasked with determining the cost effectiveness of buying,  
16 leasing, or building new Regional Service Centers. And we  
17 excluded some properties from the long range facilities  
18 plan, such as Houston and Dallas, because we have two new  
19 offices there.

20 We excluded San Antonio, because we had a  
21 renovation project that was underway. We excluded Odessa,  
22 because we were actively involved in a project there. And  
23 then, the Pharr office as well.

24 So, with those excluded from the project -- we  
25 can go to the next.

1           We needed data to determine what we needed to  
2 do. So, we looked at the number of transactions that we  
3 had for the entire state, by zip code. And we have  
4 approximately 1 million transactions each year in all of  
5 our Regional Service Centers.

6           We have -- our average service time hovers  
7 around six-and-a-half minutes. Our average wait time is  
8 about 28 minutes. In the Regional Service Centers -- now  
9 there are some months where that will fluctuate, and that  
10 may go to an hour for a walk in, for someone that doesn't  
11 have an appointment. But our offices like Amarillo and  
12 Abilene, where those are smaller offices, mid-size  
13 offices, they do a really good job of turning customers  
14 out pretty quickly.

15           So, as part of this, we looked at all of our  
16 metrics, the types of transactions, the zip codes, to  
17 determine how many customers we are providing service to,  
18 and then where those customers are coming from. The other  
19 thing that we looked at is -- we looked at what our  
20 existing locations are, our projects that are really  
21 underway, like our expansion projects, and our renovation  
22 projects.

23           And then, we looked at our staffing models.  
24 How many staff members do we need at a small office? How  
25 many staffers do we need at a mid-size office? And then,

1 we have some of those offices, like an Austin or a San  
2 Antonio office, that are a mid-size office, and not quite  
3 a Houston, but they are not a mid-size office, either.

4 So, as part of this consideration, what should  
5 an office look like? What should the staffing ratio look  
6 like, based upon X amount of transactions. Should it be  
7 this type of staff -- this amount of staff.

8 Well, it was very difficult to determine  
9 because each of our offices, those trends look a little  
10 bit different with the types of transactions that they  
11 complete, especially considering that we have a certified  
12 copy of title centralized at our Wichita Falls office.  
13 So, we have had that project for about two years now.

14 And so, when you look at our data, it really  
15 requires some datamining on our part to tell the story.  
16 And then, we were going to use this long range facilities  
17 plan to determine our future needs.

18 We can go to the next.

19 And what the long range facilities plan  
20 determined is that there is a need for us to consider as a  
21 Department placement of an additional Regional Service  
22 Center in Laredo, Texas. And then having been a former  
23 Laredo resident, you know, I can attest to the 235 miles  
24 south that you have to drive, and there's a lot of  
25 restroom breaks. 235 miles south, but if you are a Laredo

1 resident -- if you live in Webb County, or Dimmit County,  
2 or Duval County, there is a seven-county radius there  
3 where residents there have to determine, am I going to go  
4 east to Pharr on 83, or am I going to travel to the San  
5 Antonio Regional Service Center?

6 And Vice Chair McRae can attest to this, that a  
7 tax assessor-collector does not conduct the same  
8 transactions that an RSC does. So, if you are a customer,  
9 and you are in need of services that one of our offices  
10 provide, you are going to have to travel three hours, or  
11 two and a half hours for service.

12 So, we have determined that approximately 600-  
13 to 800,000 customers could potentially receive service  
14 from an additional Regional Service Center in Laredo,  
15 Texas. We also determined that service could be provided  
16 to some of those counties that are on the border of either  
17 going to the San Antonio Regional Service Center, or going  
18 to Laredo, if we were to have an office there.

19 And if you think about a smaller municipality  
20 like Cotulla, or someone who lives in Atascosa County,  
21 just north of La Salle, those would be prime examples of  
22 people that could choose. Am I going to go to San  
23 Antonio, or will I go to Laredo.

24 So, if we decide to do something, this would be  
25 with close consideration and conversation with our

1 Executive Director Daniel Avitia, and all of our other  
2 divisions, and the Board to determine if this was  
3 something that we would want to pursue in the next  
4 biennium.

