

California Department of Technology, SIMM 19A.2 (Rev. 2.4), Revised 4/2/2018

### 1.1 General Information

**Agency or State Entity Name:**Department of Motor Vehicles

Organization Code: 2740

Proposal Name: Enterprise Content Management System

**Proposal Description:** The California Department of Motor Vehicles (DMV)

proposes to expand its Enterprise Content Management (ECM) System to a department-wide business process to consolidate document resources and maintain and manage a centralized repository. The expansion will provide a department based secure electronic platform for internal and external customers, cohesive document resources, enhanced information security, and reduced workflow

processing time frames.

When do you want to start this

project?:

**Department of Technology Project** 

Number:

10/3/2022

2740-230

### 1.2 Submittal Information

Con	tact I	Inform	ation:
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Submission Date: 6/17/2021

Version Number: 2.0

**Project Approval Executive Transmittal** 

**Attachment:** See Attached

### 1.3 Business Sponsorship

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Executi	ve abo	112012

litie	rirst name	Lasi Name	Business Program A
Director	Steve	Gordon	Executive Division

Select + to add additional Executive Sponsors

#### **Business Owners**

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Title	First Name	Last Name	Business Program Area	
Deputy Director	Robert	Crockett	Administrative Services Division	
Deputy Director	Sonia	Huestis	Customer Services Division	
Deputy Director	Coleen	Solomon	Field Operations Division	
Deputy Director	Rico	Rubiono	Information Systems Division	
Acting Deputy Director	Scott	Greminger	Investigations Division	
Acting Deputy Director	Randy	Vera	Investigations Division	



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Acting Deputy Director	Jennifer	Berry	Legal Affairs Division
Acting Deputy Director	Trina	Washington	Licensing Operations Division
Deputy Director	Bernard	Soriano	Registration Operations Division

Select + to add additional Business Owners

#### **Program Background and Context**

The DMV provides services to millions of California residents through 188 field offices (FO) (Inspections-16, Driver Safety-17, Driver License Processing Centers (DLPCs)-3, Industry Business Centers (IBC)-10), 3 Contact Centers, 186 auto clubs (AC) and over 5,400 business partner (BP) locations throughout the state. The DMV is responsible for licensing the motor vehicle industry, registering and titling vehicles, and providing driver license and identification cards. Through these services, the DMV must maintain a systematic infrastructure suitable to manage, control, store, and process incoming workloads.

The DMV is comprised of nine (9) divisions and within each division an array of branches, sections, and units. To maintain providing services for external and internal customers, the department takes measures to ensure business processes are streamlined from start to finish capturing required information and achieving document management.

### The DMV's nine (9) divisions are:

Administrative Services Division (ASD), Customer Services Division (CSD), Executive (EXE), Field Operations Division (FOD), Information Systems Division (ISD), Investigations Division (INV), Legal Affairs Division (LAD), Licensing Operations Division (LOD), and Registration Operations Division (ROD).

Major services that the DMV provides include:

- **Vehicle Registration (VR)**: The department registers, titles, and provides plates to commercial and personal autos, trucks, motorcycles, mopeds, trailers, vessels, and off-highway vehicles. The department also administers the issuance of resources for people with disabilities through distribution of disabled persons parking placards and plates.
- **Driver License (DL), Identification Card (ID), and REAL IDs**: The department verifies the identity of applicants, administers tests and issues driver licenses to qualified drivers and issues identification cards. The department also ensures legality of each applicant through the term of licensing and or identification in pursuant to local, state, and federal laws.
- Occupational Licensing (OL): The department provides licenses and regulates the motor vehicle industry by ensuring the licensing requirements are met for businesses operating as vehicle manufactures, dealers, salespersons, distributors, vehicle verifiers, dismantlers, transporters, traffic school, and driving schools.
- **Promoting Driver Safety**: The department promotes driver safety by monitoring driving performance, evaluating high-risk drivers' abilities, and limiting driving privileges of drivers identified as safety risks.
- **Sharing Data with External Entities**: The department provides services to external entities such as commercial and government requesters and public requesters by sharing information related to VR, DL, and OL via electronic, verbal, and hardcopy.
- **Providing Services in Support of Multiple Programs**: The department provides essential support services for the benefit of the state, local governments and agencies, other states, and the federal government. Examples of essential support services include collection and distribution of fees and fines, customer service, educational activities, administration of the financial responsibility program



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for auto insurance, electronic data interchange with a variety of entities, and implementation and support of non-driving related mandates, such as driving privilege sanctions related to failure to pay child support and delinquent tax payer.

