Stage 4 Project Readiness and Approval

California Department of Technology, SIMM 19 D.2 (Rev. 3.0.8, 2/28/2022)

4.1 General Information

1. **Agency or State Entity Name:** 2740 - Motor Vehicles, Department of

   If Agency/State entity not in the list, enter here with the <u>organization code</u>.

   Click or tap here to enter text.

2. **Proposal Name:** Digital eXperience Platform (DXP) (VR Phase Update)

3. **Department of Technology Project Number (0000-000):** 2740-227

4. **S4PRA Version Number:** Version 2

5. **CDT Billing Case Number:** CS0037512

   Don't have a Case Number? <u>Click here to get one.</u>

4.2 Submittal Information

1. **Contact Information**

   Contact Name: Anand Surve

   Contact Email: Anand.Surve@dmv.ca.gov

   Contact Phone: (209) 864-8821

2. **Submission Type:** Updated Submission (Post-Approval)

   If Withdraw, select Reason: Choose an item.

   If Other, specify reason here: Click or tap here to enter text.

   Sections Changed if an updated or resubmission (List all the sections that have changed.)

   Sections 4.3, 4.4, 4.7, 4.8 and 4.9 have been updated with current information.

   Summary of Changes (Summarize updates made.)

This is an update to the primary contract for the Vehicle Registration (VR) phase of the Digital eXperience Platform (DXP) project. PM plans already submitted have been noted as such. Contract information for the selected vendor, as well as relative dates, costs and variances.

3. **Attach <u>Project Approval Executive Transmittal</u> to your email submission.** See Attachment

4. **Attach Final <u>Procurement Assessment Form</u> to your email submission.** See Attachment

5. **Conditions from Stage 3 Approval** (Enter any conditions from the Stage 3 Solution Analysis approval letter issued by CDT):

   No conditions are noted in the DXP Phase II VR Stage 3 approval letter.

4.3   Contract Management

The Contract Manager must be a State Employee and should not be the Project Manager. Please complete the questions below in reference to the **primary solicitation**.

Is the Contract Management Plan complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose**: 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

1. **<u>Contract Management Plan (Approved)</u>:** Yes

   Status: Submitted to CDT on 07/19/2022; no comments received to date.

2. **Has the role of Contract Manager been assigned, and has the Contract Manager reviewed and gained an understanding of the scope, activities, tasks, and deliverables of the contract?** Yes

   If "No," briefly explain below why both have not been accomplished:

   Click or tap here to enter text.

3. **Does the assigned Contract Manager understand the processes for post-award contract activities, including contract amendments, contract work authorizations, terms and conditions, and contract escalation/resolution?** Yes

   If "No," briefly explain below why this has not been accomplished:

   Click or tap here to enter text.

4. **Has a post-award kickoff meeting between the Contract Manager and state project team members been scheduled to align state and contractor expectations related to contract, budget, invoicing, requirements review, and contractor incentives?** No

   If "No," briefly explain below why this has not been accomplished:

Contract anticipated to be awarded on 08/29/2022. The Notice to Award has not been released as of 08/23/2022. The kick-off meeting agenda is in development.

5. **Does the Contract Manager understand the Agency/state entity and federal processes, policy, and applicable procedures?** Yes

   If "No," briefly explain below why this has not been accomplished:

   Click or tap here to enter text.

6. **Does the Contract Manager have a plan to collect and assess contractor and project performance information on a regular basis (e.g., establish meetings with Project Managers, communication techniques)?** Yes

   If "No," briefly explain below why this has not been accomplished:

   Click or tap here to enter text.

4.4   Organizational Readiness

Is the Implementation Management Plan draft complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose**: 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

1. <u>**Implementation Management Plan (Draft):**</u> Yes

   Status: Submitted 05/25/2022

2. **Does the Agency/state entity currently have a mature release management process with a repeatable and scalable testing methodology that supports all stages of testing (system, integration, security, performance, interfaces, regression, user acceptance, and accessibility)?** Yes

   If "No," briefly describe below the release management process that will be used to manage, plan, schedule, and control a software release through the different phases and environments, including testing and deploying software releases:

   Click or tap here to enter text.

