



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

TxDMV Board

Projects & Operations Committee

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

AGENDA
PROJECTS AND OPERATIONS COMMITTEE MEETING
BOARD OF THE TEXAS DEPARTMENT OF MOTOR VEHICLES
4000 JACKSON AVE., BUILDING 1, LONE STAR ROOM
AUSTIN, TEXAS 78731
WEDNESDAY, JUNE 5, 2019
2:00 P.M.

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

1. **Roll Call and Establishment of Quorum**
2. **Pledges of Allegiance - U.S. and Texas**
3. **Comments and Announcements from Committee Chair, Committee Members, and Executive Director**

PAGE **BRIEFINGS**

- 4 4. [Status Update on Implementation of Management Actions from Sunset Advisory Commission's Recommendations](#) - Whitney Brewster
- 10 5. [TxDMV Organizational Assessment Project \(TOAP\)](#) - Whitney Brewster
- 13 6. [Workforce Update](#) - Matthew Levitt
- 20 7. [Enterprise Project Management Advisory Service](#) - Sandra Menjivar-Suddeath
- 39 8. [Technology Projects and Roadmap \(Software/Hardware Currency Progress\)](#) - Mike Higginbotham
- 64 9. [Strategic Planning and Balanced Scorecard](#) - Tom Shindell
- 69 10. [Facilities Update](#) - Linda M. Flores and Ann Pierce

EXECUTIVE SESSION

11. The Committee may enter into closed session under one or more of the following provisions of the Texas Open Meetings Act, Government Code, Chapter 551:

- **Section 551.071** - Consultation with and advice from legal counsel regarding:
 - pending or contemplated litigation, or a settlement offer;
 - a matter in which the duty of the attorney to the government body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Government Code, Chapter 551; or
 - any item on this agenda.

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

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

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

12. Action Items from Executive Session

13. Public Comment

14. Adjournment

The Committee will allow an open comment period to receive public comment on any agenda item or other matter that is under the jurisdiction of the Committee. No action will be taken on matters that are not part of the agenda for the meeting. For subjects that are not otherwise part of the agenda for the meeting, Committee members may respond in accordance with Government Code, Section 551.042 and consider the feasibility of placing the matter on the agenda for a future meeting. In accordance with 43 Texas Administrative Code §206.22, any person wishing to address the Committee must complete a speaker's form at the registration table prior to the agenda item being taken up by the Committee. Public comment will only be accepted in person. Each speaker will be limited to three minutes and time allotted to one speaker may not be reassigned to another speaker.

Agenda items may be presented by the named presenters or other TxDMV staff.

Pursuant to Sections 30.06 and 30.07, Penal Code (trespass by license holder with a concealed or openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun or a handgun that is carried openly.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify the department as far in advance as possible, but no less than two days in advance, so that appropriate arrangements can be made. Contact Carrie Fortner by telephone at (512) 465-3044.

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

CERTIFYING OFFICIAL: Tracey Beaver, General Counsel, (512) 465-5665.

DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Whitney Brewster
Agenda Item: 4
Subject: Status of Implementation of Management Actions from Sunset Advisory Commission's Recommendations

PURPOSE AND EXECUTIVE SUMMARY

The Sunset Advisory Commission made management recommendations to TxDMV on areas where the agency can make improvements. Those decisions are being tracked in order to ensure the agency is making progress towards implementation of the Sunset Advisory Commission's decisions. In an effort to ensure that the TxDMV Board is apprised of the progress of the implementation, TxDMV staff is providing a briefing on implementation efforts of management recommendations made by the Sunset Advisory Commission.

BACKGROUND AND DISCUSSION

The TxDMV is nearing the end of its Sunset review. The Sunset review process works by the Texas Legislature setting a date on which an agency is abolished by statute unless the Legislature passes a bill allowing the agency to continue. Part of the process for determining whether an agency should continue to exist includes an evaluation of the agency by Sunset staff. Sunset staff performs extensive research to evaluate the need for and improvements to the agency under review. Recommendations are made in the form of either changes to laws governing the agency or management directives to agency leadership. These recommendations are then included in the *Sunset Staff Report* for consideration by the Sunset Advisory Commission.

The Sunset Advisory Commission heard the Sunset staff recommendations, TxDMV's responses to those recommendations and public testimony regarding the department in its hearing on May 23, 2018. The Sunset Advisory Commission considered the information provided and made decisions on the recommendations contained in the Sunset Staff Report on August 29, 2018. Management directives that were adopted in the meeting became effective immediately and statutory recommendations were considered by the 86th Legislature in TxDMV's Sunset bill SB 604. SB 604 passed on May 26, 2019 and is currently with the Governor for consideration. The Governor has until June 16 to veto, sign or allow bills to go into effect without his signature.

The *Sunset Staff Report with Final Results* is published after the end of the legislative session and will document the ultimate outcome of the Sunset process for the department, including the actions taken by the Legislature on each Sunset recommendation and any new provisions added to the Sunset bill. That report has not yet been released, but it is anticipated to be received in June 2019.

TxDMV staff is currently reviewing SB 604 to determine implementation dates for the various provisions contained in the bill and will be prepared to provide the TxDMV Board with an update on key implementation dates of the statutory recommendations in the August 2019 meeting.

Texas Department of Motor Vehicles

Sunset Decision Tracking Document

Management Actions

Revised 05/29/19

Completed
or No Action
Necessary

In Progress

Not Started

ISSUE 1 – <i>The Department’s Industry-Oriented Board and Its Processes Create Risk for the State.</i>			
Recommendation	Due Date	Owner	Action Items
<p>Recommendation 1.7, Adopted — Direct the board to establish advisory committees to provide expertise for rulemaking and other issues and adopt rules regarding standard committee structure and operating criteria. (Management action – nonstatutory)</p>	<p>To be considered by TxDMV Board for final adoption in August board meeting; September 1, 2019</p>	<p>Office of General Counsel</p>	<ul style="list-style-type: none"> Adopt rules regarding the purpose, structure, and use of advisory committees Establish advisory committees
			<ul style="list-style-type: none"> Appoint advisory committee members
ISSUE 2 – <i>Texas Lacks Basic Safeguards to Identify and Address Vehicle Title Fraud.</i>			
Recommendation	Due Date	Owner	Action Items
<p>Recommendation 2.2, Adopted as Modified In addition to the statutory recommendation, direct the department, as a management action, to adopt rules to</p> <ul style="list-style-type: none"> formalize the department’s current “red flag” fraud warning system, further developing and implementing a clear and efficient path for county tax assessor-collectors to report suspected fraud, waste, or abuse of the registration and title system by employees, dealers, and full-service deputies; and provide an option for a county to request action for suspected fraud or abuse, such as immediately suspending access to the registration and title system. 	<p>To be considered by TxDMV Board for final adoption in August board meeting; No Date Specified in Report for Management Action</p>	<p>Compliance and Investigations Division</p>	<ul style="list-style-type: none"> Adopt rules to formalize “red flag” warning system and provide option for county to request action for suspected fraud, waste, and abuse
ISSUE 3 – <i>The Department’s Approach to Enforcement Does Not Effectively Address the Biggest Risks to the Public.</i>			

Recommendation	Due Date	Owner	Action Items
<p>Recommendation 3.4, Adopted — Direct the department to identify and implement methods to reduce its complaint resolution timeframes. (Management action – nonstatutory)</p>	<p>Completed; December 1, 2018</p>	<p>Enforcement Division</p>	<ul style="list-style-type: none"> • Complaint intake system to close and refer nonjurisdictional complaints • Identify stages of investigative process that delay resolution and implement changes to minimize identified bottlenecks • Develop clear priorities based on types of allegations and associated risk to the public, balanced with need to close oldest outstanding cases • Develop policy to require presentation of long-pending cases and reasons cases remain pending to the board for review
<p>Recommendation 3.5, Adopted — Direct the department to develop clear guidance and criteria for prioritizing investigations and inspections. (Management action – nonstatutory)</p>	<p>Completed; March 1, 2019</p>	<p>Enforcement Division</p>	<ul style="list-style-type: none"> • Develop clear criteria and establish policies to prioritize investigations and inspections to ensure most efficient allocation of resources toward complaints alleging the most serious risks to the public • Train investigators on prioritization criteria and monitor investigation progress to ensure field work happens in accordance with central prioritization policies and procedures • Establish internal performance measures for investigators, including tracking and documenting how investigators spend their time, to assess need to reallocate investigator resources

<p>Recommendation 3.6, Adopted — Direct the department to improve enforcement data tracking in its existing systems. (Management action – nonstatutory)</p>	No date specified in report	Enforcement Division	<ul style="list-style-type: none"> Establish policies that set out what enforcement data the department needs to track, including specified measures and statistics for each fiscal year at a minimum Evaluate any trends in types of cases to inform decisions about prioritization, resource allocation, or need for an education campaign
<p>Recommendation 3.7, Adopted — Direct the department to revise and expand key performance indicators and annual enforcement reports to better assess effectiveness and efficiency and provide more visibility of its enforcement program. (Management action – nonstatutory)</p>	No date specified in report	Enforcement Division	<ul style="list-style-type: none"> Expand internal key performance measures Revise annual reports to include more comprehensive information and data, such as metrics in Rec. 3.6, and post on website
<p>Recommendation 3.8, Adopted — Direct the department to publish penalty matrices. (Management action – nonstatutory)</p>	Completed; No date specified in report	Enforcement Division	<ul style="list-style-type: none"> Post penalty matrices on website
<p>Recommendation 3.9, Adopted — Direct the department to publish more detailed enforcement histories of regulated motor vehicle and motor carrier businesses. (Management action – nonstatutory)</p>	No date specified in report	Enforcement Division	<ul style="list-style-type: none"> Publish enforcement histories of all licensees showing enforcement actions as well as causes for action by providing final order (not complaints received)
<p><i>ISSUE 4 – Key Elements of the Department’s Licensing Functions Do Not Conform to Common Licensing Standards.</i></p>			
Recommendations	Due Date	Owner	
<p>Recommendation 4.5, Adopted — Direct the department to conduct criminal history checks for all motor vehicle license renewals. (Management action – nonstatutory)</p>	Completed; No date specified in report	Motor Vehicle Division	<ul style="list-style-type: none"> Conduct criminal history checks on all motor vehicle licensees renewing licenses, not just those that self-report
<p>Recommendation 4.6, Adopted — Direct the department to adopt criminal history evaluation rules and guidelines consistent with Chapter 53, Texas Occupations Code for salvage industry regulation. (Management action – nonstatutory)</p>	Started; Informal rules to be considered by TxDMV Board in June; No date specified in report	Motor Vehicle Division	<ul style="list-style-type: none"> Adopt rules

Recommendation 4.7 , Adopted — Remove unnecessary application requirements for salvage licenses. (Management action – nonstatutory)	Completed; No date specified in report	Motor Vehicle Division	<ul style="list-style-type: none"> Eliminate business reference requirement
ISSUE 5 – Texas Has a Continuing Need for the Texas Department of Motor Vehicles, but Opportunities Exist to Better Leverage State IT Investments.			
Recommendation	Due Date	Owner	
Recommendation 5.4 , Adopted — Direct the department to develop a comprehensive approach to developing, maintaining, and updating its IT infrastructure. (Management action – nonstatutory)	Started; No date specified in report	Information Technology Services Division	<ul style="list-style-type: none"> Develop an approach, including a full inventory of IT systems and assets; needs assessment and timelines for maintenance and updates for existing IT assets; evaluation of priority projects; process to ensure communication and coordination amount Exec. Team, IT staff, and project management; other changes identified in IT assessment
Recommendation 5.5 , Adopted — Direct the department to evaluate and identify further opportunities to consolidate and modernize its customer service functions to improve efficiency and customer experience. (Management action – nonstatutory)	Started; No date specified in report	Executive Office	<ul style="list-style-type: none"> Evaluate consolidation and standardization of customer service activities; opportunities for moving additional transactions online (CCOs, webDEALER, motor carrier self-issuance of OS/OW permits); confusion between services offered by counties and RSCs to identify ways to reduce or eliminate customer confusion, including any statutory changes needed
Adopted New Recommendations			
Recommendation	Due Date	Owner	
Completion Date of House Bill 1959 (85R) Study	Completed; March 31, 2019	Office of Innovation and Strategy	<ul style="list-style-type: none"> Complete study Identify statutory impediments

<p>Direct the department to conduct the existing contracted study to identify and assess alternative technologies for registering commercial vehicles to replace license plates, permits, and other documentation and registration methods currently in use by the state, and evaluate the safety and suitability for identified technologies for use on roadways, as required under House Bill 1959 (85th Legislature, Regular Session) by March 31, 2019 instead of December 1, 2021. Also, direct the department to include an analysis of any statutory impediments to conducting a pilot program as described in H.B. 1959 as part of this study. (Management action – nonstatutory)</p>			
<p><i>Licensing and Inspection of Salvage Dealers</i> As part of the license application process for a salvage vehicle dealer, direct the department to consider the criminal background of an applicant’s partner, company principal, officer, or general manager as a qualifying factor when determining whether to issue a license. (Management action – nonstatutory)</p>	<p>Completed; No date specified in report</p>	<p>Motor Vehicle Division</p>	<ul style="list-style-type: none"> • Consider criminal background of applicant’s partner, company principal, officer, or GM as a qualifying factor when determining whether to issue a license
<p><i>Licensing and Inspection of Salvage Dealers</i> Direct the department to establish a risk-based approach to its salvage vehicle dealer inspections. As part of the risk-based inspections, the department should consider factors including inspection history, complaint history, and any other factors determined by department rule. (Management action – nonstatutory)</p>	<p>Completed; No date specified in report</p>	<p>Enforcement Division</p>	<ul style="list-style-type: none"> • Establish risk-based approach to salvage vehicle dealer inspections • Consider factors including inspection history, complaint history, and any other factors determined by department rule

DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Whitney Brewster
Agenda Item: 5
Subject: TxDMV Operational Assessment Project Update

PURPOSE AND EXECUTIVE SUMMARY

As the Texas Department of Motor Vehicles (TxDMV) approaches its 10-year anniversary, agency staff is revisiting the vision the Legislature had for the Department. The purpose of the TxDMV Operational Assessment Project (TOAP) is to ensure we are meeting that vision and to ensure we have a strong foundation upon which to grow and mature. In an effort to ensure the TxDMV Board is apprised of operational efforts to strengthen the department, TxDMV staff is providing a briefing on TOAP.

BACKGROUND AND DISCUSSION

The TxDMV Operational Assessment Project has identified six workgroups to accomplish the following goals and objectives.

Goal / Objective	Description
Improve processes (Process Workgroup)	Develop Statement of Work (SOW) to contract with a vendor to examine processes to identify inefficiencies, redundancies, gaps and opportunities for improvement. Evaluate and provide recommendations to improve delegation of authority process, Centralized Accounting and Payroll/Personnel System (CAPPS) modules usage and stakeholder relationships.
Improve departmental policies and procedures to include fraud policies and rule making process (Legal Workgroup)	Review department’s policies and procedures to identify changes needed to ensure they are aligned with statute and best practice, are standardized, and easily accessible. Complete Sunset tasks and create development of rule process flow.
Evaluate/align current technology (Technology Workgroup)	Review Department’s technology organization for alignment to ensure efficiency of services offered and begin creating Service Level Agreements (SLAs) so internal and external customers know what to expect when requesting services. Assess application performance, improve visibility into cybersecurity risks, and evaluate data governance processes to improve performance, decrease risk, and ensure efficiency and compliance with the department’s data. Conduct planning for an enterprise Complaint Management System (CMS) to improve cross-division work related to complaints.
Optimize TxDMV Infrastructure and Budget Structure (Finance and Administrative Services Workgroup)	Evaluate TxDMV facilities to optimize current usage, both short-term and long-term. Evaluate budget structure to ensure it is optimal for the department’s needs. Create Key Performance Indicators (KPIs) for support functions.

Goal / Objective	Description
Review organizational staffing structure and allocation (Organizational Preparation Workgroup)	Review and evaluate overall organizational hierarchy and current classification structure, pay structure, and Full-Time Equivalent (FTE) allocations to ensure equity and consistency across the department, better recruitment and retention of employees and efficiency in use of resources.
Improve Internal and External Communications (Communications Workgroup)	Create Standard Operating Procedures (SOP) for communications and intranet/TxDMV website governance processes, standardized style guide, department communications calendar and communications plan for fostering stakeholder relationships.

To achieve the goals and objectives established through TOAP, each of the workgroups have identified tasks to complete. Some of those tasks will be accomplished before the end of FY2019. Those that have a longer implementation date will be folded into the operational plans that will be established for FY2020.



TxDMV Organizational Assessment Project (TOAP)	Benefits to Public	Benefits to Agency
Revisit Legislature's vision for TxDMV and ensure we have a strong foundation upon which to grow and mature.	<ul style="list-style-type: none"> Improved customer service Efficient management of state financial resources Promote additional transparent and comprehensive approaches for stakeholder input. 	<ul style="list-style-type: none"> Improve the operational efficiency and effectiveness of the agency Ensure policies and procedures are aligned with state law and best practices Promote employee growth and increased retention Increase organizational flexibility and capacity for future growth and increased work functions Create a productive workplace that fosters responsibility and participation of staff

Project Leadership		Key achievements/status	Risks and Issues																																															
Project Status			Risk/Issue	Mitigation/Corrective Action																																														
Project Manager	N. Bell	<ul style="list-style-type: none"> Six workgroups established to assess specific areas. Project charter drafted Communications Workgroup: <ul style="list-style-type: none"> Style Guide drafted Rules of the Road drafted Governance of intranet SOP drafted Legal Workgroup: <ul style="list-style-type: none"> Mandatory fraud training completed by all TxDMV staff Rule-making process drafted Reviewed AAMVA guidelines regarding fraud Finance and Administrative Services Workgroup: <ul style="list-style-type: none"> Facilities analysis ongoing Organizational Preparation Workgroup: <ul style="list-style-type: none"> Survey conducted on inefficiencies of organizational structure Drafted Organizational Change Management Responsibilities Process Workgroup: <ul style="list-style-type: none"> Priority order of divisions for process mapping approved Drafted Request for Information for process mapping procurement Completed analysis on CAPPs modules usage Technology Workgroup: <ul style="list-style-type: none"> Completed Complaint Management System evaluation Completed Project Plan Drafted Weighted Matrix Establishing Command and Control Group to improve monitoring and response 	Resource constraints due to legislative session.		Schedule meetings around legislative schedules.																																													
Exec. Sponsor	W. Brewster		<table border="1"> <thead> <tr> <th colspan="4">Upcoming Milestones</th> </tr> <tr> <th>Milestone</th> <th>Start Date</th> <th>End Date</th> <th>% Complete</th> </tr> </thead> <tbody> <tr> <td>Project Charter</td> <td>2/15/19</td> <td>5/28/19</td> <td>86%</td> </tr> <tr> <td>Rules of the Road</td> <td>2/21/19</td> <td>6/7/19</td> <td>34%</td> </tr> <tr> <td>Review fraud policies/procedures</td> <td>12/28/18</td> <td>6/6/19</td> <td>79%</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Upcoming Milestones				Milestone	Start Date	End Date	% Complete	Project Charter	2/15/19	5/28/19	86%	Rules of the Road	2/21/19	6/7/19	34%	Review fraud policies/procedures	12/28/18	6/6/19	79%																								
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DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Matthew Levitt, Human Resources Director
Agenda Item: 6
Subject: Workforce Overview

RECOMMENDATION

This is a briefing to provide an overview of the TxDMV workforce.