5 We can go to the next.

6 And so, for our RSC lease status review for  
7 Dallas-Fort Worth, El Paso, you can see these here. For  
8 San Antonio, we just signed a ten year lease at our new  
9 location. If you haven't been at that location, it is  
10 beautiful. I really love that location there.

11 We have proper space for customers and 68(a)  
12 inspections. Staff have really responded well to that.

13 We have renewed our lease in Dallas at our  
14 existing location, which is in Carrollton proper. We have  
15 renewed that lease as well. Fort Worth as well -- we are  
16 happy with that lease and it is working out well for us  
17 there.

18 In Waco, we are looking at alternatives in  
19 Waco. Our Waco office is on the I-35 corridor, and we  
20 handle a number of customers that live up and down I-35.  
21 And with that office, where it is located now, parking is  
22 limited.

23 There is not a location for 68(a) inspections.  
24 Even if you drive a 3/4-ton truck or if you are in a  
25 larger SUV, it is going to be difficult to park. So, we

1 are looking at alternatives for Waco in the future.

2 We can continue to the next.

3 So, this is what the long range facilities plan  
4 determined. And we partnered with the Texas Facilities  
5 Commission and JLL to conduct the market study. And this  
6 is what we determined: it is better to lease.

7 It is 47 percent more cost effective than  
8 buying to lease. It is 59 percent more cost effective  
9 than building to lease. And just comparatively speaking  
10 on those properties that we have with TxDOT where we are  
11 co-located, we pay about \$4 a square foot in costs when we  
12 are on TxDOT property, versus somewhere else.

13 We can go to the next slide.

14 Versus somewhere else where it may be \$28, \$30,  
15 \$35 a square foot to lease. So, for our RSC ten-year  
16 plan, we want to continue to lease based upon the data  
17 that we have reviewed in our partnership with JLL and the  
18 Facilities Commission. We want to continue to lease  
19 property because it provides us with an ability to be  
20 agile.

21 In the Houston area, if people continue to move  
22 to the Houston area, and there is a need for us to have a  
23 third office in the Houston area, then this would give us  
24 that ability. We have some relocation potential in the  
25 future for those offices that are listed there. And we do

1 not have any plans to move off of TxDOT property as it  
2 stands today with our existing partnership that we have  
3 with TxDOT.

4 We can go to the next.

5 And with that, I'll take any questions that you  
6 have about the long range facilities plan. And I am  
7 answering on behalf of Annette Quintero.

8 MR. PREWITT: Thank you for that clarification,  
9 Roland.

10 Are there any questions?

11 (No response.)

12 MR. PREWITT: Given there is no questions,  
13 thank you, Mr. Luna. Appreciate it.

14 MR. LUNA: Thank you.

15 MR. PREWITT: Great stuff.

16 Next, we will hear from Wendy Barron with  
17 Agenda Item 4(B), technology projects. This is a briefing  
18 only.

19 Wendy.

20 MS. BARRON: Good afternoon, Chairman Prewitt,  
21 Vice Chair McRae, Committee members, Director Avitia. For  
22 the record, I am Wendy Barron, Chief Information Officer  
23 of the Texas Department of Motor Vehicles.

24 I am here today to brief you on several items,  
25 but we will start with 4(B)(I) which is the Registration

1 and Titling System, or RTS replacement and ecosystem  
2 organization. This item can be found on page 11 of your  
3 materials.

4 And Zach, if you want to go ahead and move to  
5 the slide.

6 So, just a brief overview or a reminder of  
7 where we are. We are at the beginning of the journey. We  
8 are in the planning phase. We initiated that at the  
9 beginning of fiscal year 2024.

10 We were allocated \$6.75 million this biennium  
11 for those planning activities. We have assigned  
12 resources. We are actively working on those activities.  
13 And we have actually completed several milestones.

14 Next slide.

15 So, just to briefly overview what components,  
16 or what we are doing this biennium, we have some projects  
17 to upgrade current systems. We have also conducted an  
18 internal assessment of the RTS ecosystem. We completed an  
19 external assessment and market research of our options,  
20 and we completed some of the quality assurance team  
21 deliverables, and are also developing additional  
22 deliverables. And I will go more into that in just a  
23 minute.