3. **Does the project team have a clear understanding of the areas of business (identified in Stage 1) that will be impacted by the project?** Yes

   If "No," briefly explain below how the Agency/state entity plans to educate the project team to ensure all members have a clear understanding of the impacted business areas by the project:

   Click or tap here to enter text.

4. **Does the Agency/state entity have processes and methodologies in place to support Organizational Change Management (OCM) activities identified in Stage 2, Section 2.9 Organizational Change Management?** Yes

    If "No," briefly describe below how the Agency/state entity will perform OCM activities for this proposal:

    Click or tap here to enter text.

5. **Does the Agency/state entity have dedicated knowledge transfer resources assigned to business process improvement or business process reengineering activities resulting from the new solution?** Yes

    If "Yes," specify the areas of business process improvement:

    DMV has staff available for VR business process reengineering (BPR) activities but since the scope of VR expertise is so broad the staffing is not 'dedicated,' but rather, SMEs will be involved when their expertise is required. DMV has a consultant team that are leading the BPR activities.

    If "No," briefly explain below how the Agency/state entity will perform business process improvement or business process reengineering activities resulting from the new solution:

    Click or tap here to enter text.

6. **Attach** Updated Project Organization Chart to your email submission. See Attachment

4.5   Project Readiness

1. **Select the system development methodology you plan to use to design and develop the new system: Adaptive**

    Provide a brief description of your methodology and reason for selecting it below:

    Agile has been identified as the software development methodology for the DxP project. DMV gained some experience and lessons learned from the past two Agile projects – Motor Voter and National Motor Vehicle Title Information System.

    Describe below the Agency/state entity's past project experience using the system development methodology selected. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to utilize this methodology.

    DMV staff have been attending professional Agile training and DMV invited Gartner to conduct Agile Workshop for 80 employees from different divisions. Currently DMV has, at a minimum, three certified Agile Scrum Masters. The DMV is using the Scaled Agile Framework for the Occupational Licensing (OL) phase of the DxP project. We have gained some experience in how to better manage and implement the upcoming VR

Phase. For the DxP project, DMV procured an Agile Coach to provide training, coach the project teams, and define processes, roles, and responsibilities aligned with SAFe. Moreover, the Agile Coach will coach DMV executives and the product teams regarding agile tools and techniques and will collaborate with the Scrum Masters. The Scrum Master guides, mentors, and interacts with the development teams to facilitate the process, perform daily check-in, clear obstacles, and establish an environment where the team can be effective in following the Scrum methodology to deliver high quality customer value.

The DMV continues to learn about Agile Product Delivery as we work through the OL Phase of the project. PaaS is different from traditional build-from the ground up approaches as it automates as much as possible, supports continuous improvement, continuous integration, continuous deployment, etc.; shift to having the PaaS vendor support much of the infrastructure, leaving the development staff to design and deploy services; introduction of new methods such as low-code and no-code that would enable business staff to quickly implement new functions or features without involving software development staff.

2. **Has the Agency/state entity engaged the Office of Technology Services (OTech) for capacity planning and the development of the solution delivery timeline?** Yes

   If "No," and data center capacity planning and alignment services are needed, explain below the reason OTech has not been engaged and what is the alternative plan:

   Click or tap here to enter text.

3. **Have resource commitments been obtained for all those identified in the Resource Management Plan?** Yes

   If "No," explain below why commitments have not been obtained and the plan to mitigate this risk:

   Click or tap here to enter text.

4. **Does the Resource Management Plan ensure resources are sufficiently committed to perform project activities if they are <u>also</u> committed to other responsibilities?** Yes

   If "No," explain below how sufficient resource levels will be maintained for all project activities:

   Click or tap here to enter text.

5. **Have all identified project leads received at a minimum basic project management training?** Yes

   If "No," explain how the Agency/state entity will educate the project team leads on project management basics:

Click or tap here to enter text.