PURPOSE AND EXECUTIVE SUMMARY

The TxDMV workforce consists of 779 full-time equivalent (FTE) positions. Employee turnover has consistently been lower than that of other Texas state agencies and on average, employees are experienced in their roles.

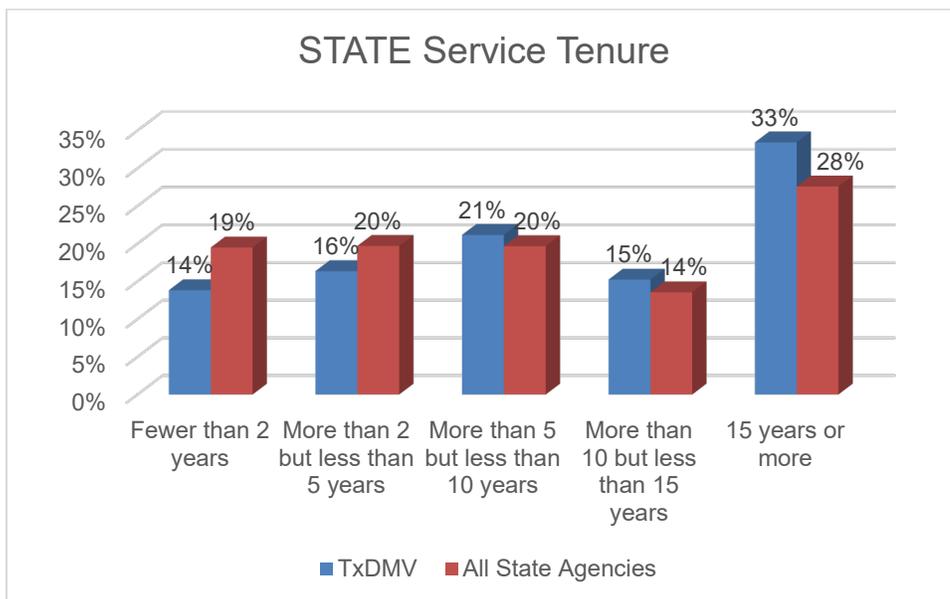
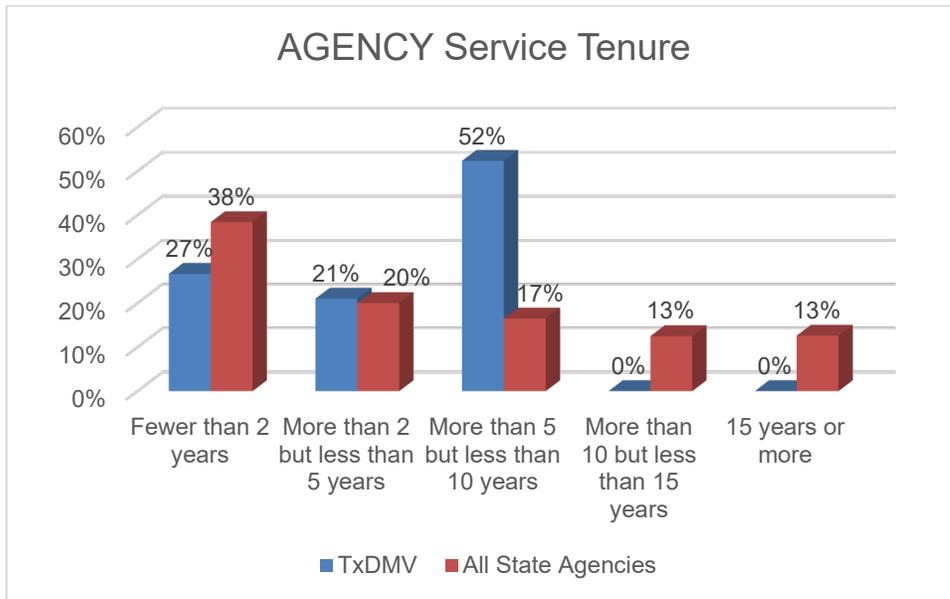
TxDMV has a diverse workforce that generally reflects the population of Texas. The following overview includes comparisons of the TxDMV workforce with all Texas state agencies based on gender, ethnicity, work tenure (at both TxDMV and overall state employment experience), and age. The overview also includes a breakdown of employees who work in the Austin headquarters and those who work in regional offices across the state.

TxDMV Workforce Overview

The TxDMV workforce consists of 779 full-time equivalent (FTE) positions. Following is an overview of the TxDMV workforce, providing a general picture of our employees.

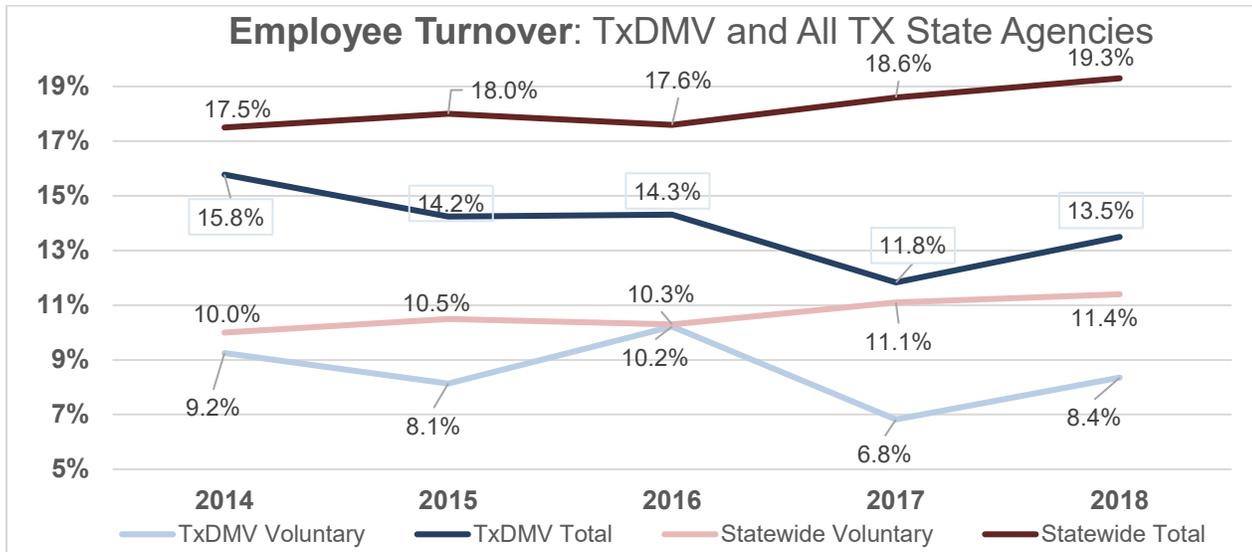
Employee Turnover and Tenure

TxDMV has an experienced workforce, with comparatively low employee turnover. Nearly a quarter of employees (twenty four percent) have worked for TxDMV since the agency was created out of the Texas Department of Transportation in November 2009 and more than half (fifty two percent) of employees have been working for TxDMV for over five years.



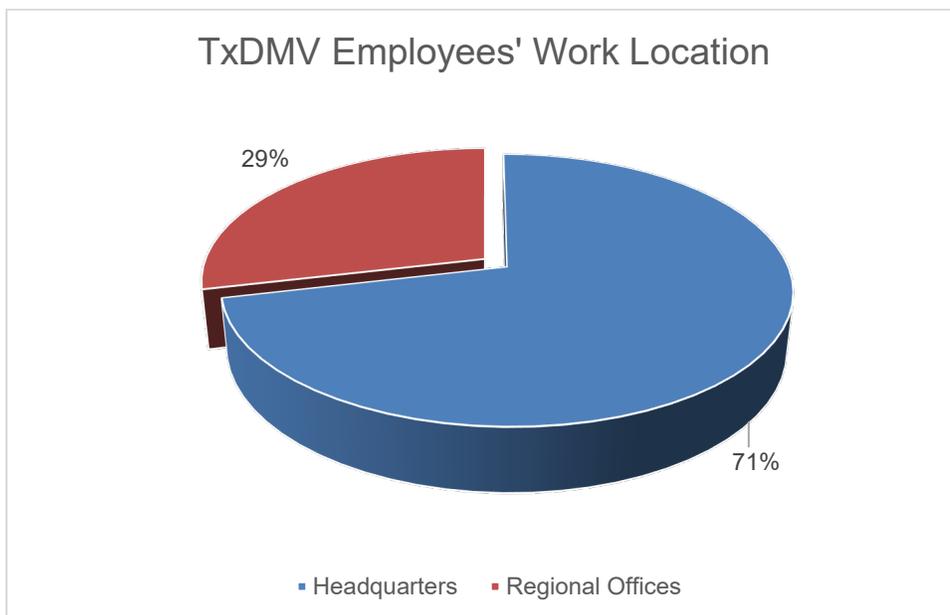


Employee turnover is significantly lower than other Texas state agencies -both for total and for voluntary turnover. The following graph shows the voluntary turnover and total turnover rates compared to other Texas state agencies over the last five years.

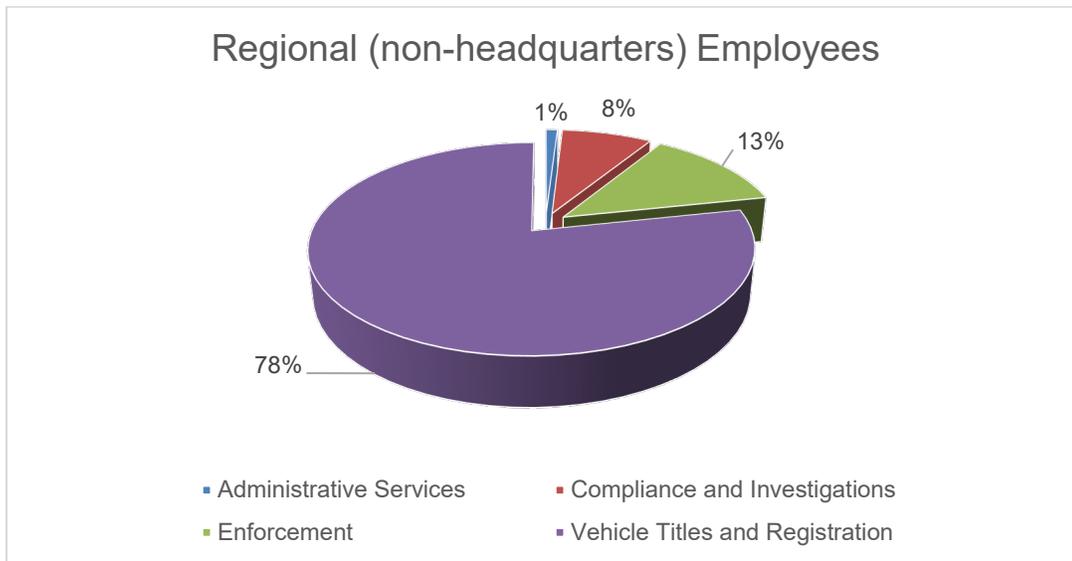


Work Location

More than seventy percent of employees work in the Austin headquarters; over 200 employees work in regional offices around the state.



More than three fourths of these regional employees work in the Vehicle Titles and Registration Division. Following is the breakdown TxDMV regional employees by division.



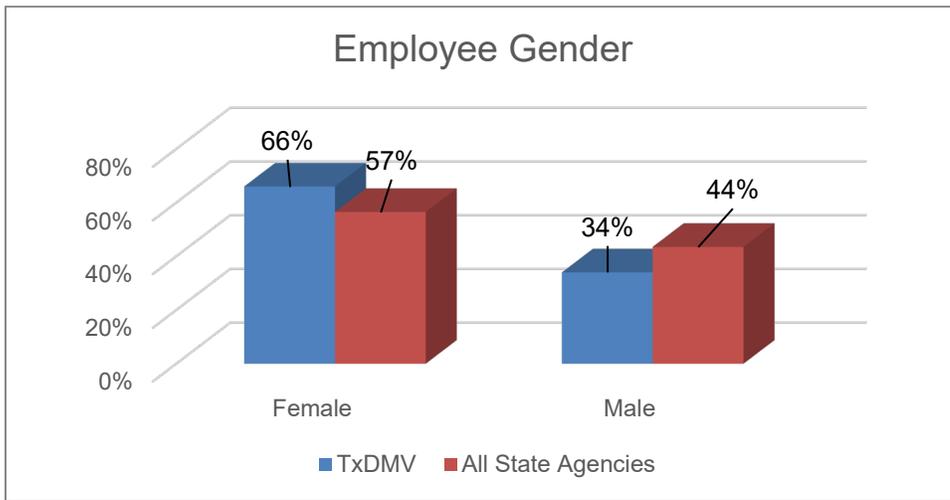


WORKFORCE DEMOGRAPHICS

Overall, TxDMV’s workforce looks fairly similar to the overall workforce of the State of Texas. Following is a demographic breakdown of TxDMV’s workforce.

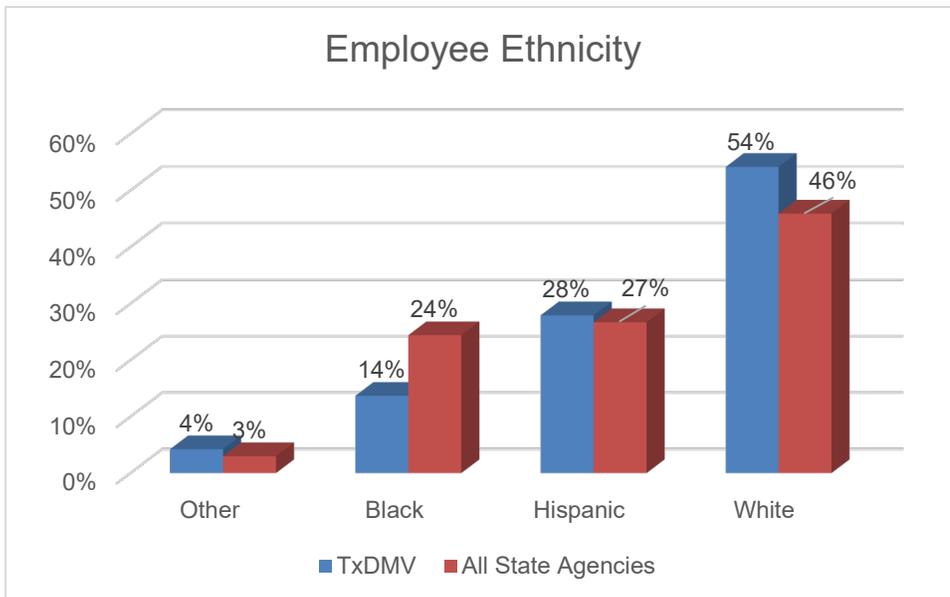
Gender

Two thirds of the TxDMV workforce is female and one third is male. This is a larger percentage of women compared to both the overall Texas workforce and other Texas state agencies; the statewide civilian workforce is 45% female and the workforce of Texas State Government is 57% female.



Ethnicity

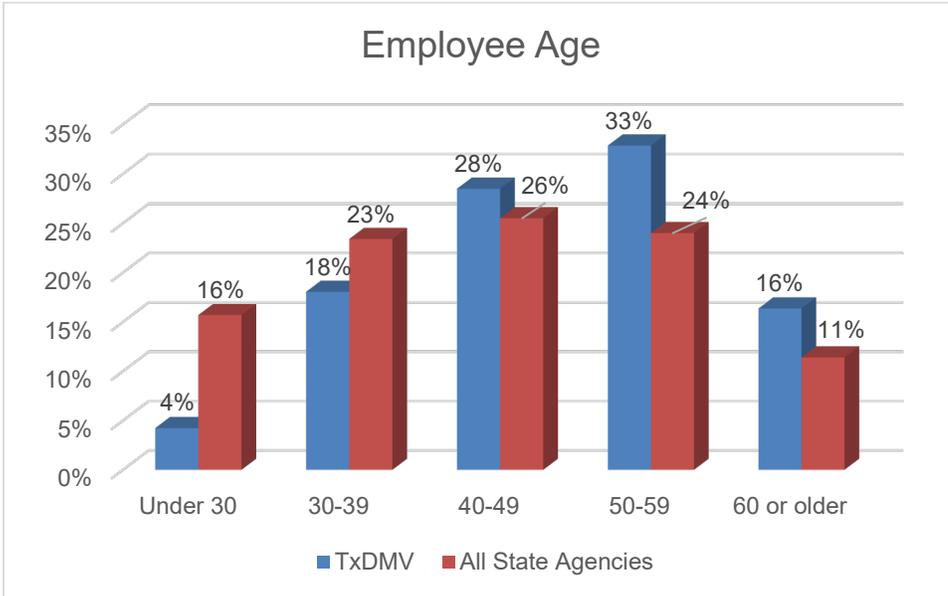
TxDMV has a racially diverse workforce, reflecting the makeup of the population of Texas.





Age

TxDMV's workforce is older than the workforce in other Texas state agencies. More than three fourths of employees are forty or older and fewer than five percent of employees are under thirty years old.



EMPLOYEE TRAINING

All new employees are required to attend mandatory training – required either by the State or by TxDMV. The following training is required for *all* new employees.

- Equal Employment Opportunity/Civil Rights
- Be the One in the Fight Against Human Trafficking
- Information Technology Security Training
- AAMVA Training
- TxDMV Fraud, Waste and Abuse

Additionally, there is further mandatory training depending on an employee's role. For instance, TxDMV employees who drive for state business are required to complete driver safety training, division purchasers must complete contract management training, Information Technology employees and employees who manage personal credit card data must complete PCI-DSS Security Awareness, etc.

Human Resources staff have been conducting supervisory training for all supervisors and managers in TxDMV. This training is to ensure that supervisory staff have mastered the basics of supervising their employees; this training will ensure that all supervisory staff have the same foundation upon which to build further leadership skills in the future. HR training staff are currently focused on developing a leadership academy to provide greater professional development and advancement opportunities for our current staff.

In addition to the mandatory training, there is a wide-range of optional training available to all employees, both online and instructor led. HR training staff are continuing to expand training opportunities.

DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Project & Operations Committee
From: Sandra Menjivar-Suddeath, Internal Audit Division
Agenda Item: 7
Subject: Enterprise Project Management Advisory Service Report

PURPOSE AND EXECUTIVE SUMMARY

In the Fiscal Year (FY) 2019 Internal Audit Plan, the Internal Audit Division (IAD) planned to conduct an advisory service on the department’s project management governance structure. IAD worked with the Information Technology Services Division (ITSD) to figure out the advisory service scope. IAD and ITSD determined that the advisory service would evaluate the current project management governance structure and provided the following information:

- Roles and responsibilities for staff on enterprise projects
- Potential governance structures for development and maintenance of projects

The advisory service found the TxDMV governance structure creates transparency for individual projects. The structure, however, should be modified as the current structure creates inefficiencies and produces some ineffectiveness due to team member overlap, authority, and undefined roles. In addition, inefficiencies may also have been created by current communication processes. The current communication processes do not ensure the project management governance participants receive project information timely and the vessel used for communication (project dashboards) does not always provide clear project information.