In part, the DMV utilizes the following programs and processes to support these services:

**Enterprise Content Management**: The DMV's Licensing Operations Division implemented in 2011 the IBM FileNet Enterprise Content Management System with IBM Datacap and expanded in 2016 to include IBM Case Manager and IBM Enterprise Records. Built in reporting capabilities allows connecting external software like Crystal or Tableau, etc. for further statistical data requirements.

The ECM is a software-based solution with the strategies, methods, and tools used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM moves away from paper-based systems and covers the management of information within the entire scope of an enterprise whether that information is in the form of a paper document, an electronic file, a database print stream, or even an email.

**ProLaw**: The DMV's Legal Affairs Division utilizes a complete case management software system to house all legal case details in one repository and to track billable hours. The software allows for integration with Microsoft Office and Adobe Acrobat applications.

**Quick Web**: The DMV's Customer Services Division utilizes a web based interface application to intake, scan, and index approximately 194,000,000 images annually of VR and DL/ID documents processed at the department's headquarters, field offices, and California based Auto Clubs. Scanning such documents provides historical record capturing transactions occurring on individuals' VR and DL/ID records and provides support for investigation of fraudulent activities.

**Field Office Document Imaging**: The DMV's Field Operations Division utilizes a web application in the local field offices to process DL/ID card applications by scanning legal presence and field office approved medical documentation directly into Quick Web.

**Internal Approving Business Processes:** Throughout the DMV's nine (9) divisions, review of documentation and approval signatures are needed to complete work processes such as publication materials, memorandums, policy and procedure changes, and internal change requests to maintain providing services to the internal and external customers. Such processes require review of documentation from multiple areas and wet signatures for approval. Countless times paper-based documentation has been lost in transition, re-creation of documents usually requires additional time that increase document processing time frames, obtaining wet signatures may slow the approval process, and each division saving its documents into unit shared network drives or locked filing cabinets contribute to longer processing times, as well.

The DMV proposes to leverage the current ECM as a department-wide single source repository for department documents to streamline document retrieval, document access, electronic image, form submission, revision control, and the flexibility for record and document handling. With the implementation of an ECM, this would allow the DMV's Divisions, including the Information Systems Division, to even more quickly respond to service requests and changes. Additionally, the DMV



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anticipates avoiding future costs by having fewer stand-alone applications purchased and maintained through annual licensing fees and service agreements.

This will move away from multiple divisions relying on specific case management systems which impact document management processes, efficiency, slows responsiveness, and inhibits the growing fast pace department demands. This will also provide an additional gateway for external entities to submit documentation to complete transactions.

ECM will provide a single electronic based platform and technology required to provide the flexibility for business and technology processes while fostering collaboration across the enterprise and staying in compliance with demands of legislative mandates. As business needs, processes, and customer preferences are constantly changing, the DMV continues to seek solutions to improve its services, and customer experience. Some of the current challenges faced by the department include: strengthening information security of information assets, manual paper-based document handing processes, redundant document management tools, and extended timeframes to handle and process information.

Due to file retention requirements, redundancy of the data is important to ensure legal documentation is always available. The current system does not have disaster recovery as a backup. Therefore, hard copy files are retained for these mission critical files.

Leveraging and expanding the ECM department-wide will enhance safety, information security, availability, and efficiency through the use of technological solutions. ECM will streamline, innovate, and optimize current business workflow processes, deliver the reliability and scalability necessary to accommodate and address emergent business needs and better serve our internal and external customers.

### 1.4 Stakeholders

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Key Stakeholders				
Org. Name	Name			
Administrative Services Division	Robert Crockett			
Internal or External?				
When is the Stakeholder impacted?				
Input to Business Process	During the Business Output of the Business Proce			
$\boxtimes$	$\boxtimes$	$\boxtimes$		

#### How are Stakeholders impacted?

ASD provides expertise in accounting practices, financial services in support of system functions for the calculation of Administrative Service Fees, human resources, facilities management, mail and business services. ASD also provide information and guidance on processes, reports, and data elements to support backend processes, and other support services.

The proposed expanded ECM platform will involve changes to how ASD staff obtain and process data for many of their activities, and will require staff training on these expanded processes for their functions, including:



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**Administrative Support Branch (ASB)**: The department's Records Management Program will be impacted by ensuring the update of Records Retention Schedules to reflect storage method and location changes.

**Budgets & Fiscal Analysis Branch (BFAB)**: The budget and fiscal planning of this branch will be impacted by the project. The branch will contribute to the fiscal activities required to support the expansion of ECM. The branch will also coordinate budgetary reporting and oversite to ensure that the project efforts adhere to regulatory financial management requirements. The branch will provide data and metrics required to effectively oversee the project budget, produce workload forecasting and Activity Based Costing Modeling.