4.6   Business Objective Valuation

1. **Attach** the Requirements/Backlog Baseline and/or Deliverables Baseline to your email submission. See Attachment

2. **Insert your Objectives (ID, Objective, Metric, Baseline, and Target Result) from Stage 1 Section 1.7, along with changes and reason for changes, and assign a percent score value to each. The total of all scores should be 100%.**

Objective ID: **1.1**

Objective: Transform DMV customer-facing business processes to improve customer experience and overall operational efficiencies within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Percentage of online and self-service transactions successfully completed by customers

Baseline: Approximately 2.5 million SSK, 800k IVR, and 10 million online transactions annually

Target Result: 25% increase of baseline within 12 months of implementation

Valuation: 2.7

Objective ID: **1.2**

Objective: Create a One-stop Customer Portal within 18 months of implementation. An Online Customer-Centric Portal that provides customers and other entities a secure single point of access to DMV information and services that are relevant to them, such as Change of Address, DL, VR, OL, orders, and online payments. The Portal will provide services 24/7, 365 days a year, on a desktop or mobile device such as a tablet, laptop or smartphone.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Percentage of online transactions successfully completed by customers

Baseline: Objective 1.1 target

Target Result: 25% increase from Objective 1.1 metric via a Customer Portal within 18 months of implementation

Valuation: 2.7

Objective ID: **1.3**

Objective: Provide a customer-centric system where all customer data within VR, DL, OL is organized under a single customer identifier within 12 months of project implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Single-customer's identities and profiles for 80% of all customers.

Baseline: Currently customer has multiple identities and profiles in VR, DL, and OL systems

Target Result: Currently customer has multiple identities and profiles in VR, DL, and OL systems

Valuation: 2.7

Objective ID: **2.1**

Objective: Transition DMV automated services to technology that is flexible, scalable, usable, supportable and secure upon project completion.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Incrementally increase of the number of new automated services implemented based on BPR objectives and priorities.

Baseline: Inventory of current technical services supporting VR, DL and OL

Target Result: Inventory of current technical services supporting VR, DL and OL

Valuation: 2.7

Objective ID: **2.2**

Objective: Eliminate the Department's dependency on EDL, Assembler and Natural obsolete and unsupported coding languages upon project completion.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Retire and decommission 487 EDL, 498 Assembler and 4,670 Natural programs within 12 months of implementation.

Baseline: Retire and decommission 487 EDL, 498 Assembler and 4,670 Natural programs within 12 months of implementation.

Target Result: Retirement of all EDL and Assembler applications at project completion

Valuation: 2.7

Objective ID: **2.3**

Objective: Transform the enterprise digital communication between technologies to a platform that provides flexibility to support various technologies while decreasing the

time and cost of sharing data between internal and external systems, upon project implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of enterprise business services and operational functionality integrated into DXP solution

Baseline: A custom developed legacy integration bus (CAMV, CAMVDCS) for core VR/DL/OL systems, and a vendor integration bus for Web Service Infrastructure

Target Result: Single Enterprise Integration System upon project completion

Valuation: 2.7

Objective ID: **2.4**

Objective: Transform DMV technical expertise and competencies to align with the availability of skilled professionals in the industry at project completion

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number permanent positions hired, trained, and retained supporting DXP's widely accepted and modern technology

Baseline: Skills assessment metrics of state staff, contracted staff, and retired annuitants

Target Result: 90% state technology staff assigned to perform EDL, Assembler and Natural languages transitioned to support modern technology. Discontinuation of the use of contracted professional services and retired annuitants dedicated to the support of EDL, Assembler and Natural languages at project completion.

Valuation: 2.7

Objective ID: **3.1**

Objective: Enhance the departmental data management strategy to identify data-driven operational opportunities within 12 months of project initiation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of new data-driven operational opportunities identified through new system and departmental data management strategy.

Baseline: Current data management plan

Target Result: Adoption of new departmental data management strategy. The data management strategy will provide an action plan to achieve 10 new data-driven opportunities, within 12 months of project initiation.

Valuation: 2.7

Objective ID: **3.2**

Objective: Establish a customer-centric master data management strategy to create "golden records" for DXP's core data elements within 12 months of project initiation

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of "golden records" created for key master data elements in DXP, such as customer, business partner, vehicle, etc.

Baseline: No "golden records" for key data elements exist currently, as DL, VR and OL data are locked in legacy data repository silos

Target Result: Integrated data presentation layer showing master data for core data elements within 12 months of project initiation

Valuation: 2.7

Objective ID: **3.3**

Objective: Transition of data availability to a customer-centric presentation layer within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Transition of data availability to a customer-centric presentation layer within 12 months of implementation.