IAD also identified four alternative governance models that include agile principles, cost methodology, and resource management.

FINANCIAL IMPACT

None.

BACKGROUND AND DISCUSSION

TxDMV conducts several enterprise projects each biennium. Since enterprise projects consume significant resources and funding, it is important that TxDMV have a robust governance structure. TxDMV projects are managed through a governance structure that includes three key teams each project: Project, Leadership, and the Executive Steering Committee (ESC). These teams report to the Governance Team. The Governance Team is responsible for the management of the entire portfolio.

Currently, the governance structure is used for enterprise projects that have one or more of the following characteristics:

- Estimated effort is 5,000 hours or more
- Estimated total cost is \$500,000 or more
- Affects the TxDMV enterprise
- Involves two or more TxDMV divisions

The governance structure allows for decisions to be transparent, as decisions are made through a consensus team vote. The Governance Team approves all decisions related to an individual's project scope, budget, and schedule, while the ESC makes recommendations to the Governance Team on those items. Other decisions, such as accepting deliverables, are made by the ESC.

In Fiscal Year (FY) 2019, TxDMV had eight enterprise projects that were managed using this governance structure:

- **Call Center Upgrade** – A project to upgrade the telephone system, which will include updates to the Quality Monitoring and Workforce Management services.
- **Enterprise Reporting** – A project to develop an enterprise reporting strategy and a technology framework. The framework should improve the ability to mine, store, and report existing data and information.
- **External Website Renovation** – A project to renovate the public-facing website's appearance and functionality.
- **Fraud Data Dashboard** – A project to develop Cognos reports using Registration & Title System (RTS) data that will help identify trends that may show potential fraudulent activities.
- **Kiosk Project** – A pilot project to provide TxDMV customer with self-service kiosks for purchasing vehicle registration renewal stickers.
- **RTS Refactoring** – A project to refactor RTS technology by modernizing the core RTS system and provide business intelligence reporting capabilities.
- **webDEALER** – A project that will allow a vehicle title to be created, stored, and transferred electronically.
- **webLIEN** – A project to provide lien holders with a self-service, web-enabled alternative for the addition or removal of liens.

While the TxDMV governance structure creates transparency for individual projects, the structure could be improved for greater project efficiency and portfolio management. The current structure creates inefficiencies due to team member overlap, authority and undefined roles. For example, all approvals related to scope, budget and schedule must go to the Governance Team, even though each project has an ESC and the same team members participate in both the ESC and Governance Team. In addition, team members' roles are not consistently defined. Inefficiencies may also have been created by current communications processes as communications are not received timely and dashboards do not effectively communication information.

IAD identified four alternative governance models. These alternatives include models with agile principles, cost methodology, and resource management:

- **Streamlined Governance model with agile principles** – The current governance model with more agile principles and removal of inefficiencies.
- **Information Technology Investment Management Framework** – The framework provides organizations with a method to evaluate and assess IT resources.
- **Technology Business Management Framework** – The framework allows organizations to make better informed investments by standardization.
- **Principle-based Agile Governance** – This framework divides large projects into smaller product delivery.



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Enterprise Project Management Advisory Service Report

19-04

Internal Audit Division
May 2019

Enterprise Project Management, 19-04

Executive Summary

BACKGROUND

The Texas Department of Motor Vehicles (TxDMV) conducts several enterprise projects each biennium. Since enterprise projects consume significant resources and funding, it is important that TxDMV have a robust governance structure.

TxDMMV projects are managed through a governance structure that includes three key teams for each project: Project, Leadership, and the Executive Steering Committee (ESC). These teams report to the Governance Team. The Governance Team is responsible for the management of the Department's project portfolio.

The Governance Structure was created and overseen by the Project Management Office Section, formerly an independent division but recently moved within the Information Technology Services Division (ITSD). As this is a recent change, ITSD requested the Internal Audit Division evaluate the current project management governance structure and provide the following information:

- Potential governance structures for development and maintenance of projects
- Roles and responsibilities for staff on enterprise projects

RESULTS

TxDMMV governance structure creates transparency for individual projects, but could be improved for greater project efficiency and portfolio management.

The current structure creates inefficiencies due to team member overlap, authority, and undefined roles. For example, all approvals related to scope, budget, and schedule must go to the Governance Team even though each project has an ESC and the same team members participate in both the ESC and Governance team. In addition, team members' roles are not consistently defined.

Inefficiencies may also have been created by current communication processes as communications are not timely received and dashboards do not effectively communicate information.

The IAD identified four alternative governance models. These alternatives include models with agile principles, cost methodology, and resource management:

- **Streamlined Governance model with agile principles:** The current governance model with more agile principles and removal of inefficiencies.
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- **Technology Business Management Framework:** The framework allows organizations to make better informed investments by standardization.
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Background

Project Governance

Based on industry information, most information technology (e.g., enterprise) projects are over budget and schedule. It is estimated that enterprise projects exceed cost by 18% and schedule 7% on average. However, 17% of enterprise projects incur 156% cost and 68% schedule overruns.

The Texas Department of Motor Vehicles has developed a governance structure to diminish risk with project overrun and that had led to successfully finishing projects on time and under budget, such as the County Equipment Refresh Project.

Project Development Approach

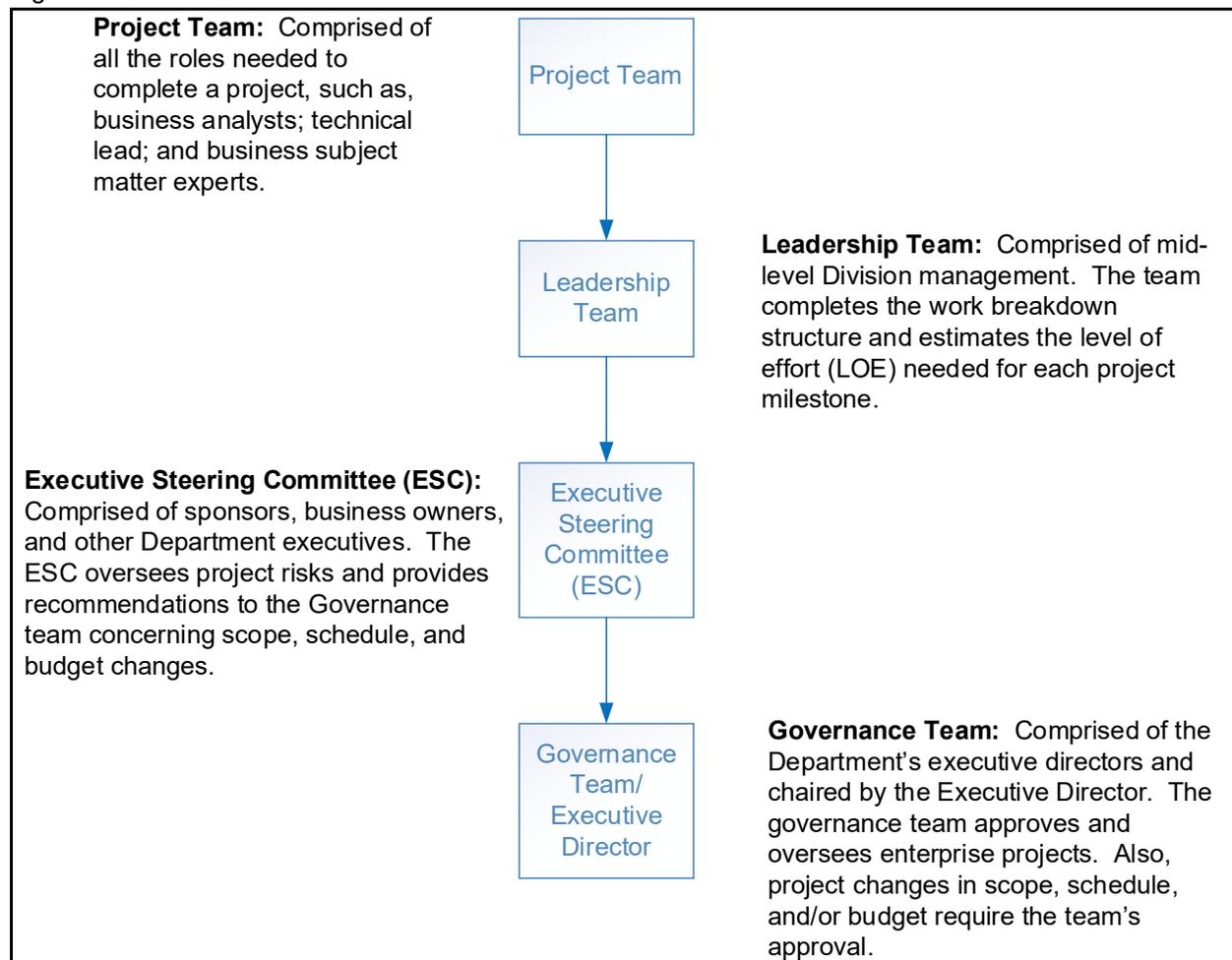
To combat project overrun, the industry is moving towards an agile software development approach rather than a traditional waterfall approach. Currently, TxDMV uses a traditional waterfall approach for its project development. A traditional approach assumes few changes will be needed from project start to completion. An agile approach recognizes user needs and the delivery environment change. An agile approach divides large, long-term projects into smaller increments of product delivery. Another difference between traditional and agile approaches is how project phases are completed. With a traditional waterfall approach, each project phase is completed prior to the initiation of a second project phase (completion of requirements, design, development, and testing). With an agile approach, components of each phase are completed iteratively and incrementally. Regardless of which approach is used, a project governance structure must exist that ensures projects deliver the needs of the end users while staying in scope, schedule, and budget.

TxDMV Governance Structure

In 2011, the TxDMV tasked Gartner with setting up a governance structure to be used for enterprise projects. Gartner suggested a project governance structure that provided enterprise-wide project oversight and ensured that TxDMV's investments and proposed projects help the organization achieve its strategic goals and objectives. Specifically, the structure created a Governance team to manage the enterprise project portfolio while individual enterprise projects were managed by the Enterprise Project Management Office (EPMO).

EPMO further established the governance structure by creating project teams. Each enterprise project managed by EMPO had a Project Team, Leadership Team, and Executive Steering Committee. These three teams reported to the Governance Team as noted in Figure 1. Figure 1 also gives information on each team's make up.

Figure 1. Current Governance Structure



Currently, the governance structure is used for enterprise projects that have one or more of the following characteristics:

- Estimated effort is 5,000 hours or more
- Estimated total cost is \$500,000 or more
- Affects the TxDMV enterprise
- Involves two or more TxDMV divisions

The governance structure allows for decisions to be transparent, as decisions are made through a consensus team vote. The Governance Team approves all decisions related to an individual's project scope, budget, and schedule while the ESC makes recommendations to the Governance Team on those items. Other decisions, such as accepting deliverables, are made by the ESC.

In fiscal year (FY) 2019, TxDMV had eight enterprise projects that were managed using this governance structure:

- **Call Center Upgrade:** A project to upgrade the telephone system, which will include updates to the Quality Monitoring and Workforce Management services.
- **Enterprise Reporting:** A project to develop an enterprise reporting strategy and a technology framework. The framework should improve the ability to mine, store, and report existing data and information.
- **External Website Renovation:** A project to renovate the public-facing website's appearance and functionality.
- **Fraud Data Dashboard:** A project to develop Cognos reports using Registration & Title System (RTS) data that will help identify trends that may show potential fraudulent activities.
- **Kiosk Project:** A pilot project to provide TxDMV customers self-service kiosks for purchasing vehicle registration renewal stickers.
- **RTS Refactoring:** A project to refactor RTS technology by modernizing the core RTS system and provide business intelligence reporting capabilities.
- **WebDEALER:** A project that will allow a vehicle title to be created, stored, and transferred electronically.
- **WebLIEN:** A project to provide lien holders with a self-service web-enabled alternative for the addition or removal of liens.

Project Communication and Status

While a project is active, project managers communicate project status and milestones to the ESC and Governance Team members by using a dashboard presentation in addition to other supporting documents. The dashboard presentation gives an overall project status by using a green, yellow, and red color-coded system:

- **Green Status:** The project is on track and trending toward completing all cost and schedule milestones by the end date.
- **Yellow Status:** The project is trending towards exceeding its cost and schedule milestones by no more than 10%.
- **Red Status:** The project is trending towards exceeding its authorized cost and schedule milestones more than 10%.

The dashboard also provides information on the project such as budget, risks/issues, and accomplishments.

Enterprise Project Management Office Transition

In FY 2019, TxDMV made changes to its organization structure that affected EPMO. After evaluating the Sunset Advisory Commission recommendations for improved management of the information technology (IT) infrastructure and TxDMV obtaining an organizational assessment for IT and project management processes, a decision was made to dissolve EPMO as a division. EPMO became part of the Information Technology Services Division (ITSD) and was renamed the Project Management Office section.

Advisory Service Engagement Team

The advisory service was performed by Jacob Geray (Internal Auditor), Jason E. Gonzalez (Senior Internal Auditor), and Sandra Menjivar-Suddeath (Internal Audit Director).

Advisory Service Results

Current Governance Structure Evaluation

As part of the advisory service, ITSD asked that the Internal Audit Division (IAD) evaluate the efficiency and effectiveness of the current governance structure. IAD evaluated the governance structures and identified areas for improvement related to the structure, roles and responsibilities, and communication of the current governance structure. The key areas for improvement are given below.

Structure

The current governance structure gives transparency and allows oversight by executive management for each enterprise project. However, the structure hinders TxDMV's ability to manage the entire project portfolio effectively and efficiently because of the following structural issues:

- The Governance Team is the only team authorized to approve changes to a project's scope, schedule, and budget regardless of impact to the project or project portfolio. The ESC may recommend changes to the project's scope, schedule, and budget. IAD would suggest that thresholds be added on when the ESC can approve a change to the project's scope, schedule, and budget and when an approval is needed from the Governance Team.
- Several ESC members are members of the Governance Team. In the three projects reviewed, IAD found at least five members were part of the ESC as well as the Governance team. Duplicate meeting attendance can be inefficient, as similar information is communicated. Duplicate attendees can also lead to disengagement by team members.
- Issue escalation process is not fully defined. While the standard operating procedures require the project manager to notify the executive sponsor of escalated issues three days prior to ESC meetings, the procedures do not formally outline or define what constitutes an escalated issue.
- The current escalation expectation is also problematic as a three-day notice may not give enough time to discuss concerns and provide options to the ESC during the ESC meeting.

Roles and Responsibilities

Team members' defined roles and responsibilities were not always included in the project charter or the enabling Governance Team charter. The project charter is the governing document that defines the scope of the project. Without consistently defined roles and responsibilities in the project charter, team members in the Leadership, ESC and Governance teams may not know exactly how to execute their role and there may be role overlap in each of the teams. This could lead to an environment where the Governance Team is more focused on

the individual projects than the portfolio as roles are not clearly defined, which IAD observed occurring in some of the Governance Team meetings.

In the three enterprise projects reviewed, IAD found that the project charter did not consistently include defined roles and responsibilities of the Governance or ESC members. For example, the roles of the Executive Sponsor, Governance Team members, and advisors were not defined in one of three current biennium projects selected.

At the request of ITSD, IAD also reviewed the job descriptions for project managers and business analysts that work on individual enterprise projects. IAD reviewed the job descriptions to determine whether the job descriptions encompassed industry standards key competences (e.g., skill set) needed to effectively manage projects and help achieve successful project management or project governance. While key competencies such as problem solving and active listening were found for the business analysts, job descriptions for project managers did not encompass the following key competencies:

- The project portfolio manager's and project manager's job descriptions do not include Leadership or Problem solving as required competencies.
- The project manager's job description did not have Organizational Skills as a competency.

Communication

The current Governance structure requires communication of project updates during Governance and ESC meetings. The project updates are communicated using a dashboard presentation that provides specific project information on milestones, remaining budget, level of effort, and project changes as noted in figure 2.

The dashboard presentation standardized communication of information to staff involved in project governance. The dashboard presentation, however, does not always achieve its goal of communicating critical information to staff because of the dashboard design and how and when the dashboard is presented.

Dashboard Design

The current dashboard was introduced in February 2016 after TxDMV Board members requested more budget and project completion information be provided. The dashboard became the only dashboard used to communicate project information to the TxDMV Board as well as the ESC and Governance Team members.

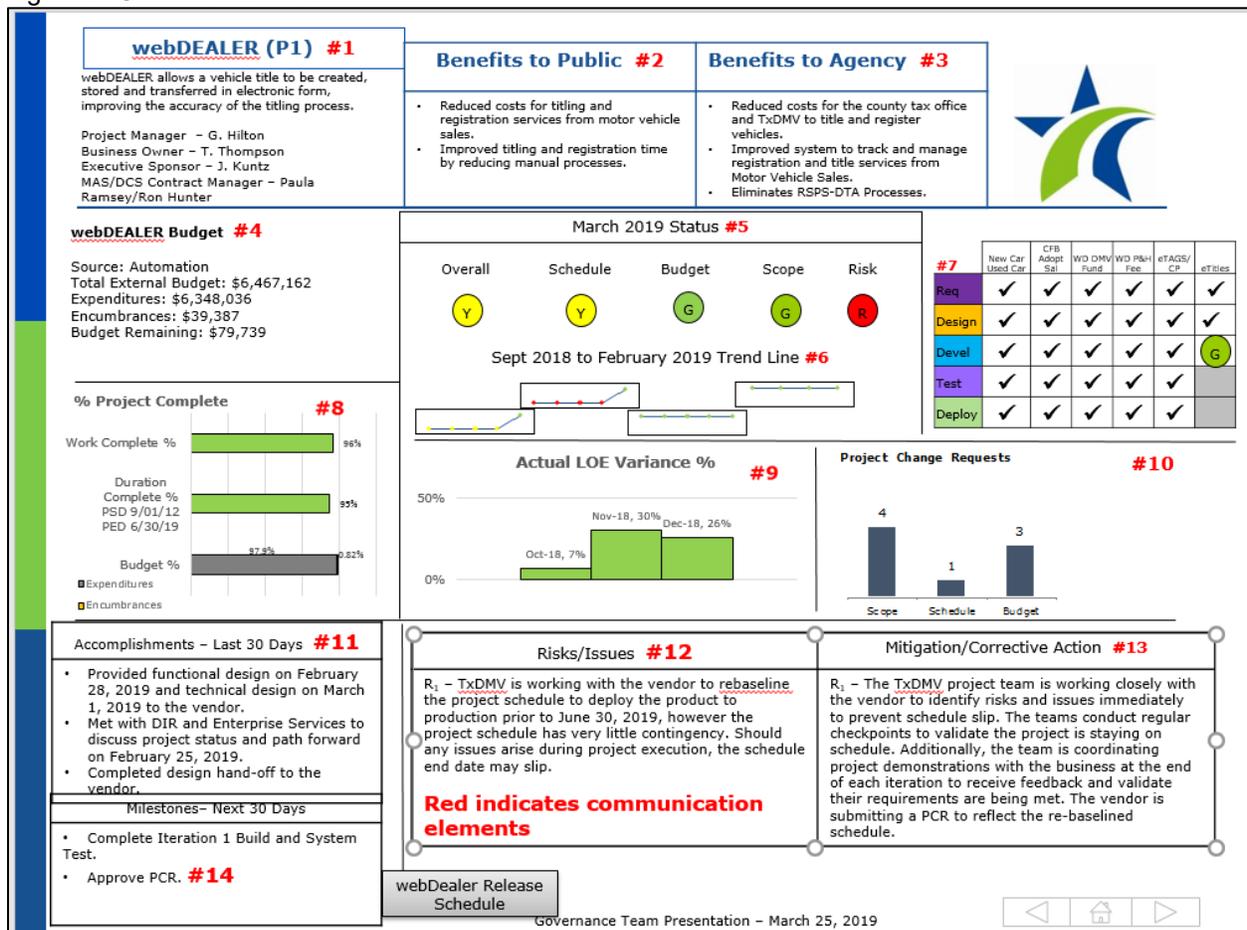
The current dashboard design, as shown in figure 2, includes information that may not be relevant and does not always convey critical information:

- Dashboard information includes "trend lines", "% of budget spent" "Actual LOE (level of effort) Variance", "Project Change Request" and "Testing status". This information

is in the center dashboard and is almost always included even if the information is not applicable. For example, testing status was included in three projects reviewed even though no test information was given and the project was not in a testing phase.