24 And then, organizational change management  
25 activities. And then, the final component this biennium

1 will be to bring on a procurement assistance vendor.

2           So, upgrades of the current system. As we all  
3 know, we need to keep the current RTS alive and breathing  
4 for the duration of this project. So, it is critically  
5 important that it is running optimally, that it is  
6 upgraded to the best -- you know, the most current  
7 versions that are available.

8           This also will prepare the system to be able to  
9 transfer, you know, such -- the data out of the old  
10 database. The new -- you know, there is tools available  
11 that help with the modernization migration, but they have  
12 to be -- you know, the current version of the system has  
13 to be the most current version it can be for those tools  
14 to work. So, several projects to upgrade those.

15           And these activities are going to continue into  
16 next biennium. It is a phased process. They are  
17 interconnected, interrelated, and certain things have to  
18 go before others. So, it is a multi-stepped process.

19           The internal assessment was completed by  
20 Deloitte through the Texas Department of Information  
21 Resources technology solutions services program. They  
22 came in, and did a tremendous amount of documentation on  
23 the existing system, identified all the interconnected  
24 applications, which there is over 20 different  
25 applications, key applications that they identified.

1 Identified how they were connected, what they did, and  
2 then took that a step further to make recommendations as  
3 far as how we should approach the modernization.

4 Regardless of what direction we go in, how do we phase  
5 this, or break this into pieces such that we minimize  
6 disruption to our customers.

7 And basically, eat the elephant one bite at a  
8 time, right. So, it is a very detailed document. It is  
9 over a hundred pages long, very technical. But it is a  
10 really good piece of information.

11 We can also use it in the solicitation process.

12 We can make it available in a secure manner to potential  
13 bidders where they can review this document. And that  
14 gives them more information about the current system and  
15 the current environment, so they can make a  
16 better-educated bid for the development of the new system.

17 The external assessment is also complete. That  
18 assessment was completed by Gartner, which is a global  
19 information resources company that specializes in research  
20 and technology evaluation. And so, they came in and they  
21 conducted an external market analysis.

22 They looked at the entire -- you know, what is  
23 being done across the nation, in all 50 states. Looked at  
24 who has modernized, what did they do. They mapped it out.

25 And then there were key states that they

1 focused on that had commonalities with Texas. Some of  
2 them delivered services in partnership with tax assessor-  
3 collectors. Some of them were comparable in size.

4 So, really kind of identified about 20 or so  
5 other states. And conducted interviews with those states  
6 to gather more details about their modernization efforts.

7 This included questions about what went well, what went  
8 wrong. Why did they select the path that they chose,  
9 whether it was COTS or build-your-own, or some kind of low  
10 code, no code.

11 And you know, gathered that information,  
12 compiled it together and provided a report for us. They  
13 didn't make specific recommendations as, oh, the DMV  
14 should do X, Y, Z. They knew it was more about here is  
15 what is available to the DMV.

16 Next slide.

17 So, we actually used that report to develop a  
18 plan to visit some of those states. And we have  
19 identified three states, each of which are doing something  
20 different. But we want to go and visit these states, have  
21 a more in-depth conversation with them, go through a demo  
22 of their existing system and really kind of dig in even  
23 further to find out more information.

24 The states we selected were: Georgia, Arizona,  
25 and California. And Georgia is doing -- has implemented a

1 commercial off-the-shelf. They have fast implementation.

2 And so, they were the COTS implementer.

3 Arizona has done something interesting where  
4 they have built their own solution. But they are actually  
5 marketing it -- or I say marketing. They have made it  
6 available to other states free of charge.

7 So, they will give other states the code base.

8 And you can take it and make it your own. They just ask  
9 that you be a part of the community of states that are  
10 using this code base, and share information and ideas of  
11 how you change it, and you know, basically, work in this  
12 collaborative joint effort with other states.