Baseline: 10,000 Labor hours annually dedicated to provide File Passes and labor-intensive queries to relate customer DL, VR, and OL

Target Result: Due to consumer-centric data availability, management and visualization, 80% reduction of File Pass labor hours reported within 12 months of implementation.

Valuation: 2.7

Objective ID: **3.4**

Objective: Normalize DMV data to improve data availability, accuracy, and usability within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: 80% reduced number of separate overlapping/redundant data elements.

Baseline: Silo data repositories with complicated and inconsistent data structure

Target Result: Standard/normalized data structure and migration of current and active data to modern data structure and repositories within 12 months of implementation.

Valuation: 2.7

Objective ID: **4.1**

Objective: Develop enterprise report management strategy and roadmap within 12 months of project implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Adopted strategy to consolidate and streamlined department reporting, resulting in a 50% reduction in reports generated within 12 months of implementation.

Baseline: Reports produced annually; 2 million SFTP reports, 619 Green Bar Reports, 915 DMV operational reports and 89 million other reports stored in the Mainframe SYSOUT Archival and Retrieval system (SAR).

Target Result: 50% reduction in reports produced within 12 months of project implementation.

Valuation: 2.7

Objective ID: **4.2**

Objective: Establish and maintain DMV public data-sharing portal in accordance with the State Open Data Portal initiative, supporting operational transparency, upon project completion.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Electronically available reports and dashboard via an implemented DMV Public Data Portal

Baseline: No portal exists currently.

Target Result: DMV Public Data Portal available upon project completion

Valuation: 2.7

Objective ID: **4.3**

Objective: Establish DMV Business Partner Report and Dashboard Self-Services portal within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Secure electronic delivery and availability of reports and dashboard in support of DMV business partners, stakeholders and other known entities

Baseline: Inventory of reports provided via SFTP, hard-copy routing or other transmission methods

Target Result: 80% reduction in reports delivered via SFTP, hard-copy routing or other transmission methods within 12 months of implementation

Valuation: 2.7

Objective ID: **4.4**

Objective: Establish an enterprise strategy and supporting services designed to provide DMV data in a secure manner for self-service data mining within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Allow for ad-hoc reports of the data contained in the system.

Baseline: No self-service report generation exists currently.

Target Result: Authorized DMV staff and business partners are able to generate reports based on select criteria within 12 months of implementation.

Valuation: 2.7

Objective ID: **4.5**

Objective: Automate enterprise report management for Account Management Unit (AMU) within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduce report processing time for generating AMU account reports within 5 minutes.

Baseline: 65 minutes currently to manually generate AMU account reports.

Target Result: Implemented functionality for on-demand report requesting, generating, and production within 12 months of implementation. Retirement of ADU accounting reports.

Valuation: 2.7

Objective ID: **4.6**

Objective: Improve operational outcomes and effective workload assignment by establishing automated workload management reporting and dashboards designed to track and monitor KPIs and identify inefficiencies in operational flows; thereby, reducing the time to assign and monitor staff work by 80% within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Time it takes to assign and monitor staff work.

Baseline: Range of 2 - 4 hours to perform typical function currently.

Target Result: Reduce labor hours to perform typical functions by 50% (1-2 hours) within 12 months of implementation.

Valuation: 2.7

Objective ID: **4.7**

Objective: Automate fiscal tools for cashiering and banking functions to improve efficiencies and reducing staff time spent on cashiering and backing activities by 50% within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Automate and streamline financial functions.

Baseline: Range of 4 - 8 hours to perform typical financial functions currently.

Target Result: Automated cashiering and banking functions and workflow resulting in most functions being completed in by 50% (2-4 hours) within 12 months of implementation.

Valuation: 2.7

Objective ID: **5.1**

Objective: Automate system-generated and electronic transmission of correspondence, billing notices, and payment options to nearly half the customer base within four years after implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduced staff time due to the ability to generate electronic billing notices and other correspondence directly to customers (30-40% time saved within four years).

Baseline: 36,000,000 VR renewal paper notices annually.