- Key information such as “Risks/Issues” and “Mitigation/Corrective Actions” are placed at the bottom of the dashboard although these elements are key for project governance.
- TxDMV Dashboards have up to 14 communication elements as noted in Figure 2. Industry examples reviewed only had up to 8 different communication elements, almost 50% less communication elements than TxDMV dashboard. Having up to 14 communication elements reduces the dashboard effectiveness.

Figure 2. Current TxDMV Dashboard



Communication Strategy

In addition to the dashboard design, IAD found some communication strategies that limit the effectiveness of the current governance structure:

- Governance Team presentations are not prioritized based on overall project status (Green, Yellow, or Red). Projects are not presented in a discernable order but by order of status. For example, a red status project was the sixth project to be presented at the February 2019 Governance Team even though the project was at risk and needed greater time for discussion. The current presentation order limits the ability of the Governance Team to focus on projects that are at risk.
- ESC and Governance Team information is not consistently presented promptly and can be incomplete. Interviews with ESC and Governance team members found that the project managers present information at the meetings and expect immediate decisions without properly notifying team members of this necessity prior to the meeting. This has caused some team members to feel they do not have enough information to make decisions.
- IAD observed decisions being delayed in the January and February 2019 because Governance Team members were presented information at those meetings for decision without having all required information. During both meetings, Governance Team members were concerned about the impact of a proposed project would have on other projects and defect ticket resolution. Governance Team members were not comfortable making decisions based on the information presented, so items were tabled until more information was available at the next meeting.
- Project managers do not consistently offer alternative scenarios or mitigation ideas, which forces ESC and Governance Team members to make decisions with potentially unclear impacts on what their decision will cause on the project. Without alternative scenarios, the team members may be making an inaccurate choice.

Potential Governance Models

As requested by ITSD, IAD gave potential governance structures that could be used to manage enterprise projects. IAD reviewed the statutory and regulatory requirements for IT project governance in state agencies and conducted research to show potential governance models. As part of the research, IAD found the benefits for each model, the components needed to implement, and the current gaps needed to be discussed before implementation.

IAD found 4 alternative governance models that could work for TxDMV. The benefits, components to implement, and current gaps are noted in table 1 and below is a vignette of each model. These alternatives include models with agile principles, cost methodology, and resource management.

While each of these alternative models could work, issues could continue if the concerns identified are not addressed.

Alternative 1: A streamlined version of the current model that uses some Agile Principles

The current model could be used with more integration of agile principles. The current model would need to remove the duplicative meetings as well as establishing the roles and responsibilities of the Governance Team and the ESC on every project.

If this approach is performed, IAD would suggest the Governance Team be responsible for portfolio governance management while the ESC focus on the individual enterprise project. IAD also suggests reducing the number of members in the ESC and having different ESC members than the Governance Team.

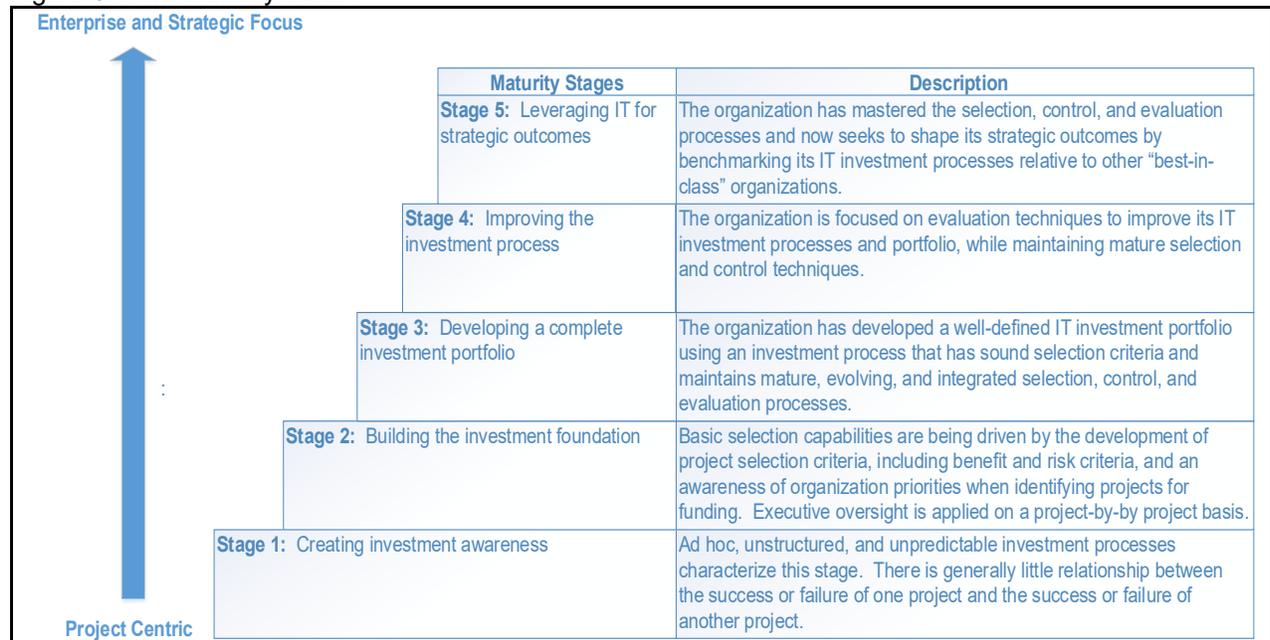
Alternative 2: Information Technology Investment Management Framework (ITIM)

The ITIM framework provides organizations a method to evaluate and assess selection and management of IT resources. ITIM names 13 critical processes for successful investment and organizes them into a 5-stage maturity model to progress from a focus on individual projects to an enterprise-wide approach to IT investment. The maturity model is shown in figure 3.

ITIM allows for an incremental and iterative approach compatible with agile principles. Many of TxDMV's current governance structures can be repurposed to align with ITIM critical processes. For instance, the Governance Team could be refocused on portfolio governance (enterprise-wide investment board) while the ESC could become individual project investment boards.

Implementing ITIM would need maturing portfolio management and implementation of agile processes by TxDMV. The current governance structure, based on IAD's analysis, would put TxDMV at Stage 1 on the ITIM Maturity model.

Figure 3. ITIM Maturity Model



Alternative 3: Technology Business Management (TBM)

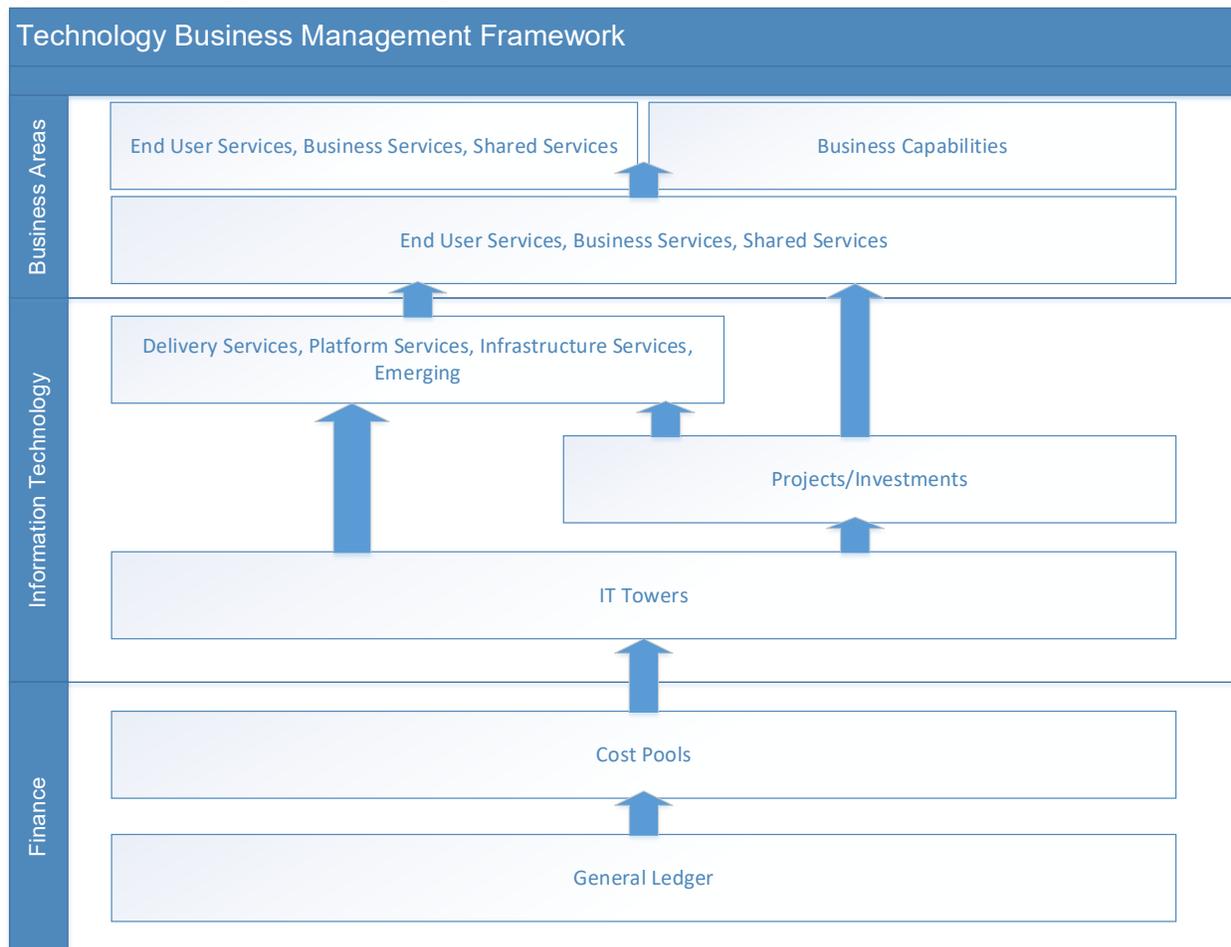
TBM is a business model and decision-making framework designed to make IT "run like a business". TBM's goal is to enable technology and business leaders to manage IT resource supply and demand and to make fact-based decisions between Operations and Maintenance (O&M) and Development, Modernization, and Enhancements (DME) teams.

TBM creates transparency of costs consumption and performance by putting a dollar amount on IT resources and activities and translating that into applications and services. This, in turn, quantifies consumption by business units to enable business capabilities.

TBM creates a shared taxonomy at the finance, IT, and business levels as noted in Figure 4:

- Finance: IT expenses are divided into "cost pools", like hardware and labor.
- IT: The cost pools flow into "IT Towers" (e.g., computers and storage). The IT towers form the building blocks of applications and services.
- Business: Business areas consume the applications and services supported by IT spend and resources.

Figure 4. Technology Business Management Framework



Alternative 4: Principle-based Agile Governance

An agile principle based framework allows the organization to deliver maximum value against business priorities in the time and budget allowed. The agile framework allows for smaller increments of product delivery. The framework breaks down development into “time boxes” or “sprints”, which match timescales for each step of technical development.

Governance Model Information

In table 1, IAD compiled information on the four selected Governance models. The information includes key benefits, current components already in place to implement the model, and current gaps that might hinder the implementation of the model.

Table 1. Governance Model Information

Streamlined Current Model, with Agile principles implemented	IT Investment Management Framework (ITIM)	Technology Business Management (TBM)	Agile principles framework model
Key Benefits			
<ul style="list-style-type: none"> • Maintains key strengths of current model (visibility, executive oversight) while also minimizing pain points. • Maintains required alignment with Project Delivery Framework for MIRPs. • Can be an incremental step to adopting a more Agile-aligned governance model. • Executive and staff familiarity with current model, combined with willingness to change it. 	<ul style="list-style-type: none"> • Provides roadmap for maturation from a focus on individual projects to enterprise-wide view of IT investments. • Allows flexible implementation, focusing on process characteristics at each maturity level. • Allows for incremental/iterative project execution phase compatible with agile development practices. • Can be used as a tool for organizational improvement and as a tool for assessing organizational maturity. 	<ul style="list-style-type: none"> • Provides common language for reporting total IT costs with supporting detail to gain alignment between Finance, IT, and Business leaders. • Allows benchmarking and trend analysis of IT costs per business unit. • Enables trade-off decisions by considering supply-demand in cost terms. • Shifts IT into role of service broker instead of order taker. 	<ul style="list-style-type: none"> • Allows for flexible implementation as business needs change. • Allows for daily visible project updates. • Allows for incremental/iterative project execution phases. • Allows for delivery of maximum value within a fixed time or budget. The desired benefits are delivered based on priority.
Components That Can Be Implemented at Current State			
<ul style="list-style-type: none"> • Specializing oversight boards on either portfolio or project governance. 	<ul style="list-style-type: none"> • Boards to select and oversee IT projects. • Information to support executive 	<ul style="list-style-type: none"> • Adopting IT and Business layers of TBM Taxonomy. • Adopting Finance layer of TBM 	<ul style="list-style-type: none"> • Adopting agile principles.

Streamlined Current Model, with Agile principles implemented	IT Investment Management Framework (ITIM)	Technology Business Management (TBM)	Agile principles framework model
<ul style="list-style-type: none"> • Eliminating or consolidating duplicative oversight boards. • Reducing project oversight board to only essential voting members. • Utilizing DIR's PM Lite – Agile methodology to begin embedding agile concepts. 	<p>decision making is collected, including cost, schedule, and risk assessments.</p> <ul style="list-style-type: none"> • Status of ongoing projects is communicated. 	<p>Taxonomy by internally bucketing account codes.</p> <ul style="list-style-type: none"> • Begin costing of IT activities and resources. 	<ul style="list-style-type: none"> • Daily Status of ongoing projects is communicated. • Empowerment of project teams and oversight boards.
Implementation Gaps at Current State			
<ul style="list-style-type: none"> • Data and information to adequately inform oversight boards is not available. • Unfamiliarity with Agile workflows and deliverables. • Communication expectations not aligned with agile workflow, e.g. features implemented not tasks completed. 	<ul style="list-style-type: none"> • Develop an ITIM decision-making process using ITS Enterprise Architecture (EA). • Criteria for selecting new and ongoing projects/investments should be established and comply with the Department's target EA. 	<ul style="list-style-type: none"> • Catalog of IT assets, infrastructure, and services. • Mapping of applications and services to infrastructure. • Ability to trace service, storage, etc. consumption, and costs to business units. 	<ul style="list-style-type: none"> • Development of agile guidance. • Commitment of divisional resources to project teams • Project team transitions to self-directed work. • Management of iterative requirements.

Appendix 1: Objective, Scope, Methodology, and Distribution Information

Objective

The advisory service objective was to evaluate the current project management governance structure.

Scope and Methodology

The scope of the advisory service included the review of the current project Governance model through interviews with project Governance Team members, review of standard operating procedures, project charters, and project communications. Review of alternative governance models included review of industry communication and project charters, and governance models.

Information and documents reviewed in the audit included the following:

- TxDMV's Project Governance and Project Management Standard Operating Procedures
- Enterprise Project Charters and Dashboards
- Project Management and Business Analyst Job Descriptions
- Interviews with TxDMV Staff that participate in the governance structure
- Industry Project Manager and Business Analyst Best Practice Skill Characteristics
- Industry Dashboard Communication examples
- Industry Governance model examples

Auditing Standards

This advisory service was included in the FY 2019 Audit Plan. The Internal Audit Division conducted this advisory service in conformance with the Internal Standards for the Professional Practice of Internal Auditing. In addition, the advisory service was done in accordance with Generally Accepted Government Auditing Standards requirements for independence.

Report Distribution

This report is distributed to the Board of the Texas Department of Motor Vehicles and the Department's executive management team.

DATE: 6/5/2019

Action Requested: APPROVAL/BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Mike Higginbotham, Chief Information Officer
Agenda Item: 8
Subject: Technology Projects Update / Technology Roadmap

PURPOSE AND EXECUTIVE SUMMARY

Discuss the status of technology projects and provide an introduction to the multi-year technology roadmap.

FINANCIAL IMPACT

None.

BACKGROUND AND DISCUSSION

Technology Projects

The Information Technology Services Division (ITSD) performs project management services for the portfolio of enterprise-wide technology projects. An overview and status update will be provided for the following projects:

- webDEALER, eTITLES, webLIEN
- Call Center Upgrade
- Kiosk Pilot
- External Website Renovation
- Enterprise Reporting
- Windows 10 migration

Trends regarding overall project status, budget, and schedule will also be reviewed. All projects are either in a “green” or “yellow” overall status at the present time, with a “green” overall status indicating project budget and schedule are within 10 percent of the original plan, and a “yellow” overall status indicating cost or duration exceeding the original plan by 10 percent.

Technology Roadmap

A key component of managing technology is the development and maintenance of a multi-year technology roadmap to support the agency’s business needs. A technology roadmap is intended to be a high-level, strategic, notional view of the technology projects planned for the future and their approximate delivery and executive timeframes. This technology roadmap was first developed in 2018 and is the culmination of several collaborative reviews with the Executive Director, Deputy Executive Director and division directors. The technology roadmap is intended to be a living artifact that will be adjusted and updated based on business needs. The technology roadmap will also be used as a key input to the agency’s strategic planning process going forward.

Technology Projects Update



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.