13 There has actually been some other states that  
14 have taken Arizona up on their offer: West Virginia,  
15 Wyoming -- and I think there is a few other states that  
16 are looking into using their code base as well. So  
17 interesting spin on build your own. So, we definitely  
18 wanted to talk to Arizona, just get a little more  
19 information about their product.

20 And then finally, California who is  
21 implementing a Salesforce implementation, low-code  
22 platform. And so, we are -- we have got the Arizona visit  
23 scheduled for the end of May. We are still working to  
24 schedule the visits with Georgia and California. Still  
25 working to connect with California, Georgia.

1           It is a matter of just aligning our schedules.  
2           They are in session as well right now. So, it has been a  
3 little challenging.

4           But we hope to get those visits scheduled over  
5 this summer. And we will have more information from those  
6 that can help better inform our decisions and our  
7 solicitation drafting, as we move into that process.

8           The quality assurance team -- as a reminder,  
9 large projects in the State of Texas, IT projects are  
10 subject -- anything over \$10 million is subject to quality  
11 assurance team oversight. Quality Assurance team is a  
12 Committee to include DIR, the Legislative Budget Board,  
13 the Comptroller, and then the State Auditors Office. And  
14 there is a process that is built on the project management  
15 methodology, established by the Project Management  
16 Institute, that includes required reporting and  
17 development, and that is subject to review for each phase  
18 of the project.

19           So, we had to -- as part of the process, we had  
20 to submit our business case and the statewide impact  
21 assessment as part of the LAR. So, that was actually  
22 included in the LAR. That was completed last summer and  
23 was submitted.

24           The next phase, as we move into procurement, we  
25 will have to put together a procurement plan. And we are

1 working to initiate the draft of that right now. We'll  
2 work with the procurement assistance vendor to finalize  
3 that, and get that submitted to the QAT.

4 Some things have to be approved. Some things  
5 just have to be on file. As we move further into the  
6 project, we will have regular reporting to the QAT. So,  
7 we will have more information about that as we move  
8 forward with the project.

9 Next slide.

10 So, organizational change management -- a very,  
11 very important part of a large scale modernization effort.

12 It is one of the things that we saw in the Gartner  
13 research, is that the successful projects had  
14 organizational change management. It didn't always  
15 guarantee success, but the ones that failed, most of them  
16 did not address organizational change management. It's a  
17 very important part of the large scale modernization  
18 effort, and we have recognized that we need that component  
19 as part of our project as well.

20 We have done a couple of things. One is, we  
21 have hired a full time organizational change manager. And  
22 she is actually here today, Amanda Grantham.

23 And we are also getting close to executing a  
24 contract for some initial organizational change management  
25 work. We are going to bring in -- this is a large

1 project, right. This is not something -- with the whole  
2 modernization eff, this is bigger than in-house, right.

3 So, we are going to bring in an external vendor  
4 to help with the large scale organizational change.  
5 Amanda is going to help be the facilitator and the  
6 internal DMV staff member, kind of overseeing their work  
7 as we move through the project.

8 And the final component that we are working on  
9 for this biennium is the procurement assistance. This is  
10 strongly recommended by DIR. It is something that they do  
11 in their projects, or in their contracts.

12 Sorry, I apologize.

13 Something that they do in their large scale  
14 contracts. When you have a large contract that is such a  
15 large amount, it is good to bring in an external resource  
16 to help you develop that solicitation and then help manage  
17 the solicitation as you work through the process. And so,  
18 we are developing a solicitation to bring on that vendor  
19 right now with the goal to execute the contract before the  
20 end of the fiscal year. And that will be using the  
21 remainder of the funds that we have been allocated.

22 So, the Legislative Appropriations Request.  
23 Originally in the LAR, we did request \$125 million. After  
24 we received the assessments back, and had some internal  
25 conversations, we -- the original request contemplated

1 \$125 million this biennium, with \$25 million in the two  
2 subsequent bienniums. We made the decision and  
3 recommended that we pull that money back into this  
4 biennium and request the total \$175-.