Target Result: Assuming customer adoption of electronic delivery, auto-generate for 5% of all customers in year 1, 10% in year 2, 25% in year 3, and 40 % in year 4

Valuation: 2.7

Objective ID: **5.2**

Objective: Provide two new communication channels regarding DMV services and delivery methods in a modernized system within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Percentage of customers able to use customer portal for secure mail, online chat, text, email, IVR and other alternate customer-communication channels.

Baseline: Live Chat 80% and Robo Chat 25% of DMV online services.

Target Result: Provide email and text with coverage for secure mail, online chat, text, email, and IVR communication channels within 12 months of implementation.

Valuation: 2.7

Objective ID: **6.1**

Objective: Establish a sprint-based development cycle that delivers products in an iterative fashion, within 12 months of project initiation. The sprints will support a progressive elaboration of the business objectives.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduction in cycle time for automation changes and new service delivery.

Baseline: Change delivery timeframe currently requires 9-24 months

Target Result: Change delivery timeframe reduced by at least 50%, to 2-4 months, within 12 months of project initiation.

Valuation: 2.7

Objective ID: **6.2**

Objective: Establish product development, maintenance and support model for the delivery of technology services aligned with business objectives within 12 months of project initiation. This will transform IT services development and delivery by moving analysis, development and testing activities into product teams responsible for end-to-end product delivery and support.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduction in delivery cycle time for technology services.

Baseline: Change delivery timeframe currently requires 9-24 months.

Target Result: Change delivery timeframe reduced to at least 50%, to 4-6 months, within 12 months of project initiation

Valuation: 2.7

Objective ID: **6.3**

Objective: Improve product quality and reduce change request backlog, which necessitates manual workaround, through iterative product delivery, within 12 months of final product delivery.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduced change request backlog by 50%.

Baseline: Product change request backlog.

Target Result: 90% of product change request, that require manual work arounds, within 12 months of final product delivery.

Valuation: 2.7

Objective ID: **7.1**

Objective: Provide DMV customer-facing staff a single streamlined portal designed to support interoperability of customer service transactions within 12 months of project Implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduced number of separate computer programs requiring toggles between separate systems required to complete customer interactions.

Baseline: Approximately 10 programs.

Target Result: 75% reduction in programs requiring toggling between programs within 12 months of implementation.

Valuation: 2.7

Objective ID: **7.2**

Objective: Incorporate the functionality of each VR, DL, and OL program into a workflow system within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased number of programs in the workflow system.

Baseline: 50% of business functionality being processed by the current system.

Target Result: 75% of the business functionality processed by the new workflow solution within 12 months of the implementation.

Valuation: 2.7

Objective ID: **7.3**

Objective: Reduce the number of transactions that require paper, manual keying, and allow forms for all transactions to be submitted electronically.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased number of forms submitted electronically for all transactions.

Baseline: 25% of forms currently submitted via paper.

Target Result: Assuming customer adoption, form data is updated directly into the system for 50% of all transactional forms in year 1, 70% in year 2, and 90% in year 3

Valuation: 2.7

Objective ID: **7.4**

Objective: Enable secure system access to input data, collect fees, and process OL transactions while performing remote field inspections within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of inspection offices with user access permissions.

Baseline: 0% user access to input data into system at remote inspection offices.

Target Result: 99.8% user access to input data into system at remote inspection offices within 12 months of implementation

Valuation: 2.7

Objective ID: **7.5**

Objective: Enable secure system access to input data, collect fees, and process DS transactions while working remotely within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of DS offices with user access permissions.

Baseline: 0% user access to input data into system while working remotely

Target Result: 99.8% user access to input data into system while working remotely within 12 months of implementation

Valuation: 2.7

Objective ID: **7.6**

Objective: Enable secure system access to review data or forms, input data, collect fees, and process INV transactions by Investigation users at office locations or working remotely within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of Investigation users with user access permissions.

Baseline: 0% user access to review or input data into system at office locations or working remotely.

Target Result: 99.8% user access to review or input data into system at office locations or working remotely within 12 months of implementation

Valuation: 2.7

Objective ID: **7.7**

Objective: Enable secure system access to input data, collect fees, and process BPA transactions in remote locations within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Number of BPA offices with user access permissions.

Baseline: 0% user access to input data into system at remote offices.