Agenda

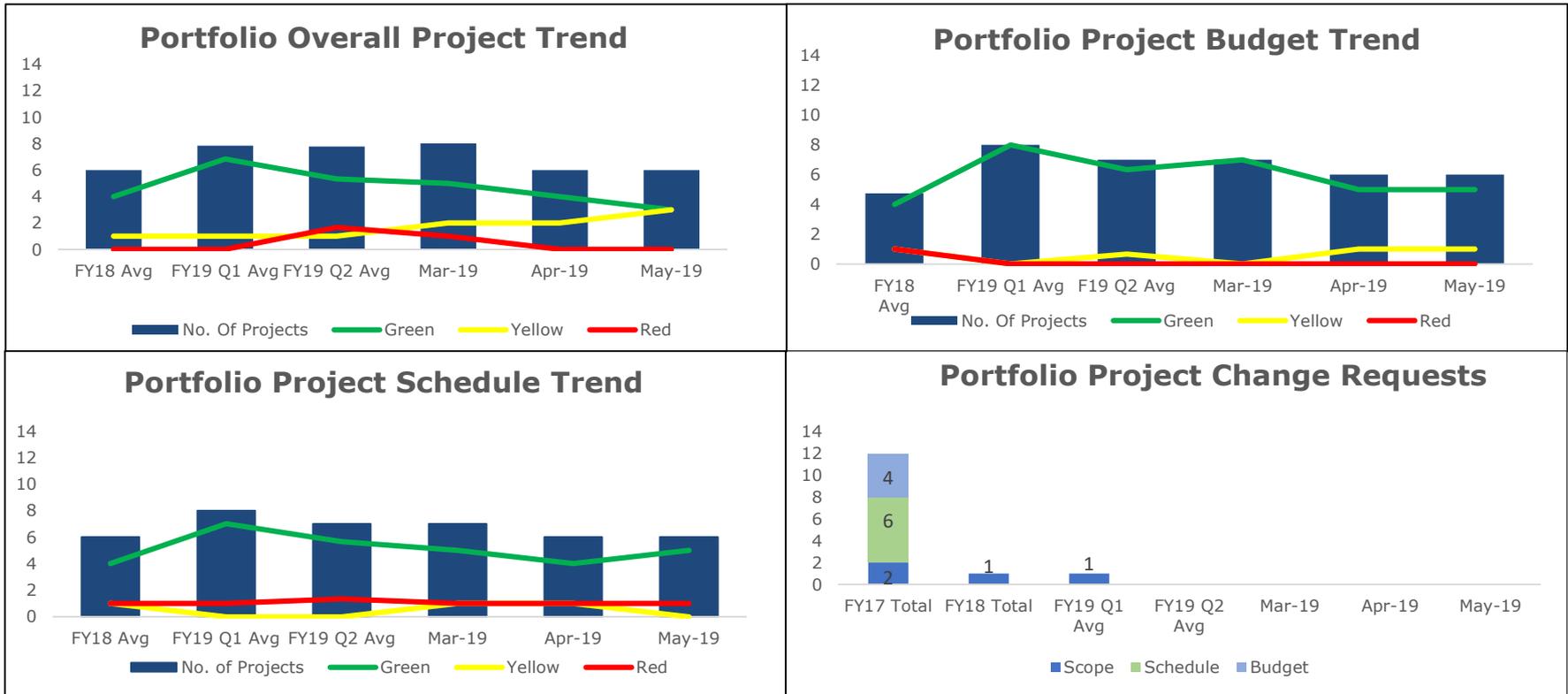
- **Portfolio Governance**
 - Portfolio Trends
 - QAT Reports and Status

- **Project Governance**
 - Project Dashboard Review

Portfolio Governance



TxDMV Portfolio Trend





QAT Reports

Monitoring Report

No.	Project	Due Date	Status	Date Submitted
1	webDEALER (March 2019)	4/30/2019	Submitted	4/25/2019
2	webDEALER (April 2019)	5/31/2019	On Target	

Note: Monitoring Reports are uploaded to the Statewide Project Automated Reporting (SPAR) system at the end of each month. QAT collects and publishes the information to the statewide dashboard on the 5th of every month. The statewide dashboard is located at: <https://public.tableau.com/profile/state.of.texas.lbb#!/vizhome/QualityAssuranceTeamQAT-Dashboard/StatewideOverviewBut>

Post-Implementation Review of Business Outcomes (PIRBO)

No.	Project	Due Date	Status	Date Submitted
1	LACE Replacement 24 Month PIRBO (Through 3/31/2019)	4/30/2019	On Target	4/24/2019
2	RTS 6 Month PIRBO (Through 6/30/2019)	7/31/19	On Target	
3	AMSIT 24 Month PIRBO (Through 8/31/2019)	9/30/2019	On Target	



QAT Project Status

Project	QAT Status	QAT Reasoning	Change from Last Reporting Period	Pending or Potential Issues
webDEALER		124% over duration	No	None
webLIEN			No	Schedule will exceed 10% of original baseline.

Project Governance





webDEALER

Benefits to Public

Benefits to Agency

webDEALER allows a vehicle title to be created, stored and transferred in electronic form, improving the accuracy of the titling process.

- Reduced costs for titling and registration services from motor vehicle sales.
- Improved titling and registration time by reducing manual processes.

- Reduced costs for the county tax office and TxDMV to title and register vehicles.
- Improved system to track and manage registration and title services from Motor Vehicle Sales.
- Eliminates RSPS-DTA Processes.

Project Leadership		Key achievements/status		Risks and Issues																																											
Project Manager	T. Beckley	<ul style="list-style-type: none"> • Completed Iteration 3, build on May 17th. • Commenced Iteration 4 Regression Test. <ul style="list-style-type: none"> • This test cycle will include complete end-to-end testing of all features delivered since iteration 1. Upon successful completion of this iteration we will move into UAT. 	<table border="1"> <thead> <tr> <th>Risk/Issue</th> <th>Mitigation/Corrective Action</th> </tr> </thead> <tbody> <tr> <td>R₁ –The project schedule has very little contingency. Should any issues arise during project execution, the schedule end date may slip.</td> <td>R₁ – The TxDMV and Enterprise Services project management teams are working together closely to identify and address any potential delays prior to them being realized as issues.</td> </tr> </tbody> </table>		Risk/Issue	Mitigation/Corrective Action	R ₁ –The project schedule has very little contingency. Should any issues arise during project execution, the schedule end date may slip.	R ₁ – The TxDMV and Enterprise Services project management teams are working together closely to identify and address any potential delays prior to them being realized as issues.																																							
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Exec. Sponsor	J. Kuntz																																														
Business Owner	T. Thompson																																														
Contract Manager	R. Hunter																																														
Project Status																																															
Overall	Y  																																														
Budget	G  																																														
Schedule	G  																																														
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Budget		Upcoming Activities <ul style="list-style-type: none"> • Complete Iteration 4 regression testing. • Begin UAT. 		Upcoming Milestones <table border="1"> <thead> <tr> <th>Milestone</th> <th>Start Date</th> <th>End Date</th> <th>% Complete</th> </tr> </thead> <tbody> <tr> <td>Iteration 1 Build and Test</td> <td>3/4/19</td> <td>4/17/19</td> <td>100 %</td> </tr> <tr> <td>Iteration 2 Build and Test</td> <td>3/25/19</td> <td>4/29/19</td> <td>100 %</td> </tr> <tr> <td>Iteration 3 Build</td> <td>4/29/19</td> <td>5/17/19</td> <td>100 %</td> </tr> <tr> <td>Iteration 4 Regression Test</td> <td>5/20/19</td> <td>5/31/19</td> <td>10 %</td> </tr> <tr> <td>UAT</td> <td>5/28/19</td> <td>6/21/19</td> <td></td> </tr> <tr> <td>Deploy</td> <td>--</td> <td>6/30/19</td> <td></td> </tr> <tr> <td>Go-Live</td> <td>--</td> <td>7/1/19</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Milestone	Start Date	End Date	% Complete	Iteration 1 Build and Test	3/4/19	4/17/19	100 %	Iteration 2 Build and Test	3/25/19	4/29/19	100 %	Iteration 3 Build	4/29/19	5/17/19	100 %	Iteration 4 Regression Test	5/20/19	5/31/19	10 %	UAT	5/28/19	6/21/19		Deploy	--	6/30/19		Go-Live	--	7/1/19									
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Init. Est. Proj. Cost	\$14,034,484																																														
Current Est. Proj. Cost	\$8,932,311																																														
Proj. Cost to Date (Fiscal)	FY 2019 \$163,129.75																																														
Proj. Cost to Date (Total)	\$8,071,015.85																																														
Project Schedule																																															
Orig. Start Date:	09/01/2012																																														
Orig: End Date:	06/30/2015																																														
Actual Start Date:	09/01/2012																																														
Planned End Date:	06/30/2019																																														
Baseline Date	10/22/2018																																														



webLIEN	Benefits to Public	Benefits to Agency
Provide lien holders with a self-service, web-enabled alternative for the addition or removal of liens .	<ul style="list-style-type: none"> Improve quality of Customer Service. Provides a secure means to track and verify lienholder information. 	<ul style="list-style-type: none"> Improve tracking and management of registration and titling from motor vehicle sales. Continued use of technology in to improve Customer Service.

Project Leadership		Key achievements/status		Risks and Issues																																														
Project Manager	T. Beckley	<ul style="list-style-type: none"> The project is currently on hold due to delays with the webDEALER eTITLES project. The webLIEN project is dependent upon completion of webDEALER eTITLES. 	<table border="1"> <thead> <tr> <th>Risk/Issue</th> <th>Mitigation/Corrective Action</th> </tr> </thead> <tbody> <tr> <td>I1- The webLIEN project is delayed due to its dependency on successful completion of the webDEALER eTITLES project. The webLIEN project will not be completed by the August 31, 2019 baselined date.</td> <td>I₁ – Project Change Management will be used to re-baseline the project end date.</td> </tr> </tbody> </table>	Risk/Issue	Mitigation/Corrective Action	I1- The webLIEN project is delayed due to its dependency on successful completion of the webDEALER eTITLES project. The webLIEN project will not be completed by the August 31, 2019 baselined date.	I ₁ – Project Change Management will be used to re-baseline the project end date.																																											
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Exec. Sponsor	J. Kuntz																																																	
Business Owner	J. Kuntz																																																	
Contract Manager	R. Hunter																																																	
Project Status																																																		
Overall	Y ■																																																	
Budget	G ■																																																	
Schedule	R ■																																																	
Scope	G ■																																																	
Risks and Issues	R ■																																																	
Budget		<ul style="list-style-type: none"> Once a new schedule is agreed to, the project will use change management to re-baseline the schedule and report new plan to QAT. 	Upcoming Milestones																																															
Init. Est. Proj. Cost	\$3,327,813		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Start Date</th> <th>End Date</th> <th>% Complete</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>				Milestone	Start Date	End Date	% Complete																																								
Milestone	Start Date		End Date	% Complete																																														
Current Est. Proj. Cost	\$3,327,813																																																	
Proj. Cost to Date (Fiscal)	FY 2019 \$92,461.96																																																	
Proj. Cost to Date (Total)	\$136,847.73																																																	
Project Schedule																																																		
Orig. Start Date:	09/01/2017																																																	
Orig. End Date:	08/31/2019																																																	
Actual Start Date:	09/01/2017																																																	
Planned End Date:	08/31/2019																																																	
Baseline Date	09/01/2017																																																	



Call Center Upgrade	Benefits to Public	Benefits to Agency
TXDMV Call Center Telephony system upgrade includes upgrading current Call Center Cisco software from ver. 9 to ver. 11.x and also upgrading NICE products.	<ul style="list-style-type: none"> Improved customer service. Improved customer experience. 	<ul style="list-style-type: none"> Supported version of the Contact Center software. Increased Call Center efficiency and effectiveness. More stability of the Contact Center system by providing full resiliency.

Project Leadership		Key achievements/status	Risks and Issues			
Project Status			Risk/Issue	Mitigation/Corrective Action		
Project Manager	J. Das	<ul style="list-style-type: none"> Executed expedited statement of work (SOW)/procurement review request to DIR to reduce the DIR review period from 30 days to 3 days. Submitted to DIR on May 28. 	R ₁ : Cumulative total of costs to upgrade existing system may exceed the project budget.	R ₁ : Request additional funds for the project when costs are firmly defined.		
Exec. Sponsor	G. Booton					
Business Owner	G. Booton					
Contract Manager	R. Hunter					
Overall	Y ▬					
Budget	Y ▬					
Schedule	G ▬					
Scope	G ↑					
Risks and Issues	R ▬					
Budget		Upcoming Activities	Upcoming Milestones			
Init. Est. Proj. Cost	\$ 941,541	<ul style="list-style-type: none"> Completion of DIR review. Release of solicitations. 	Milestone	Start Date	End Date	% Complete
Current Est. Proj. Cost	\$ 1,205,153		Purchase Order to procure additional Cisco Hardware signed	3/11/19	7/1/19	23%
Proj. Cost to Date (Fiscal)	FY 2019 \$ 68, 795		Cisco Integration service Purchase Order signed	3/11/19	8/31/19	23%
Proj. Cost to Date (Total)	\$ 68, 795		NICE Integration service Purchase Order signed	3/11/19	8/31/19	20%
Project Schedule						
Orig. Start Date:	01/02/18					
Orig. End Date:	04/24/20					
Actual Start Date:	01/02/18					
Planned End Date:	04/24/20					
Baseline Date	01/02/18					



Kiosk Pilot

Benefits to Public

Benefits to Agency

The Kiosk Project will pilot self-service kiosks to provide TxDMV customers an option to purchase and to print vehicle registration renewal stickers.

- Improve quality of Customer Service.
- Increase Customer options for vehicle registration renewal stickers delivery.

- Continuous improvement of the Registration Renewal methods, procedures, and technologies.

Project Leadership		Key achievements/status	Risks and Issues			
Project Status			Risk/Issue	Mitigation/Corrective Action		
Project Manager	J. Das	<ul style="list-style-type: none"> • TxDMV, DIR, and NICUSA discussed conducting credit card payment integration Q&A sessions with responsive vendor(s) prior to finalizing the RFP. • Internal discussion started about Kiosk credit card payment processes. • ESC voted to cancel the current procurement. A new solicitation is in progress. 	Issue - Project schedule will be impacted, since the Department determined the Project shall require a new solicitation.	Obtained approval from ESC for a new solicitation.		
Exec. Sponsor	J. O'Quinn					
Business Owner	T. Thompson					
Contract Manager	R. Hunter					
Overall	G —					
Budget	G —					
Schedule	G —					
Scope	G —					
Risks and Issues	G —					
Budget						
Init. Est. Proj. Cost	\$ 750,000	<ul style="list-style-type: none"> • Move forward with new solicitation. 	Upcoming Milestones			
Current Est. Proj. Cost	\$ 750,000		Milestone	Start Date	End Date	% Complete
Proj. Cost to Date (Fiscal)	FY 2019 \$ 83,134					
Proj. Cost to Date (Total)	\$ 83,134					
Project Schedule						
Orig. Start Date:	04/01/18					
Orig. End Date:	04/30/21					
Actual Start Date:	04/01/18					
Planned End Date:	04/30/21					
Baseline Date	04/01/18					



External Website Renovation	Benefits to Public	Benefits to Agency
External Website Renovation will update the department's public-facing website in appearance and functionality.	<ul style="list-style-type: none"> Improve the quality of customer service. Increase efficiency and effectiveness of TxDMV's External Website. 	<ul style="list-style-type: none"> Continued use of technology by integrating customer analytics for continuous improvement.

Project Leadership		Key achievements/status		Risks and Issues				
Project Manager	S. Ahuja	<ul style="list-style-type: none"> Three of the five Phase 1 deliverables have been approved and signed off. Business Requirements document under final review. Project Plan review in-progress. Proofs of Concept have been presented to project team for initial feedback. 		Risk/Issue		Mitigation/Corrective Action		
Exec. Sponsor	C. Love							
Business Owner	C. Love							
Contract Manager	R. Hunter							
Project Status								
Overall	 							
Budget	 							
Schedule	 							
Scope	 							
Risks and Issues	 							
Budget				Upcoming Milestones				
Init. Est. Proj. Cost	\$750,000	Upcoming Activities <ul style="list-style-type: none"> Proofs of Concept will be presented to ESC. Focus Group feedback exercise on the selected Proof of Concept. Website hosting and Architecture Specifications finalized. Dev environment stood up in AWS Gov cloud. 		Milestone		Start Date	End Date	% Complete
Current Est. Proj. Cost	\$750,000			Phase 1 Completed		3/5/19	5/31/19	95%
Proj. Cost to Date (Fiscal)	\$23,312.13			Focus Group design Validation		6/3/19	6/18/19	0%
Proj. Cost to Date (Total)	\$33,196.09			System Design completed		5/2/19	6/27/19	35%
Project Schedule								
Orig. Start Date:	2/1/18							
Orig. End Date:	11/4/19							
Actual Start Date:	2/1/18							
Planned End Date:	11/4/19							
Baseline Date	4/26/19							



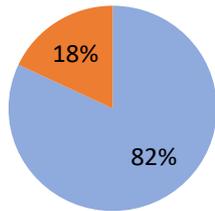
Enterprise Reporting	Benefits to Public	Benefits to Agency
Develop an enterprise reporting roadmap (strategy) and a technology framework to improve the ability to mine, store and report on existing data and information.	<ul style="list-style-type: none"> Increase information published and readily available to the public. 	<ul style="list-style-type: none"> Increase Agency efficiency and reports quality by using automation to mine data across multiple sources and reduce or eliminate manual data collection.