5 There were a couple of reasons why we did that.

6 One, we wanted to make sure that we could fully initiate  
7 the early project activities. There are some critical  
8 things that we want to do in terms of providing early  
9 service delivery, quick wins. There are some things we  
10 can do right now, before we even get the big vendor on  
11 board.

12 Also, to make sure that we continue forward  
13 with the currency and security efforts that we are doing  
14 on the existing system. And also, to be empowered to  
15 fully solicit the contract with the full amount -- to  
16 fully solicit the contract with the full amount of funds  
17 available and not have to go back and ask for additional  
18 funds.

19 So, that is moving forward in the Legislature,  
20 and hopefully things will continue to progress as we hope.

21 And that concludes my presentation. If you  
22 have any questions, I'll be glad to answer.

23 MR. PREWITT: So, in terms of the overall cost  
24 of \$175 million, do you still feel comfortable with that,  
25 after meeting with all the vendors?

1 MS. BARRON: We do. The analysis that Gartner  
2 conducted and, you know, feedback from Deloitte on their  
3 estimates -- this is definitely within the ballpark of  
4 what other agencies have spent, and what other  
5 modernization efforts have come in at, as far as cost.

6 MR. PREWITT: When you look at Georgia,  
7 Arizona, California, relative to Texas -- I know you are  
8 going to meet with all three states. Do you feel that  
9 Texas, given its growth and where it is going, do you feel  
10 like they are comparable in terms of what we are trying to  
11 build?

12 MS. BARRON: They are, in different ways.  
13 Texas is unique. We do things a little different in  
14 Texas, right.

15 I think California is comparable in size.  
16 California has a lot more regulations, so that is a little  
17 bit different. But you know, the size factor with  
18 California.

19 And Arizona and Georgia, they are not as big as  
20 Texas, but they have got aspects that are common for us.  
21 They have a lot. Arizona is on the border, and the  
22 international -- and they have got the different  
23 challenges in that space.

24 So, there is commonalities across all three.  
25 There is no state that is quite like us, right.

1 MR. PREWITT: Right.

2 MS. BARRON: And so, we had to -- and, too, you  
3 know, one of the things like with the COTS vendor -- there  
4 is very few large states that have actually gone the COTS  
5 route. COTS is mostly with some of the smaller states.

6 So, Georgia is one of the bigger states that is  
7 actually using Fast. And so, that was, you know -- so  
8 while they are not as big as us --

9 MR. PREWITT: Right.

10 MS. BARRON: They were one of the bigger states  
11 that used the COTS solution.

12 MR. PREWITT: Gotcha. Okay.

13 Are there any other questions, Board members?

14 (No response.)

15 MR. PREWITT: Okay. Wendy, thank you very  
16 much.

17 MS. BARRON: You are welcome.

18 MR. PREWITT: We are looking for this next  
19 presentation for Agenda 4(c), with Eric Horn presenting on  
20 payment processing transitions.

21 Oh, I'm so sorry. There are other projects.

22 Silly me.

23 MS. BARRON: A few more projects. Yes.

24 MR. PREWITT: Yes. Thank you.

25 MS. BARRON: Again, for the record, I am Wendy

1 Barron, Chief Information Officer with the Texas  
2 Department of Motor Vehicles.

3 So, Agenda Item 4(B)(ii). I will cover two  
4 other priority agency projects that we are working on.

5 The first is the voice to cloud project. And  
6 this is an exciting project that is moving into its final  
7 phases, a very important milestone for the Agency. We are  
8 migrating our call center and core calling to the cloud.

9 So, getting, you know -- currently or  
10 previously to initiating this project, all of the phone  
11 equipment was located here onsite. And so, at the  
12 conclusion of this project, phones will be run through the  
13 cloud. And there will not be a physical presence here at  
14 Camp Hubbard.

15 This is going to be significant to maintain  
16 continuity, specifically with the building project that is  
17 going on right now, but also into the future. There are  
18 risks associated with power outages and things such as  
19 that. And the cloud -- we will be migrating this  
20 technology, or these services to the cloud will enable us  
21 to have continuity of operations, and better support the  
22 Agency.