Target Result: 99.8% user access to input data into system at remote offices within 12 months of implementation

Valuation: 2.7

Objective ID: **8.1**

Objective: Able to connect all control cashiering, invoicing, and payment functions to Oracle AFS for balancing and reconciliation within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased information linked to the Oracle AFS.

Baseline: 75% of information is currently linked to the Oracle AFS.

Target Result: 100% within 12 months of implementation

Valuation: 2.7

Objective ID: **8.2**

Objective: Able to allocate overpayments to designated fee code that will simplify and issue refunds within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased ability to allocate and issue refunds for overpayments.

Baseline: 0% ability currently

Target Result: 100% ability within 12 months of implementation

Valuation: 2.7

Objective ID: **8.3**

Objective: Allow payments be keyed directly into the system within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased ability to key payments in the system.

Baseline: 0% ability currently.

Target Result: 100% of payments keyed directly within 12 months of implementation

Valuation: 2.7

Objective ID: **8.4**

Objective: Produce and automate itemized invoices that can be generated and emailed to customers. Invoices should include a detailed summary of all transactions for the invoice dates, within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Increased system ability to generate detailed invoices.

Baseline: 0% ability currently.

Target Result: 100% of invoices generated and emailed to customers within 12 months of implementation

Valuation: 2.7

Objective ID: **9.1**

Objective: Coordinate and manage customer flow based on DMV staff availability within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Reduce consumer wait time to receive in person, online chat and phone services.

Baseline: Average wait time for Field Office visit 36, online chat 7 and Phone 45 minutes.

Target Result: Reduce customer wait time to 10 minutes within 12 months of implementation.

Valuation: 2.7

Objective ID: **9.2**

Objective: Automate customers flow based on service request complexity and staff expertise within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Improve productivity and quality of service.

Baseline: 40% of overall customer interactions require a return visit to complete services request.

Target Result: Reduction in customer return visits to 10% within 12 months of implementation.

Valuation: 2.7

Objective ID: **9.3**

Objective: Reduce the administrative time required to establish and update manual scheduling of staff coverage within 12 months of implementation.

Change and Reason for Change from Stage 1: No Change from S1BA

Metric: Automate the coordination and management of staffing to improve customer service flow.

Baseline: Administrative hours required to establish and update manual scheduling.

Target Result: 80% reduction in administrative time spent on staff scheduling within 12 months of implementation.

Valuation: 2.8

4.7 Schedule Baseline

1. **Schedule Summary**

   Project Execution Start Dates

   Proposed Project Start Date (from most recently approved schedule/roadmap): 7/19/2022

   Baseline Project Start Date: 8/29/2022

   Variance: 30 days (DXP VR Phase contract start has a 6% variance)

   Project End Dates

   Proposed Project Finish Date (from most recently approved schedule/roadmap): 7/18/2024

   Baseline Project Finish Date: 8/28/2024

   Variance: 30 days (DXP VR Phase contract end has a 6% variance)

2. **Reason(s) for Variances**

   Provide reasons for any date variances: Phase 2 VR Solicitation negotiations took longer than originally anticipated.

3. **Master Schedule and Key Milestones**

   Attach Master Schedule with highlighted Key Milestones to your email submission.

   See Attachment

4.8 Cost Baseline

Is the Cost Management Plan complete, approved by the designated Agency/state entity authority, and available for the Department of Technology to review? **Choose**: 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

1. **Cost Management Plan (Approved):** Yes

    Status: Submitted 05/25/2022

2. **Cost Summary**

    Total Planning Cost (One-Time)

    Estimated Proposed Cost (from most recently approved FAW): $5,576,492

    Baseline Cost: $6,125,635

    Variance: +9.8%

    Total Project Cost (One-Time)

    Estimated Proposed Cost (from most recently approved FAW): $388,913,106

    Baseline Cost: $387,988,105

    Variance: -2%

    Total Future Operations IT Staff and OE&E Cost (Continuing)

    Estimated Proposed Cost (from most recently approved FAW): $20,186,436

    Baseline Cost: $20,186,436

    Variance: 0%

    Total Cost

    Estimated Proposed Cost (from most recently approved FAW): $414,676,034

    Baseline Cost: $414,300,176

    Variance: 0.09%

    Annual Future Operations IT Costs (Annual M&O)

    Estimated Proposed Cost (from most recently approved FAW): $20,186,436

    Baseline Cost: $20,186,436

    Variance: 0%

3. **Reason(s) for Variances**

    Provide reasons for any cost variances: The Planning Costs for prior fiscal years were updated to represent actual costs. The Project Costs changes are related to one contract that was included, not related to DXP scope; therefore, was removed.