Project Leadership		Key achievements/status		Risks and Issues				
Project Manager	S. Ahuja	<ul style="list-style-type: none"> Unit Testing – Completed. Code Walkthrough scheduled. Started documentation updates. Started UAT environment setup. 		Risk/Issue		Mitigation/Corrective Action		
Exec. Sponsor	L. Flores			R1: Complexity of setting up UAT environment might delay UAT start date.		R1: Because the project is already running ahead of schedule, the risk can be accepted because the project will still finish ahead of the original project end date.		
Business Owner	S. Rey							
Contract Manager	R. Hunter							
Project Status								
Overall	G							
Budget	G							
Schedule	G							
Scope	G							
Risks and Issues	G							
Budget		Upcoming Activities		Upcoming Milestones				
Init. Est. Proj. Cost	\$750,000	<ul style="list-style-type: none"> User Acceptance Testing 		Milestone		Start Date	End Date	% Complete
Current Est. Proj. Cost	\$750,000			Initial Code Walkthrough	5/30/19	5/30/19	0%	
Proj. Cost to Date (Fiscal)	\$172,403.20			UAT Environment setup	5/24/19	6/6/19	10%	
Proj. Cost to Date (Total)	\$206,942.20			UAT	6/10/19	7/8/19	0%	
Project Schedule								
Orig. Start Date:	07/01/18							
Orig. End Date:	08/31/19							
Actual Start Date:	07/01/18							
Planned End Date:	08/31/19							
Baseline Date	7/19/18							



Windows 10 Migration

HQ W10 and W7 Machine %



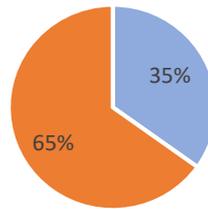
■ W10 ■ W7

HQ W10

Two Division Remain:

- Currently ITSD in work
- Start FAS June 2019

RSC W10 and W7 Machine %



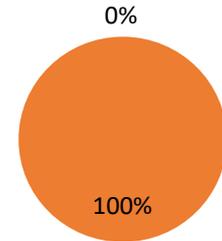
■ W10 ■ W7

RSC W10

6 RSC have been Refreshed
10 RSC Remain

- Insight is preparing a Bid for the remaining RSC

County Offices W10 and W7 Machine %



■ W10 ■ W7

County Offices

- County Offices \leq 2 RTS Computers performed by Insight with a planned start date of July 2019
- County Offices \geq 3 RTS Computers performed by HQ ITSD with a planned start date of July 2019

Backup Information





Project Category Dashboard Indicators v2.0

Revised 12/27/17 to align with QAT standards reference QAT Annual Report, 12/2016, Appendix A, page 14

Category	Blue (Closed Projects) 	Green 	Yellow 	Red 
Budget <i>Measured in dollars</i>	NA	Cost is trending to be at or below approved budget by project end date *For MIRP use original budget	Cost variance is trending to exceed authorized* budget by 1% - 10% by project end date *For MIRP use original budget	Cost variance is trending to exceed authorized* budget by more than 10% by project end date *For MIRP use original budget
Schedule <i>Measured in Calendar Weeks from Start to End Date</i>	NA	Duration variance is trending to exceed authorized* duration/end date by 1% or less *For MIRP use original duration and end date	Duration variance is trending to exceed authorized* duration/end date by 1% - 10% *For MIRP use original duration and end date	Duration variance is trending to exceed authorized* duration/end date by more than 10% *For MIRP use original duration and end date
Scope <i>(Not a QAT Rating)</i>	NA	Project is on target to deliver chartered scope, no more, no less or project change management was applied through governance	Chartered scope is at medium risk of not being fully delivered by end date or unmanaged scope creep is causing overruns on cost and/or schedule by 1% - 10%	Chartered scope is at high risk of not being fully delivered by end date or unmanaged scope creep is causing overruns on cost and/or schedule by more than 10%
Quality <i>(Not a QAT Rating)</i>	NA	0% - 2% of test cases have defects during SAT, UAT, data migration, and LAST	3% - 10% of test cases have defects during SAT, UAT, data migration, and LAST	More than 10% of test cases have defects during SAT, UAT, data migration, and LAST
Risks <i>(Severity = Probability x Impact)</i>	NA	All risks are severity level low and have mitigation strategies, owners, and due dates	1 or more Risks related to cost or schedule has a medium severity level	1 or more Risks related to cost or schedule has a high severity level
Overall <i>(*QAT Ratings)</i>	Project closed in a green state	Budget and Schedule are within 10% of original cost and schedule	Cost OR Duration exceeds the original amount by more than 10%	Cost AND Duration exceed the original amounts by more than 10%



Glossary

API – Application Programming Interface	Jama - Product management software developed By Jama S/W Co.	RSC – Regional Service Center
AMSIT – Application Migration Server Infrastructure Transformation	JIRA – Issue Tracking Software developed By Atlassian	RTS - Registration & Title System
BA – Business Analyst	LACE - Licensing, Administration, Consumer Affairs, and Enforcement	Q&A – Questions & Answers
BAFO – Best and Final Offer	LAST - Load and Stress Testing	QAT – Quality Assurance Team
BRD - Business Requirements Document	LPAR – Logical Partition	QTR – Quarter
C ³ – Consolidated Call Center	M – Migration	SIT – System Integration Test
CA - Corrective Action	M – Mitigation	SAT - System Acceptance Testing
CCB - Courtesy Callback	MAS – Managed Application Services	SCC – Salvage Common Checkout
DCS – Data Center Services	MCD – Motor Carrier Division	SIT – System Integration Test
CAPPS - Centralized Accounting and Payroll/Personnel System	M/CA – Migration/Corrective Action	SAT - System Acceptance Testing
CERP – County Equipment Refresh Program	MS - Mitigation Strategy	SCC – Salvage Common Checkout
CIO - Chief Information Officer	NIM – Nice Information Management	SDLC - Systems Development Life Cycle
CPO - Chief Projects Officer	NSOC - Network Security Operations Center	SMS – Security Management System
CPA - Comptroller of Public Accounts	MVD – Motor Vehicle Division	SOP – Standard Operating Procedures
CPU – Central Processing Unit	OAG - Office of Attorney General	SOW – Statement of Work
CRD – Consumer Relations Division	OOS – Out of State	SS PII - Single Sticker Phase II
DB2 – IBM Database Server Products	P - Priority	TAC – Tax Assessor Collector
DCS – Data Center Services	P&H – Process and Handling	TCEQ - Texas Commission on Environmental Quality
DEV Development	PCR – Project Change Request	TPDF - Texas Project Delivery Framework
DIR - Department of Information Resources	PED – Project End Date	TS - Registration and Titling System
DPS - Department of Public Safety	PM - Project Manager	TxIRP – Texas International Registration Plan
DTA – Dealer Title Application	PMLC - Project Management Life Cycle	TxDOT – Texas Department of Transportation
ENF - Enforcement	PMP – Project Management Professional	UAT - User Acceptance Testing
EPMO - Enterprise Project Management Office	PO – Purchase Order	VTR – Vehicle Title and Registration Division
ERQ – Enterprise Reporting Quarter	POCN - Purchase Order Change Notice	WD - webDEALER
ESC – Executive Steering Committee	RQAT - Quality Assurance Team	WFM – Work Force Management
FAQ – Frequently Asked Questions	PSD – Project Start Date	WS – Work Stream
FAS – Finance, Administrative Services	R – Red (Status)	WS2+ – Work Stream 2+
FTE – Full Time Equivalent	R – Risk	WS4 – Work Stream 4
G – Green (Status)	R/I – Risk/Issue	Y – Yellow (Status)
GT – Governance Team	R/T - Registration and Title	
HB – House Bill	RFO – Request For Offer	
HEB - Howard E Butt Grocery Stores	RO – Regional Office	
HR – Human Resources	ROM – Rough Order of Magnitude	
I – issue	RSPS – Remote Sticker Printing System	
IA – Internal Audit	RRTS - Refactored RTS	
IAM – Identity and Access Management		
IT – Information Technology		
ITSD – Information Technology Services Division		
JAD – Joint Application Design		

Technology Roadmap



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Background

- Sunset requested the agency to improve management of technology
- Developing a technology roadmap is a key component of improving technology management
 - Technology roadmaps are part of the strategic planning process
 - Short-term and long-term roadmaps developed in late 2018
 - Roadmaps reviewed with Executive Director, Deputy Executive Director, and Division Directors

FY 19

	Q1	Q2	Q3	Q4
✓ NMVITIS (RTS 9.2)				
webDealer & webSub Re-platform				
✓ eTitle (RTS 9.3)				
Technology Reorganization				
Assess Outtasking				
Software Delivery Model & KPIs				
Communication of IT Value/Brand/Strategy				
New Technology Governance Model				
Data Assessment to Better Enable Executive Decision Making				
✓ Fraud Data Dashboard				
Enterprise Reporting				
County Reporting				
Automated Testing Tools for RTS				
✓ Improve RTS Performance Monitoring (Dynatrace)				
Call Center Upgrade				
Kiosk Pilot				
Security Enhancements				
External Website Renovation				

FY 20

	Q1	Q2	Q3	Q4
RTS Improvements - Customer Facing Enhancements (Phase 1)				
County Reporting				
Automated Testing Tools for RTS				
Increasing Development Environment Throughput (Sunset/Exceptional Item)				
Upgrade County Network				
Enforcement Enhancements (Sunset)				
External Website Renovation				
Electronic Signature/Routing for HR (DocuSign)				
Call Center Upgrade				
Kiosk Pilot				
Small Applications Technology Assessment				
eLinc Phase 2				
Security Enhancements				
TxPROS Enhancements				
IRP Upgrade				
webLien				
RPA Selection and Implementation				

FY 21

	Q1	Q2	Q3	Q4
RTS Improvements - Batch Efficiencies (Phase 2)				
Digital Assistant (MGMW) - Selected Business Functions (Phase 2)				
eRenewal				
Digital Assistant (MGMW)				
Testing Tools Enhancements (Sunset/Exceptional Item)				
Increasing Development Environment Throughput (Sunset/Exceptional Item)				
TxIRP Rearchitecture				
RPA Selection and Implementation				
Self-service Password Reset (Sunset/Exceptional Item)				
Electronic Signature/Routing for HR (DocuSign)				
Security Enhancements				
Single Sign On				

FY 22

	Q1	Q2	Q3	Q4
RTS Improvements - Real-time Processing (Phase 3)				
Modernize MCCS				
Customer Management System				
Security Enhancements				
Converting HR Personnel Files to Electronic Records/Images				
Single Sign On				

FY 23

	Q1	Q2	Q3	Q4
RTS Improvements - Real-time Processing (Phase 3)				
Enterprise Data Warehouse				
Customer Management System				
Modernize M CCS				
Converting HR Personnel Files to Electronic Records/Images				
Security Enhancements				
Balanced Scorecard Automation				

DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Tom Shindell, Innovation and Strategy Analyst
Agenda Item: 9
Subject: Balanced Scorecard Update and Strategic Planning Update

PURPOSE AND EXECUTIVE SUMMARY

To provide the Projects and Operations Subcommittee with an update on the department’s Balanced Scorecard Strategy Map Initiatives and on the new Strategic Planning Process.

FINANCIAL IMPACT

None.

BACKGROUND AND DISCUSSION

Balanced Scorecard Initiatives Update

To refresh your memories and to share new information, TxDMV developed a Balanced Scorecard (BSC) which was finalized in March of 2018.

A part of the BSC includes strategy map initiatives. These initiatives are department-wide projects initially envisioned as activities that would strengthen and support the department and the TxDMV Strategy Map.

TxDMV identified three separate initiatives:

1. The Training Alignment initiative
2. The Policy and Procedure Review initiative
3. The Organizational Survey Alignment initiative

A brief description of each initiative and the progress made towards completing each one of them are provided below.

1. Training Alignment initiative – led by *Human Resources Division*

Goal is to ensure that employees have the knowledge they need to do their jobs and support the department and the BSC.

To date, supervisory training has been developed that all TxDMV supervisors, managers, and directors are required to attend. Two cohorts have completed this training, which consists of four half-day interactive, participatory training sessions. The remaining staff will complete the training in June or July. Human Resources will be developing additional higher-level leadership training. Further, an RFP will be distributed the first week of May soliciting proposals for production of a “DMV 101” video to be shown as part of new employee onboarding. The video is a coordinated shared effort between the Human Resources Division and Government and Strategic Communications Division. The scheduled completion date is August 31, 2019.

2. Policy and Procedure Review initiative – led by the *Office of General Counsel*

Goal is to ensure employees have clear policies, procedures and guidelines to ensure progress towards the BSC goals of accountability, customer service and consistency in customer treatment and/or response.

To date, all divisions conducted an inventory to identify their current policies and procedures in place as well as those they need to develop. Training on developing policies and procedures was provided to the Executive team and selected staff members in March. Next steps include completing all policies by August 30, 2019 with procedures due February 1, 2020. We anticipate completing this initiative by February 1, 2020.

3. Organizational Survey Alignment initiative – led by the *Office of Innovation and Strategy*

Goal is to ensure consistent customer satisfaction data collection to provide accurate, meaningful information on progress towards BSC goals as well as to provide legislative stakeholders with improved department data. This was also a management suggestion included in our Sunset Advisory Commission Report.

To date, several iterations of standardized surveys have been reviewed and discussed by the executive team. A finalized survey design was adopted at a dedicated executive team meeting on April 29. Next steps are to implement the new surveys and begin collecting customer feedback. Will be completely implemented by September 1, 2019.

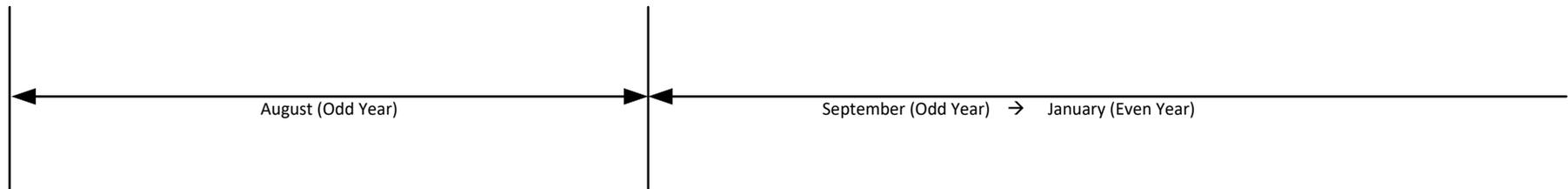
Strategic Planning Update

The department has redesigned its strategic planning process to better align all the planning activities to ensure a more logical and timely planning process. TxDMV will begin the new eleven step Strategic Planning process in August of 2019 which should be completed by August of 2020. Briefly, the eleven Strategic Planning steps are listed below.

1. TxDMV Board reviews Vision, Mission, Goals and Philosophy
2. TxDMV Executive Team sets strategic goals and activities for next 2 to 3 years
3. TxDMV Executive Team prioritizes strategic goals and activities
4. TxDMV Executive Team reviews the Balanced Scorecard (BSC) for alignment with strategic goals and activities
5. TxDMV Executive Team reviews divisional initiatives and projects
6. TxDMV Executive Team reviews the Information Technology Roadmap (IT Roadmap)
7. TxDMV Executive Team reviews Performance Measures and Key Performance Indicators (KPIs)
8. TxDMV Executive Team conducts a “quality check” of goal, activities, BSC, Performance Measures, KPIs, and the IT Roadmap for strategic alignment
9. Office of Innovation and Strategy (OIS) facilitates Executive Team in drafting department Strategic Plan
10. OIS facilitates Executive Team in finalizing the Strategic Plan
11. Finance and Administrative Services (FAS) Division facilitates Executive Team in preparing the department’s Legislative Appropriations Request (LAR)

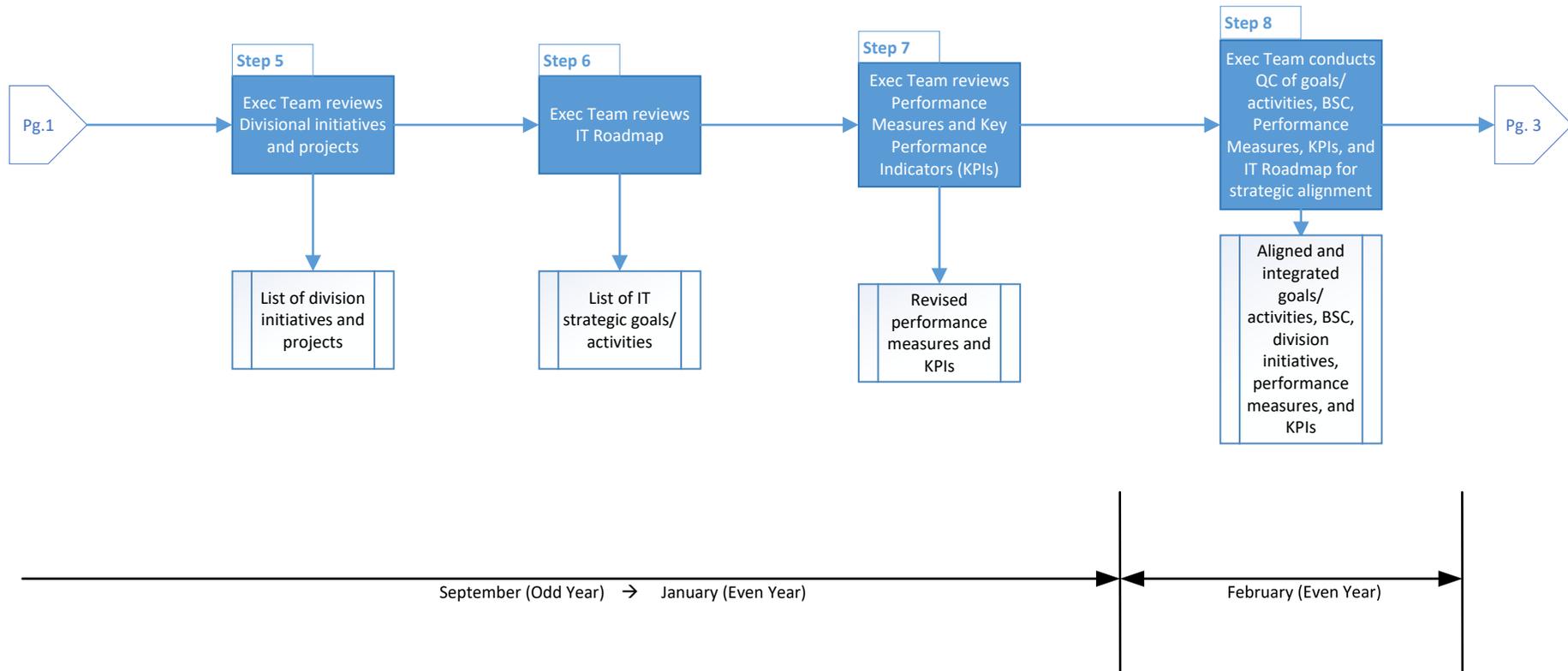
Please see the following flowchart for additional information.