23 So, the project, as I mentioned, is coming into  
24 its final phases. We migrated the call center to Genesys,  
25 which is the cloud-based technology solution that we are

1 using, a couple of weeks ago. That, for the most part,  
2 went very well.

3 They have been using the call center for a  
4 couple of weeks now. And there is a lot of new features,  
5 capabilities that the cloud-based solution can offer. And  
6 so, as we move forward, we are going to be enhancing and  
7 really leveraging those capabilities to make improvements  
8 to how we manage the call center.

9 Additionally we are migrating the core calling  
10 also to the cloud. That will be in Teams. And that is  
11 actually happening this week. So, we started Monday  
12 night, and we will continue through the week, migrating  
13 different sections of the Agency to cloud-based calling in  
14 Teams.

15 And then, at the end of this week, if  
16 everything goes well, we should be fully in the cloud for  
17 all of our calling and call center. And then, we will  
18 wrap up that project.

19 And moving on, the MCCA rewrite, or motor  
20 carrier credentialing rewrite. This is an update or a  
21 redevelopment of a replacement of a very old legacy  
22 system. We are very excited to be replacing this system.

23 The project is moving forward. We had some  
24 challenges with the solicitation and moving through the  
25 contracting process, but we worked through those. And we

1 now have the vendor on board. They are gathering  
2 requirements as we speak.

3 We had a kick-off meeting with the DIR  
4 infrastructure vendor a couple of -- in March. We are  
5 building out the infrastructure, as well. And we will  
6 move forward with the project, with the goal of completing  
7 in the fall.

8 And that concludes my comments on these items.  
9 I am available to take any questions, if you have any.

10 MR. PREWITT: All right. Thanks, Wendy.

11 Are there any questions on either the voice to  
12 cloud project or the MCCS rewrite?

13 (No response.)

14 MR. PREWITT: And then, I guess on the voice to  
15 cloud, that has gone pretty much without incident, hasn't  
16 it?

17 MS. BARRON: It has. We had some snafus  
18 unrelated to the call center this week --

19 MR. PREWITT: Okay.

20 MS. BARRON: -- with some power outages on Camp  
21 Hubbard. I wish we had migrated last week, because we  
22 wouldn't have had those issues.

23 Yes. Unfortunately, in the middle of --

24 MR. AVITIA: There is a little construction  
25 project outside.

1 MR. PREWITT: Right.

2 MS. BARRON: Yes. The migration has actually  
3 been going pretty well. We didn't get finished with all  
4 of the batch of calling the first night. And  
5 unfortunately, those were the numbers that were impacted  
6 with the power outage.

7 MR. PREWITT: Right.

8 MS. BARRON: That was completely independent  
9 from the project itself. The project, we have had --  
10 things have been migrating very successfully.

11 MR. PREWITT: Good. You didn't factor in  
12 decommissioning transformers, minor issues --

13 MS. BARRON: Yes. Just some minor issues. We  
14 were all wishing we were already in the cloud when some of  
15 these power outages happened.

16 MR. PREWITT: Right. I bet. Very good.

17 Well, listen, now is the time -- unlike  
18 previously, now is the time to ask Eric to come up, if he  
19 wants to, on the payment processing transition.

20 MS. BARRON: Yes, sir. Eric and I -- I think I  
21 am going to present on this item, and then Eric is going  
22 to present on the next item. He is here to answer any  
23 questions, because I know there is a couple of different  
24 things.

25 MR. PREWITT: Yes.

1 MS. BARRON: All right. So, Item 4(C).

2 Again for the record, I am Wendy Barron, Chief  
3 Information Officer, Texas Department of Motor Vehicles.  
4 Item 4(C) is the payment processing transition. So, this  
5 is a project that was initiated by the Department of  
6 Information Resources.

7 In April of 2024, they let us know that they  
8 had executed a new contract for payment processing with a  
9 new vendor. And that vendor is First Data Merchant  
10 Services, FDMS, also sometimes called Fiserv. And that  
11 replaces NIC or Tyler Technologies who was the current  
12 vendor.

13 That contract was supposed to begin with Fiserv  
14 effective September 1, 2025. And so, we did work with the  
15 Department of Information Resources to develop the  
16 schedule for transition on that project.