4. Budget Change Proposal (BCP) Summary

Budget Request ID: 2740-073-BCP-2021-MR

Budget Request Year (0000-00): 2021-22

Requested Amount (specific to the project): $193.5 million

Status: Supported

Budget Bill Language (if supported): 1) The Department of Motor Vehicles shall notify the Legislature when either the occupational licensing component or the vehicle registration component of the Digital eXperience Platform project reach the "Extended Support" phase, and shall, as part of this notification, provide a high-level project update, including fiscal forecast. 2) As part of the 2023-24 budget, the Department of Motor Vehicles shall provide an update on the Digital eXperience Platform project implementation, including current status, projected project delivery timeline, and fiscal forecast, as well as identified risks and lessons learned. 3) Upon requesting additional future expenditure authority for the Digital eXperience Platform project, the Department of Motor Vehicles shall provide the Legislature with the project's current status, projected timeline, fiscal forecast, and lessons learned to date.

Budget Request ID: 2740-099-BCP-2022-MR

Budget Request Year (0000-00): 2022-23

Requested Amount (specific to the project): Re-appropriating $35.6 million

Status: Supported

Budget Bill Language (if supported): 2740-490—Reappropriation, Department of Motor Vehicles. The amounts specified in the following citations are reappropriated for the purposes provided for in those appropriations and shall be available for encumbrance or expenditure until June 30, 2024:

0044—Motor Vehicle Account, State Transportation Fund

(1)   Up to $35,582,000 in Item 2740-001-0044, Budget Act of 2021 (Chs. 21, 69, and 240, Stats. 2021)

5. Financial Analysis Worksheets (Baseline)

Attach Final FAWs to your email submission. See Attached

4.9   Primary Solicitation Results

1. **Attach** the approved Evaluation and Selection Report for the primary solicitation to your email submission. ESR draft is in review and the finalized version will be provided to CDT upon completion.

2. **Attach** the proposed contract resulting from the primary solicitation to your email submission. Proposed contract is currently with CDT Statewide Technology Procurement Division (STP) and will be shared with CDT Project Approval and Oversight.

3. **Was one of the viable solutions in Stage 2 selected for final contract award?** Yes

    If "No", please describe:

    Click or tap here to enter text.

4. **Selected Vendor Name: Deloitte Consulting**

5. **Contract Number:** TC22-010

    a. Contract Start Date: 8/29/2022
    b. Contract End Date: 2/28/2025

6. **Total Contract Cost (without optional years): $46,684,198**

    a. Optional Years (Number of Months): 30

7. **Total Cost of Optional Years: $5,312,802**

8. **Total Contract Cost (with optional years): $51,997,000**

Are the following Project Management Plan Drafts approved by the designated Agency/state entity authority and available for the Department of Technology to review? **Choose**: 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided. These plans may be completed with the selected primary vendor.

1. **Configuration Management Plan (Draft):** Yes

    Status: Submitted to CDT on 07/19/2022; no comments received to date.

2. **Data Management Plan (Draft):** Yes

    Status: Submitted 05/25/2022

3. **Maintenance and Operations Transition Management Plan (Draft):** Yes

    Status: Submitted 05/25/2022

4.10 Risk Register

Attach Risk Register to your email submission. See Attachment

End of Stage 4 Project Readiness and Approval Document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 4 and all attachments in an email to
ProjectOversight@state.ca.gov.

TIP: Use the Gate 4 Project Readiness and Approval Evaluation Scorecard (SIMM Section 19-D) as an internal tool to ensure a quality submission.

Department of Technology Use Only

Original "New Submission" Date: 5/26/2022

Form Received Date: 8/24/2022

Form Accepted Date: 8/24/2022

Form Status: Completed

Form Status Date: 8/24/2022

Form Disposition: Approved with Conditions

Form Disposition Date: 8/24/2022