TxDMV Strategic Planning Process FY 2022-2023

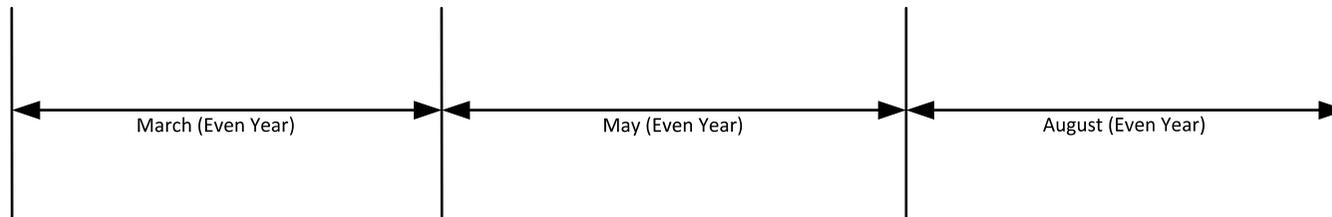
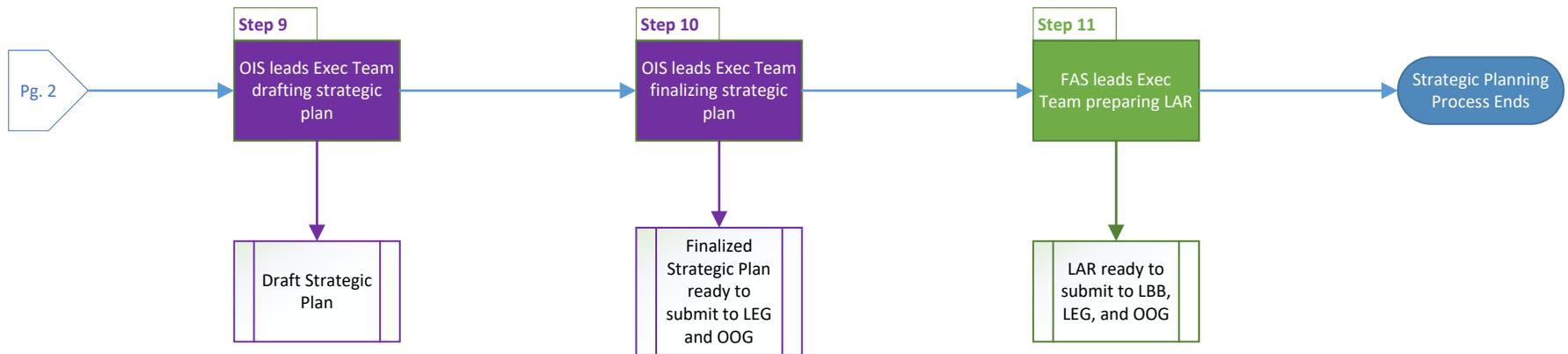
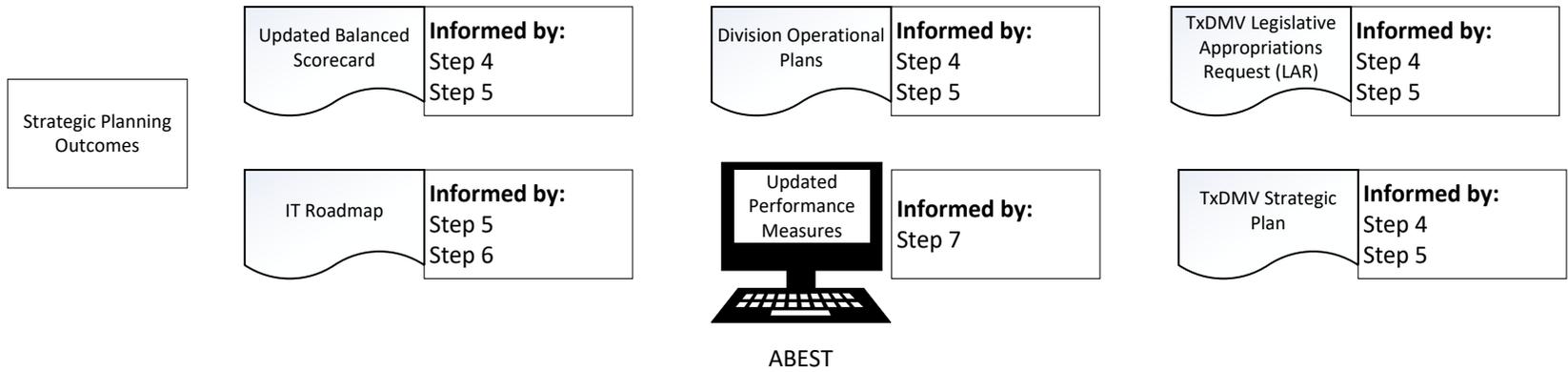


Timeline

TxDMV Strategic Planning Process FY 2022-2023



TxDMV Strategic Planning Process FY 2022-2023



Timeline

DATE: 6/5/2019

Action Requested: BRIEFING

To: Texas Department of Motor Vehicles (TxDMV) Board, Projects & Operations Committee
From: Linda M. Flores, CPA, Chief Financial Officer
Agenda Item: 10
Subject: Facilities Update

RECOMMENDATION

A briefing on TxDMV Headquarters facility projects.

PURPOSE AND EXECUTIVE SUMMARY

TxDMV Facilities presents updates regarding facilities projects and operational activities:

Large Projects – Over \$250,000

1. Camp Hubbard (CH) Building 1F EDO Suite Remodel – The Executive Director Suite and adjacent restrooms will be remodeled. The scope of the remodel will include the addition of a conference room and office, along with updated paint, lighting, flooring, cabling, HVAC system throughout the suite. The bathrooms will have minor repairs to comply with the Americans with Disabilities Act (ADA) / Texas Accessibility System (TAS). Architectural plans are complete, and staff is in the process of sending plans to the Comptroller for review before obtaining quotes from contractors.
2. Campus Security and Badging System – TxDMV is converting all occupied buildings at CH to the same physical security systems currently in place at the TxDMV Regional Service Centers. This will facilitate a separation from TxDOT security systems. The contract has been awarded and staff are actively gathering requirements.
3. CH Building 5 Roof Replacement – Replacement of a 16+ year old roof that is leaking, causing damage and safety concerns. Architectural plans and specifications are currently being prepared.
4. CH Building 1 Weatherization – During heavy rains, water penetrates the north side of Building 1 in various areas on various floors. Architectural plans and specifications are currently being prepared that will seal the building.

Small Projects – Under \$250,000

1. CH Building 1 Austin Room – The scope of this project includes a new conference table with electrical and data outlets, floor plugs that include power and data outlets, new carpet and paint. Projected completion is May 2019.
2. CH Building 1 Forklift / Charging Station Shelter – Construction of a shelter with charging stations will accommodate and protect the department's electric forklift, vehicle and facilities cart. Architectural plans and specifications are currently being prepared.
3. CH Building 1 Dock Stairs – Older wooden stairs are dilapidated and posing a safety concern. They will be replaced with concrete stairs and metal handrails. Plans have been developed and Purchasing is in the process of obtaining contractor quotes.
4. CH Building 1 South Dock Door Replacement – This project provides for the replacement of an old rusted rear dock door that has become a safety and security concern. Purchasing is in the process of obtaining quotes.
5. CH Building 1 Board Room Dais Chair Rail and Wainscoting – The project includes construction and installation of a matching chair rail and wainscoting behind the Board dais to prevent further wall damage. The chair rail and wainscoting are currently being constructed and will be installed in early August.

6. CH Building 1 Directors Reserved Parking Reconfiguration – The directors parking will be modified in front of Building 1 to better align parking and ensure safety. Plans have been approved and Purchasing is in the process of pursuing a qualified contractor.
7. CH Buildings 1 & 5 Sidewalk Pressure Wash – This project includes removal of mold and mineral buildup on exterior surfaces to improve environment and department image. Plans have been approved and Purchasing is seeking a qualified contractor.

Facilities Assessment Through Texas Facilities Commission (TFC)

TxDMV is co-located with TxDOT on 15+ acres in West Austin, known as Camp Hubbard. TxDMV is assuming responsibilities for maintenance, repairs and renovations for buildings located on Camp Hubbard. To best assess the condition of current facilities equipment and operating systems, TxDMV has engaged the Texas Facilities Commission (TFC) to acquire experts to perform seven assessments. These assessments will help assign short- and long-term needs, as well as safety concerns for Camp Hubbard. Below is a detailed list of the assessments:

1. CH Buildings 1 & 5 Mechanical, Electrical & Plumbing (MEP) Assessment and Plans – An architect and engineer will be procured to develop a full set of current mechanical, electrical and plumbing (MEP) plans for future headquarters facility projects.
2. CH Buildings 1 & 5 Americans with Disabilities Act (ADA) Assessment – An ADA assessment of the building occupied by TxDMV staff will aid the department in ensuring ADA compliance during building projects and upgrades.
3. CH Buildings 1 & 5 Space Utilization Assessment – A space utilization review will result in recommendations for space utilization on Camp Hubbard. It will also develop optimal division / program adjacencies and services.
4. CH Buildings 1 & 5 Indoor Air Quality (IAQ) Assessment – An indoor air quality assessment will identify indoor environmental quality for those occupying or visiting TxDMV buildings and recommendations to mitigate potential issues or concerns that may be discovered.
5. CH Building 1 ARC Flash Study – An ARC flash study of the facility's power system is needed to determine the incident energy available at specific electrical devices that employees would be exposed to while "interacting with" the electrical equipment at the facility and identify protective equipment necessary to ensure safety.
6. CH Buildings 1 & 5 Signage Upgrade Assessment – Facilities Services requires an overall signage plan that can be implemented into overall facilities projects.
7. CH Buildings 1 & 5 Fire Marshal Assessment – TFC shared a 2015 TxDOT State Fire Marshal's Office (SFMO) Fire Safety Inspection Report / Assessment Report. TxDMV Facilities Services is working with TxDOT to determine what has or has not been implemented and / or needs to be addressed.

FINANCIAL IMPACT

TxDMV has 18 planned facilities projects and maintenance activities at an estimated cost of \$3.5 million.

BACKGROUND AND DISCUSSION

The department began undertaking maintenance related expenses and duties associated with the buildings occupied by TxDMV in late FY 2018. As part of the new maintenance tasks, two additional FTEs were recently hired to handle facilities and maintenance needs (an Electrical Coordinator and a Plumbing Coordinator) with a third FTE (an HVAC Coordinator) to be employed in the near future. The department continues to collaborate with TxDOT to transition facilities maintenance tasks and costs at Camp Hubbard to TxDMV in preparation of an eventual turnover of the property to TxDMV.



FACILITIES UPDATE

June 2019

Agency Headquarters (HQ) Rehabilitation Projects

2018-2019 Appropriations - \$9.8 million

★★★★★

Background

Senate Bill (S.B.) 1349, 85th Legislature, Regular Session granted TxDMV authority to buy, improve, sell, and lease property. S.B. 1349 also gave TxDOT legal authority to donate two tracts of property (Tract 1 is Camp Hubbard (CH) Buildings 1 through 5 and Tract 2 is CH Buildings 6 through 10 and the associated parking of both tracts) to TxDMV via negotiations and the sale of real property through the General Land Office.

Following the 85th session, conversations were held between TxDMV, the Governor's Office, the Texas Department of Transportation (TxDOT), the Texas Facilities Commission (TFC) and legislative leadership to analyze possible headquarters facility options to keep costs to the State at a minimum while finding an appropriate headquarters campus for TxDMV. As a result, Motor Carrier Division staff were relocated to Building 6, 5th Floor on CH in January 2018.

In addition, TxDMV received \$9.8M in funding for headquarters maintenance (\$5M for FY 2018 and \$4.8M for FY 2019) and three facilities and maintenance staff. CH building 1 was constructed in 1955. Due to the age and unknown repairs, costs associated with maintenance and operations are generally higher than for those for facilities built to today's standards.

TxDOT maintains ownership of the property and will maintain residency on campus until a new TxDOT headquarters building is completed. TxDMV must collaborate with TxDOT to implement facilities related projects and maintenance. In late FY 2018, TxDMV established a facilities work group consisting of representatives of both departments to address property, maintenance and transition needs associated with a future possible transfer of property. TxDMV collaborated with TxDOT Facility staff to establish a master project list for the remainder of the current biennium and the upcoming biennium. TxDMV also received approvals to establish HQ capital projects and carryforward unspent FY 2018 funds into FY 2019.

Headquarters Maintenance Projects

- ❖ **Large - Over \$250,000**
 - EDO Suite Remodel
 - Campus Security & Badging
 - CH-5 Roof
 - Weatherization
- ❖ **Small - Under \$250,000**
 - Austin Room
 - Forklift/Charging Station Shelter
 - Dock Stairs
 - Dock Door
 - Chair Rail/Wainscot
 - Director Parking
 - Pressure Wash
- ❖ **Assessments**
 - MEP Assessment and Plans
 - ADA Assessment
 - Space Utilization Assessment
 - IAQ Assessment
 - ARC Flash Study
 - Signage Upgrade
 - Fire Marshall Assessment

>Headquarters Maintenance Projects

Large Projects – Over \$250,000

- Camp Hubbard (CH) Building 1 EDO Suite Remodel – The Executive Director Suite and adjacent restrooms will be remodeled. The scope of the remodel will include the addition of a conference room and office along with updated paint, lighting, flooring, cabling, HVAC system throughout the suite. The bathrooms will have minor repairs to comply with the American Disability Act (ADA)/Texas Accessibility System (TAS).
Current Status - Architectural plans are complete, and staff is in the process of sending plans to the Comptroller for review before getting quotes from contractors.
- Campus Security and Badging System – TxDMV is converting all occupied buildings at Camp Hubbard to the same physical security systems currently in place at the TxDMV Regional Service Centers. This will facilitate a separation from TxDOT security systems.
Current Status - The contract has been awarded and staff are actively gathering requirements.
- CH Building 5 Roof Replacement – Replacement of a 16+ year old roof that is leaking, causing damage and safety concerns.
Current Status - Architectural plans and specifications are currently being prepared.
- CH Building 1 Weatherization – During heavy rains, water infiltrates the north side of the Building 1 in various areas and on various floors.
Current Status - Architectural plans and specifications are currently being prepared that will seal the building.

Small Projects – Under \$250,000

- CH Building 1 Austin Room – The scope of this project includes a new conference table with electrical and data outlets in the table, floor plugs that include power and data outlets, new carpet and paint.
Current Status - Projected completion May 2019.
- CH Building 1 Forklift/Charging Station Shelter – Construction of a shelter with charging stations will accommodate and protect the department's electric forklift, vehicle and facilities cart.
Current Status - Architectural plans and specifications are currently being prepared.
- CH Building 1 Dock Stairs – Older wooden stairs are dilapidated and posing a safety concern. They will be replaced with concrete stairs and metal handrails.
Current Status - Plans have been developed and Purchasing is in the process of obtaining contractor quotes.

- CH Building 1 South Dock Door Replacement – This project provides for the replacement of an old rusted rear dock door that has become a safety and security concern.
Current Status - Purchasing is in the process of obtaining quotes.
- CH Building 1 Board Room Dias Chair Rail and Wainscot – The project includes construction and installation of a matching chair rail and wainscot behind the Board dais to prevent further wall damage.
Current Status - The chair rail and wainscot are currently being constructed and will be installed in early August.
- CH Building 1 Directors Reserved Parking Reconfiguration – The directors parking will be modified in front of Building 1 to better align parking and ensure safety.
Current Status - Plans have been approved and Purchasing is in the process of pursuing a qualified contractor.
- CH Buildings 1 & 5 Sidewalk Pressure Wash – This project includes removal of mold and mineral buildup on exterior surfaces to improve environment and department image.
Current Status - Plans have been approved and Purchasing is in the process of seeking a qualified contractor.

Texas Facility Commission (TFC) Assessments

TxDMV is co-located with TxDOT on a 15+ acres in West Austin, known as Camp Hubbard. TxDMV is assuming responsibilities for maintenance, repairs and renovations for buildings located on Camp Hubbard. To best assess the condition of the current facilities equipment and operating systems, TxDMV has engaged the Texas Facility Commission to acquire external experts to perform seven assessments. These assessments will help assign short and long-term needs, as well as, safety concerns for Camp Hubbard. Below is a detailed list of the assessments.

- **CH-1 & 5 Mechanical, Electrical and Plumbing (MEP) Assessment and Plans** – This assessment will procure architect and engineer review of buildings to develop a full set of mechanical, electrical and plumbing (MEP) plans for the agency to use as projects move forward. TxDMV's has an extensive list of projects that require documentation of current condition and location of building mechanical, electrical and plumbing systems.
Current Status - A portal request was submitted to TFC. TxDMV Facilities Services is meeting with TFC to engage appropriate contractors, architects, engineers, etc. to conduct needed work and produce reports. TFC estimates a turnaround of approximately six-months.
- **CH-1 & 5 ADA Assessment** – The Americans with Disabilities Act (ADA) requires state and local governments, businesses and non-profit

organizations to provide goods, services and programs to people with disabilities on an equal basis with the rest of the public. Any construction that occurs requires renovating older facilities to current building code standards. In order to adequately plan future projects, remodels, reconfigurations and retrofits, TxDMV Facilities Services has requested assistance from TFC to obtain an assessment of the buildings with a final ADA assessment recommendation and needs that can be included in project estimates and considerations to ensure compliance and improved project cost estimates and needs.

Current Status - A portal request was submitted to TFC. TxDMV Facilities Services is meeting with TFC to engage appropriate contractors, architects, engineers, etc. to conduct needed work and produce reports. TFC estimates a turnaround of approximately six-months.

- **CH-1 & 5 Space Utilization Assessment** – A space utilization study of Camp Hubbard will measure the utilization rate of available workspace and provide options for department programs. A space study will help TxDMV determine the best locations of divisions, adjacencies to other associated divisions to ensure appropriate flow of business operations, security of operations and ease in access for customer service related areas.

Current Status – A portal request was submitted to TFC. TFC estimates a turnaround of approximately six-months.

CH-1 & 5 Indoor Air Quality (IAQ) Assessment –Indoor air is critical for good health. Department staff and visitors spend a significant amount of time indoors in buildings that were initially built in the 1950s. Gases, chemicals and other pollutants can cause headaches, eye irritation, allergies and fatigue. Ensuring clean air and mitigating potential concerns is of the utmost importance to the agency to ensure the health of staff, stakeholders and visitors. This assessment will allow Facilities Services to understand and address any indoor air quality concerns that may arise during projects and construction.

Current Status - A portal request was submitted to TFC. TFC estimates a turnaround of approximately six-months.

- **CH-1 ARC Flash Study** – An Arc Flash event can expel large amounts of deadly energy. The arc causes an ionization of the air, and arc flash temperatures can reach as high as 35,000 degrees Fahrenheit (hotter than the surface of the sun). An arc flash study is a risk analysis that is performed by an electrical engineer. A study can help improve safety by identifying a specific arc flash hazard. The output of the study results in a determination and labeling of the personal protective equipment (PPE) required for electrical devices and panels.

Current Status - A portal request was submitted to TFC. TFC estimates a turnaround of approximately six-months.

- CH-1 & 5 Signage Upgrade Assessment – TxDMV will acquire an overall signage plan for Camp Hubbard. This includes building identification, traffic signage, inclement weather gathering locations, conference room identification and volume allowances and other on-premise signage used to communicate with staff/building occupants, stakeholders, customers and visitors to regulate different matters such as volume capacity in rooms and exits.
Current Status - A portal request was submitted to TFC. TFC estimates a turnaround of approximately six-months.
- CH-1 & 5 Fire Marshal Assessment – TFC shared a State Fire Marshal’s Office (SFMO) Fire Safety Inspection Report/Assessment that was provided to TxDOT for the Camp Hubbard Campus in 2015. Findings associated with CH-10 will not be addressed by TxDMV.
Current Status - Facilities Services has reviewed the report recommendations and is working with TxDOT to determine what proposals have been implemented and what remains to be addressed.

Board Policy Documents

Governance Process (10/13/11)

Strategic Planning (10/13/11)

Board Vision (4/7/16)

Agency Boundaries (9/13/12)

KPIs (9/12/14)

Texas Department of Motor Vehicles TxDMV Board Governance Policy

1. PURPOSE

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

2. SCOPE

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

3. POLICY

3.1. TxDMV Board Governing Style

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

- 3.1.1. The Board shall provide strategic leadership to TxDMV. In order to do this, the Board shall:
 - 3.1.1.1. Be proactive and visionary in its thinking.
 - 3.1.1.2. Encourage thoughtful deliberation, incorporating a diversity of viewpoints.
 - 3.1.1.3. Work together as colleagues, encouraging mutual support and good humor.
 - 3.1.1.4. Have the courage to lead and make difficult decisions.
 - 3.1.1.5. Listen to the customers and stakeholders needs and objectives.
 - 3.1.1.6. Anticipate the future, keeping informed of issues and trends that may affect the mission and organizational health of the TxDMV.
 - 3.1.1.7. Make decisions based on an understanding that is developed by appropriate and complete stakeholder participation in the process of identifying the needs of the motoring public, motor vehicle industries,

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

- 3.1.1.8. Commit to excellence in governance, including periodic monitoring, assessing and improving its own performance.
- 3.1.2. The Board shall create the linkage between the Board and the operations of the agency, via the Executive Director when policy or a directive is in order.
- 3.1.3. The Board shall cultivate a sense of group responsibility, accepting responsibility for excellence in governance. The Board shall be the initiator of policy, not merely respond to staff initiatives. The Board shall not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- 3.1.4. The Board shall govern the agency through the careful establishment of policies reflecting the board's values and perspectives, always focusing on the goals to be achieved and not the day-to-day administrative functions.
- 3.1.5. Continual Board development shall include orientation of new Board members in the board's governance process and periodic board discussion of how to improve its governance process.
- 3.1.6. The Board members shall fulfill group obligations, encouraging member involvement.
- 3.1.7. The Board shall evaluate its processes and performances periodically and make improvements as necessary to achieve premier governance standards.
- 3.1.8. Members shall respect confidentiality as is appropriate to issues of a sensitive nature.