17 In March, we were prepared to have our first  
18 release. We were a couple of weeks out, and we got  
19 notified that DIR was not able -- their vendors were not  
20 able to meet the deliverables. And we unfortunately had  
21 to back out the code.

22 And then, we were notified that they had  
23 requested from their Board to extend the current contract  
24 with NIC for another year. And so, the contract now with  
25 NIC will expire August 31st of 2026.

1           What this means is that we essentially have  
2 another year to make the payment transition. And while we  
3 are very eager to migrate to the new payment processing  
4 vendor, we also have HB 718 to implement. And the  
5 resources working on the payment processing transition are  
6 also the same resources that are working on HB 718.

7           And the schedule that we had developed with  
8 DIR, it was very, I guess, narrow in its flexibility. So,  
9 when we missed those March -- when the DIR vendors missed  
10 the March deadlines, that kind of threw everything off for  
11 us. And we had a discussion, and made the decision that  
12 in the interest of not risking 718, that we would pause  
13 the payment processing project until September, when those  
14 resources were better available and on the other side of  
15 the HB 718 implementation.

16           We did decide to move forward with three  
17 components of the project. This is primarily because  
18 these were vendor-driven components. The vendors were  
19 already engaged. Contracts had already been amended.

20           There is minimal demand from DMV resources,  
21 especially DMV HB 718 resources. And so, those three  
22 items are: the My Plates transition, the transition for  
23 TxFLEET, and then the transition for GovQA, which is the  
24 PIR vendor. And so, those three projects are moving  
25 forward, and we will work with DIR to develop a new

1 schedule, assuming resource availability, in September.

2 And Eric and I are here to answer any questions  
3 that you may have.

4 MR. PREWITT: In terms of the inability for the  
5 vendor to get their -- get it completed, so we can go with  
6 them, is that Fiserv? Is that the problem?

7 MS. BARRON: I don't know that it was Fiserv or  
8 if it was NIC. I suspect it was probably NIC, based on  
9 our experience with them historically, but I can't say for  
10 sure. We weren't given further information, other than  
11 the vendors could not make the deliverables.

12 MR. PREWITT: So, we will rely on DIR in the  
13 future. I guess we are relying on them in '26 to see that  
14 it does happen.

15 MS. BARRON: For the transition.

16 MR. PREWITT: The transition. Yes.

17 MS. BARRON: Yes. I mean, this project is  
18 dependent on the vendors doing their part for the  
19 transition. There is components for the DMV. Then there  
20 is components for the vendors.

21 And just for awareness, as well, the DMV has  
22 over half of the transaction codes for the State of  
23 Texas --

24 MR. PREWITT: Right.

25 MS. BARRON: And we have a relationship with

1 the tax assessor-collectors that is somewhat unique. I  
2 don't think there is another agency that has quite the  
3 same kind of scenario that we have. And so, it is  
4 different.

5 And so, I think that created some challenges,  
6 that it wasn't the same as all the others. And so -- but  
7 it is a lift for us. It is no small thing.

8 And we are working with DIR. And we will  
9 continue to work with them to get this -- to make this  
10 transition happen. We just -- when those midline  
11 deliverables got missed, it just really kind of threw  
12 everything out of whack and we had to adjust.

13 MR. PREWITT: Right. Out of your control, out  
14 of DMV's control.

15 MS. BARRON: Yes. Absolutely. Absolutely.

16 MR. PREWITT: Okay. Understood.

17 Are there any other questions on this agenda  
18 item?

19 (No response.)

20 MR. PREWITT: Given none, let's proceed onward  
21 to Agenda Item 4(D), the Accounts Receivable project.  
22 There is Eric.

23 Welcome.

24 MR. HORN: Good afternoon, members of the  
25 Committee, Executive Director Avitia. For the record, my

1 name is Eric Horn. I am the Director of Accounting  
2 Operations here for TxDMV.

3 Today, I will be briefing you on the progress  
4 of our accounts receivable system project. Materials that  
5 support my briefing can be found in your eBook on page 17.

6 As a reminder, the purpose of this project is  
7 to develop and implement an A/R system that centralizes  
8 billing and collection activities for our Agency as a  
9 whole as our current processes are decentralized across  
10 numerous disparate systems.

11 We kicked this project off March 18th of 2024  
12 with our implementation vendor, with an anticipated  
13 completion date and project closeout of April 2025.  
14 Unfortunately, we have experienced delays with this  
15 original timeline due to infrastructure development issues  
16 with the cloud-based platform which will host our system,  
17 Microsoft Azure.

18 To resolve these issues, TxDMV staff is engaged  
19 with DIR's public cloud management vendor along with  
20 engineers for Microsoft. Multiple debugging sessions have  
21 occurred to resolve firewall blocks, as well as  
22 connections to department servers. These sessions are  
23 ongoing and anticipated to be completed by May of this  
24 year.

25 Our implementation vendor has completed the

1 technical and functional design of our system with  
2 Microsoft Dynamics Business Central as our platform.  
3 Additionally, a separate master data management, or MDM,  
4 solution has been designed to synchronize activities with  
5 the existing TxDMV systems, eLICENSING, and MCCS. This  
6 MDM solution will also reside in the Microsoft Azure cloud  
7 environment, and will automate updates to customer records  
8 within Business Central.

9 With the infrastructure delays we have  
10 experienced, our current plan is to separate the  
11 implementation into two releases. The first release,  
12 currently planned for October 2025, would be Business  
13 Central. That includes only customers with outstanding  
14 receivable balances at cutover time.

15 A fully integrated system with a complete MDM  
16 solution would follow in our second release, currently  
17 planned for April 2026. Both releases are dependent on  
18 the full resolution of our infrastructure issues with  
19 Microsoft Azure. The second release is also dependent on  
20 completion of the MCCS rewrite project, as the MDM  
21 solution will connect with this new system.

22 This concludes my remarks. And I am available  
23 for any questions you may have.

24 MR. PREWITT: Well first, it's a herculean  
25 task, what you have been doing. And so, kudos on that,

1 because I know it has to be-- I don't even want to know  
2 the nightmares. I am sure there has been several.

3 MR. HORN: Yes, sir.

4 MR. PREWITT: But kudos on all the progress.

5 Committee members, are there any questions from  
6 any of you on this?

7 (No response.)

8 MR. PREWITT: A job well done. Thank you,  
9 Eric.

10 MR. HORN: Thank you, sir.

11 MR. PREWITT: All right. With that, I believe,  
12 since we don't have any closed session items, we will go  
13 directly to Agenda Item 7, public comment.

14 Is there any public comment?

15 MS. MORIATY: Laura Moriaty, General Counsel.  
16 No, sir. There is no public comment today.

17 MR. PREWITT: Well then, if there is no public  
18 comment, then we will move on to Agenda Item 8, which is  
19 adjournment.

20 Do I have a motion for adjournment?

21 MR. SCHLOSSER: I will make the motion. Member  
22 Schlosser.

23 MR. PREWITT: Member Schlosser. And take a  
24 roll call. All those in favor.

25 Director Schlosser.

1 MR. SCHLOSSER: Aye.

2 MR. PREWITT: Director Alvarado.

3 MR. ALVARADO: Aye.

4 MR. PREWITT: Director McRae.

5 MS. McRAE: Aye.

6 MR. PREWITT: And I, Chairman Prewitt also vote

7 aye.

8 We are now adjourned. Thank you.

9 (Whereupon, the meeting was concluded at 3:28

10 p.m.)

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C E R T I F I C A T E

MEETING OF: TxDMV Project & Operations Committee  
LOCATION: Austin, Texas  
DATE: April 9, 2025

I do hereby certify that the foregoing pages,  
numbers 1 through 71, inclusive, are the true, accurate,  
and complete transcript prepared from the verbal recording  
made by electronic recording by Elizabeth Stoddard before  
the Texas Department of Motor Vehicles.

DATE: April 21, 2025

/s/ Carol Bourgeois  
(Transcriber)

On the Record Reporting  
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