3.2. TxDMV Board Primary Functions/Characteristics

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

- 3.2.1. Outreach
 - 3.2.1.1. Monitoring emerging trends, needs, expectations, and problems from the motoring public and the motor vehicle industries.
 - 3.2.1.2. Soliciting input from a broad base of stakeholders.

3.2.2. Stewardship

3.2.2.1. Challenging the framework and vision of the agency.

3.2.2.2. Maintaining a forward looking perspective.

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

3.2.3. Oversight of Operational Structure and Operations

3.2.3.1. Accountability functions.

3.2.3.2. Fiduciary responsibility.

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

3.2.3.4. Protecting the integrity of the agency.

3.2.4. Ambassadorial and Legitimizing

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

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

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

3.2.5. Self-reflection and Assessment

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

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

3.3. Board Governance Investment

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

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

- 3.3.1.1. Training and retraining shall be used liberally to orient new members, as well as maintain and increase existing member skills and understanding.
 - 3.3.1.2. Outside monitoring assistance shall be arranged so that the board can exercise confident control over agency performance. This includes, but is not limited to, financial audits.
 - 3.3.1.3. Outreach mechanisms shall be used as needed to ensure the Board's ability to listen to stakeholder viewpoints and values.
 - 3.3.1.4. Other activities as needed to ensure the Board's ability to fulfill its ethical and legal obligations and to represent and link to the motoring public and the various motor vehicle industries.
- 3.3.2. The Board shall establish its cost of governance and it will be integrated into strategic planning and the agency's annual budgeting process.

3.4. Practice Discipline and Assess Performance

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

- 3.4.1. The assigned result is that the Board operates consistently with its own rules and those legitimately imposed on it from outside the organization.
 - 3.4.1.1. Meeting discussion content shall consist solely of issues that clearly belong to the Board to decide or to monitor according to policy, rule and law. Meeting discussion shall be focused on performance targets, performance boundaries, action on items of Board authority such as conduct of administrative hearings, proposal, discussion and approval of administrative rule-making and discussion and approval of all strategic planning and fiscal matters of the agency.
 - 3.4.1.2. Board discussion during meetings shall be limited to topics posted on the agenda.
 - 3.4.1.3. Adequate time shall be given for deliberation which shall be respectful, brief, and to the point.
- 3.4.2. The Board shall strengthen its governing capacity by periodically assessing its own performance with respect to its governance model. Possible areas of assessment include, but are not limited to, the following:
 - 3.4.2.1. Are we clear and in agreement about mission and purpose?

- 3.4.2.2. Are values shared?
 - 3.4.2.3. Do we have a strong orientation for our new members?
 - 3.4.2.4. What goals have we set and how well are we accomplishing them?
 - 3.4.2.5. What can we do as a board to improve our performance in these areas?
 - 3.4.2.6. Are we providing clear and relevant direction to the Executive Director, stakeholders and partners of the TxDMV?
- 3.4.3. The Board Chair shall periodically promote regular evaluation and feedback to the whole Board on the level of its effectiveness.

Texas Department of Motor Vehicles Strategic Planning Policy

1. PURPOSE

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

2. SCOPE

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

3. POLICY

3.1. TxDMV Board Strategic Planning

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

- 3.1.1. The Board is responsible for the strategic direction of the organization, which includes the vision, mission, values, strategic goals, and strategic objectives.
- 3.1.2. TxDMV shall use a 5-year strategic planning cycle, which shall be reviewed and updated annually, or as needed.
- 3.1.3. The 5-year strategic plan shall be informed by but not confined by requirements and directions of state and other funding bodies.
- 3.1.4. In developing strategic directions, the Board shall seek input from stakeholders, the industries served, and the public.
- 3.1.5. The Board shall:
 - 3.1.5.1. Ensure that it reviews the identification of and communication with its stakeholders at least annually.
 - 3.1.5.2. Discuss with agency staff, representatives of the industries served, and the public before determining or substantially changing strategic directions.

- 3.1.5.3. Ensure it receives continuous input about strategic directions and agency performance through periodic reporting processes.
- 3.1.6. The Board is responsible for a 5-year strategic plan that shall identify the key priorities and objectives of the organization, including but not limited to:
 - 3.1.6.1. The creation of meaningful vision, mission, and values statements.
 - 3.1.6.2. The establishment of a Customer Value Proposition that clearly articulates essential customer expectations.
 - 3.1.6.3. A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, to be updated annually.
 - 3.1.6.4. An assessment of external factors or trends (i.e., customer needs, political factors, economic factors, industry trends, technology factors, uncertainties, etc.)
 - 3.1.6.5. Development of the specific goals and objectives the Department must achieve and a timeline for action.
 - 3.1.6.6. Identification of the key performance indicators to measure success and the initiatives that shall drive results.
 - 3.1.6.7. Engage staff at all levels of the organization, through the executive director, in the development of the strategic plan through surveys, interviews, focus groups, and regular communication.
 - 3.1.6.8. Ensure the strategic planning process produces the data necessary for LBB/GOBPP state required compliance while expanding and enhancing the strategic plan to support the needs of the TxDMV. The overall strategic plan shall be used as a tool for strategic management.
- 3.1.7. The Board delegates to the Executive Director the responsibility for **implementing** the agency's strategic direction through the development of agency wide and divisional operational plans.

Texas Department of Motor Vehicles TxDMV Goals and Objectives

1. PURPOSE

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

2. SCOPE

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

3. TxDMV MISSION

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

4. TxDMV VISION

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

5. TxDMV VALUES

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

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

6. TxDMV GOALS

6.1. GOAL 1 – Performance Driven

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

6.1.1. Key Objective 1

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

- 6.1.1.1. Delivering its products and services to all of its customers and stakeholders in a manner that recognizes that their needs come first. These needs must be positively and proactively met. TxDMV works for and with its customers and stakeholders, not the other way around.
- 6.1.1.2. Operating the agency's licensing and registration functions in a manner akin to how a private, for-profit business. As a private, for-profit business, TxDMV would have to listen to its customers and stakeholders and implement best practices to meet their needs or its services would no longer be profitable or necessary. Act and react in a manner that understands how to perform without a government safety net and going out of business.
- 6.1.1.3. Simplify the production and distribution processes and ease of doing business with the TxDMV. Adapting and maintaining a business value of continuous improvement is central to TxDMV operations and processes.
- 6.1.1.4. All operations of the TxDMV shall stand on their own merits operationally and financially. If a current process does not make sense then TxDMV shall work within legislative and legal constraints to redesign or discard it. If a current process does not make or save money for the state and/or its customers or stakeholders then TxDMV shall work within legislative and legal constraints to redesign or discard it. TxDMV shall operate as efficiently and effective as possible in terms of financial and personnel needs. Divisions should focus on cost savings without sacrificing performance. Division directors are accountable for meeting these needs and applicable measures. All division directors are collectively responsible for the performance of TxDMV as a whole.
- 6.1.1.5. Focus on revenue generation for transportation needs as well as the needs of its customers.
- 6.1.1.6. Decisions regarding the TxDMV divisions should be based on the overriding business need of each division to meet or provide a specific service demand, with the understanding and coordination of overarching agency-wide needs.

- 6.1.1.7. Developing and regularly updating a long-range Statewide Plan describing total system needs, establishing overarching statewide goals, and ensuring progress toward those goals.
- 6.1.1.8. The TxDMV shall establish a transparent, well-defined, and understandable system of project management within the TxDMV that integrates project milestones, forecasts, and priorities.
- 6.1.1.9. The TxDMV shall develop detailed work programs driven by milestones for major projects and other statewide goals for all TxDMV divisions.
- 6.1.1.10. The TxDMV, with input from stakeholders and policymakers, shall measure and report on progress in meeting goals and milestones for major projects and other statewide goals.

6.2. GOAL 2 – Optimized Services and Innovation

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

6.2.1. Key Objective 1

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

- 6.2.1.1. Build the TxDMV identity. This means that TxDMV shall make customers aware of what services we offer and how they can take advantage of those services.
- 6.2.1.2. Build the TxDMV brand. This means that TxDMV shall reach out to the stakeholders, industries we serve and the public, being proactive in addressing and anticipating their needs.
- 6.2.1.3. Determine immediate, future, and long term facility and capital needs. TxDMV needs its own stand-alone facility and IT system as soon as possible. In connection with these needs, TxDMV shall identify efficient and effective ways to pay for them without unduly burdening either the state, its customers or stakeholders.
- 6.2.1.4. All regulations, enforcement actions and decision at TxDMV shall be made in a timely, fair and predictable manner.

6.2.2. Key Objective 2

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

6.2.3. Key Objective 3

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

6.2.4. Key Objective 4

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

6.3. GOAL 3 – Customer-centric

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

6.3.1. Key Objective 1

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

6.3.2. Key Objective 2

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

6.3.3. Key Objective 3

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

6.3.4. Key Objective 4

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

6.3.5. Key Objective 5

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

6.3.6. Key Objective 6

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

6.3.7. Key Objective 7

TxDmv shall timely meet all legislative requests and mandates.

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

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

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

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

Accordingly, the TxDMV boundaries are as follows:

1. The day-to-day operations of the agency should be conducted in a manner consistent with the vision, mission, values, strategic framework, and performance metrics as established by the Board. These elements must not be disregarded or jeopardized in any way.
2. A team-oriented approach must be followed on all enterprise-wide decisions to ensure openness and transparency both internally and externally.
3. The agency must guard against allowing any financial conditions and decision which risk adverse fiscal consequences, compromise Board financial priorities, or fail to

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

4. The agency must provide timely, accurate, and honest information that will afford the Board, public, stakeholders, executive branch and the legislature the best ability to evaluate all sides of an issue or opportunity before forming an opinion or taking action on it. Any information provided that is intentionally untimely, inaccurate, misleading or one-sided will not be tolerated.
5. The agency must take all reasonable care to avoid or identify in a timely manner all conflicts of interest or even the appearance of impropriety in awarding purchases, negotiating contracts or in hiring employees.
6. The agency must maintain adequate administrative policies and procedures that are understandable and aid in staff recruitment, development and retention.
7. The agency must maintain an organizational structure that develops and promotes the program areas from an enterprise-wide perspective. No organizational silos or sub-agencies will be allowed. We are the TxDMV.
8. The agency must empower its entire staff to deliver a positive customer experience to every TxDMV customer, stakeholder or vendor to reduce their effort and make it easier for them to do business with the TxDMV.
9. The agency must at all times look to flattening its organizational structure to reduce cost as technology advances allow.
10. Agency staff shall anticipate and resolve all issues timely.
11. The agency must maximize the deployment and utilization of all of its assets – people, processes and capital equipment – in order to fully succeed.
12. The agency must not waste the goodwill and respect of our customers, stakeholders, executive branch and legislature. All communication shall be proper, honest, and transparent with timely follow-up when appropriate.
13. The agency should focus its work efforts to create value, make sure that processes, programs, or projects are properly designed, budgeted and vetted as appropriate with outside stakeholders to ensure our assumptions are correct so positive value continues to be created by the actions of the TxDMV.
14. The ED through his or her staff is responsible for the ongoing monitoring of all program and fiscal authorities and providing information to the Board to keep it apprised of all program progress and fiscal activities. This self-assessment must result in a product that adequately describes the accomplishment of all program

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

15. In advance of all policy decisions that the Board is expected to make, the ED will provide pertinent information and ensure board members understand issues/matters related to the pending policy decision. Additionally, the ED or designee will develop a process for planning activities to be performed leading up to that particular policy decision and the timeframe for conducting these planning activities. It is imperative that the planning process describes not only when Board consideration will be expected but also when prior Board consultation and involvement in each planning activity will occur.
16. In seeking clarification on informational items Board members may directly approach the ED or his or her designee to obtain information to supplement, upgrade or enhance their knowledge and improve the Board's decision-making. Any Board member requests that require substantive work should come to the Board or Committee Chairs for direction.
17. The agency must seek stakeholder input as appropriate on matters that might affect them prior to public presentation of same to the Board.
18. The agency must measure results, track progress, and report out timely and consistently.
19. The ED and staff shall have the courage to admit a mistake or failure.
20. The ED and staff shall celebrate successes!

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

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Performance Driven	Effective and efficient services	1	Average processing time for new franchise license applications	45 days	35 days		MVD
		2	Average processing time for franchise renewals	11 days	5 days		MVD
		3	Average processing time of franchise license amendments	20 days	8 days		MVD
		4	Average processing time for new Dealer's General Distinguishing Number (GDN) license applications	35 days	17 days		MVD
		5	Average processing time for GDN renewals	14 days	7 days		MVD
		6	Average processing time for GDN license amendments	19 days	7 days		MVD
		7	Average turnaround time for single-trip routed permits	33.88 mins	32 mins		MCD
		8	Average turnaround time for intrastate authority application processing	1.47 days	1.4 days		MCD
		9	Average turnaround time for apportioned registration renewal applications processing	2 days	2 days		MCD
		10	Average turnaround time to issue salvage or non-repairable vehicle titles	5 days	4 days		VTR
		11	Average time to complete motor vehicle complaints with no contested case proceeding	131 days	120 days		ENF
		12	Average time to complete motor vehicle complaints with contested case proceeding	434 days	400 days		ENF
		13	Average time to complete salvage complaints with no contested case proceeding	131 days	120 days		ENF
		14	Average time to complete salvage complaints with contested case proceeding	434 days	400 days		ENF
		15	Average time to complete motor carrier complaints with no contested case proceeding	297 days	145 days		ENF
		16	Average time to complete motor carrier complaints with contested case proceeding	133 days	120 days		ENF
		17	Average time to complete household goods complaints with no contested case proceeding	432 days	145 days		ENF
		18	Average time to complete household goods complaints with contested case proceeding	371 days	180 days		ENF
		19	Average time to complete Oversize/Overweight (OS/OW) complaints with no contested case proceeding	40 days	35 days		ENF
		20	Average time to complete OS/OW complaints with contested case proceeding	265 days	250 days		ENF
		21	Percent of lemon law cases resolved prior to referral for hearing	76%	60%		ENF
		22	Average time to complete lemon law cases where no hearing is held	147 days	65 days		ENF
		23	Average time to complete lemon law cases where hearing is held	222 days	150 days		ENF
		24	Percent of total renewals and net cost of registration renewal: A. Online B. Mail C. In Person	A. 15% B. 5% C. 80%	A. 16% B. 5% C. 79%		VTR
		25	Total dealer title applications: A. Through Webdealer B. Tax Office	Baseline in development	A. 5% B. 95%		VTR

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER	
Strategic	Improve customer service	26	Percent of total lien titles issued: A. Electronic Lien Title B. Standard Lien Title	A. 16% B. 84%	A. 20% B. 80%		VTR	
		27	Percent of total OS/OW permits: A. Online (self-issued) B. Online (MCD-issued) C. Phone D. Mail E. Fax	A. 57.47% B. 23.03% C. 11.33% D. 1.76% E. 6.4%	A. 58% or greater B. 25% or greater C. 10% or less D. 1.7% or less E. 5.3% or less		MCD	
		28	Average time to complete lemon law and warranty performance cases after referral	Baseline in development	25 days		OAH	
		29	Average time to issue a decision after closing the record of hearing	Baseline in development	30 days		OAH	
	Optimized Services and Innovation	Implement appropriate best practices	30	Percent of audit recommendations implemented	Baseline in development	90% annual goal for these recommendations which Internal Audit included in a follow-up audit		IAD
		Continuous business process improvement and realignment	31	Percent of projects approved by the agency's governance team that finish within originally estimated time (annual)	57%	100%		EPMO
			32	Percent of projects approved by the agency's governance team that finish within originally estimated budget (annual)	71%	100%		EPMO/ FAS
			33	Percent of monitoring reports submitted to Texas Quality Assurance Team (TXQAT) by or before the due date	79%	100%		EPMO
			34	Percent of project manager compliance with EPMO project management standards based upon internal quality assurance reviews	Baseline in development	100%		EPMO
		Executive ownership and accountability for results	35	Percent of employees due a performance evaluation during the month that were completed on time by division.	Baseline in development	100%		HR
36			Percent of goals accomplished as stated in the directors performance evaluation	Baseline in development	Measure annually at the end of the fiscal year		EXEC	
Organizational culture of continuous improvement and creativity		37	Employees who rate job satisfaction as above average as scored by the Survey of Employee Engagement (SEE)	3.47 (SEE 2012)	3.65	3.60 (SEE 2013)		HR
	38	Increase in the overall SEE score	337 (SEE 2012)	360	351 (SEE 2013)		HR	
Strategic	Focus on the internal customer	39	Percent of favorable responses from customer satisfaction surveys	Baseline in development	90%		EPMO	
		40	Annual agency voluntary turnover rate	6.5% (FY 2013)	5.0%		HR	
	Increase transparency with external customers	41	Number of education programs conducted and number of stakeholders/customers attending education programs	4.48/80.61	4/80		MCD	
		42	Number of education programs conducted and number of stakeholders/customers attending education programs	36/335	42/390		VTR	
		43	Number of eLearning training modules available online through the Learning Management System and number of modules completed by stakeholders/customers	eLearning Modules Available - 28 Completed - 735	Available - 31 Completed - 814		VTR	

GOAL	STRATEGY	#	MEASURE	Baseline	Target	Actual	OWNER
Customer Center		44	Number of Shows and Exhibits attended to educate stakeholders/customers about TxDMV services and programs	6	7		MVD
		45	Number of education programs conducted and number of stakeholders/customers attending education programs	3/250	3/250		ENF
		46	Number of education programs conducted and number of stakeholders/customers attending education programs	3/150	4/300		ABTPA
		47	Percent of customers and stakeholders who express above average satisfaction with communications to and from TxDMV	Baseline in development	80%		All Divisions
	Excellent Service Delivery	48	Average hold time	9 min	9 min		CRD
		49	Abandoned call rate	22%	20%		CRD
		50	Average hold time	Baseline in development	1 min		ITS
		51	Abandoned call rate	Baseline in development	5%		ITS
		52	Average hold time	Credentialing - 1.6 minutes Permits - 2.08 minutes CFS - 54.38 seconds	Credentialing - 1.5 minutes Permits - 2 minutes CFS - 50 seconds		MCD
		53	Abandoned call rate	Credentialing - 7% Permits - 6.42% CFS - 5.63%	Credentialing - 6% Permits - 5% CFS - 5%		MCD
Key:		Critical	Off Target	On target	Not yet started		
Vision: The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.							
Mission: To serve, protect, and advance the citizens and industries in the state with quality motor vehicle related services.							
Philosophy: The Texas Department of Motor Vehicles is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.							
Values: We at the Texas Department of Motor Vehicles are committed to: TEXAS-Transparency, Efficiency, EXcellence, Accountability, and Stakeholders.							