**Business Management Branch (BMB):** Various areas in the branch will be impacted with Inventory Management, IT Acquisition Contracts, Forms Management, etc.

**Departmental Training Branch (DTB)**: Provides the necessary training for the proposed expanded system with ongoing/existing classes for Registration, Driver License, and Control Cashiering staff. Provides information and education to address outside inquiries regarding service interactions for NMVTIS, eDL44, PDPS, SSN, to name a few. DTB has limited capabilities.

Facilities Operations Branch (FOB): Provide facilities related services to support all programs.

**Financial Services Branch (FSB)**: Various program areas in the Accounting Office will be impacted as they receive multiple interfaces from the P2Daily process into the Oracle Administrative and Financial System (AFS), and uses multiple programs in the Rumba CICS6, DCS, Mobius systems etc. The Accounting Office updates the Accounting Manual and is responsible for payment to the contractor for the proposed solution.

**Human Resources Branch (HRB)**: Provides and oversees administration, coordination, and implementation of human resource programs.

### How will the Stakeholders participate in the project?

ASD will provide input and information regarding the ASD processes, files, reports, and data that will be created, retrieved, updated, stored and archived in the proposed expanded enterprise content management business solution.

Org. Name	Name			
Customer Services Division	Sonia Huestis			
Internal or External?		☑ Internal □ External		
When is the Stakeholder impacted?				
Input to Business Process	During the Business Process	Output of the Business Process		
$\boxtimes$	$\bowtie$			
How are Stakeholders impacted?				

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CSD serves as a vital mouthpiece for the DMV. Its four branches and more than 800 employees work together and in collaboration with other DMV divisions in order to interact and deliver pertinent



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information to department stakeholders – in print, in person, and online. The proposed expanded ECM system will create a new environment involving changes to how CSD staff intake work, produce output, and process workloads.

**Customer Information Branch (CIB)**: Provides consistent customer service through three contact centers, the Customer Communications Section, Help Desk, and Customer Information Services Section.

**Digital Information Branch (DIB):** Provides information to DMV employees, the vehicle industry business partners and the public through means of publication materials and online web presence.

**Information Services Branch (ISB)**: Provides electronic, verbal, and hard copy records pursuant to Section 1800 of the California Vehicle Code, and scans and indexes images of VR and DL documents processed at headquarters, field offices and auto clubs.

**Staff Services Branch (SSB)**: Provides administrative, operations, and outreach support.

#### How will the Stakeholders participate in the project?

CSD will participate by being involved in defining their requirements and ensuring they are addressed and delivered in the solution, as provided by the solution provider. CSD will provide input and vet process changes, publication releases, and training. CSD will oversee the project as necessary to facilitate change management, resolve resource contentions, ensure contractor performance/services meet expectations and contractual obligations, approve Deliverable Expectation Documents, resolve significant issues, and ensure buy-in at all levels.

Org. Name	Name		
Executive Division	Enterprise Risk and Performance Office		
Internal or External?	☑ Internal □ External		
When is the Stakeholder impacted?			
Input to Business Process	During the Business Process	Output of the Business Process	
$\boxtimes$	$\boxtimes$	$\boxtimes$	

#### How are Stakeholders impacted?

ERPO coordinates DMV's organizational change management (OCM) efforts. Staff will be impacted from a resource (time/staff/budget/process) perspective. These areas will be affected as the new project will require each of those areas to modify its processes, procedures and controls, as the proposed expanded system will have its predefined functions. Staff will require training on these new functions and procedures.

### How will the Stakeholders participate in the project?

ERPO will assign resources for organizational change management. ERPO will ensure that DMV establishes appropriate and reasonable administrative, technical, and physical safeguards to ensure compliance with the provisions of the Information Practices Act of 1977. ERPO handles and resolves privacy-related inquiries from the public and all DMV areas, and provides expertise on privacy matters including collection, use, sharing, and storage of data. It conducts privacy threshold analysis and privacy impact assessments on new and existing solutions that collect personal information. Through DMV's enterprise-wide change network, ERPO ensures internal buy-in as the project is deployed.



Org. Name	Name			
Field Operations Division	Coleen Solomon			
Internal or External?				
When is the Stakeholder impacted?				
Input to Business Process	During the Business Output of the Business Process Process			
$\boxtimes$	$\boxtimes$	$\boxtimes$		
How are Stakeholders impacted?				
FOD Field Office technicians are the fro VR and DL/ID card services. The propositive of the propositive forms of the propositive forms of the proposition of the prop	sed expanded ECM system	will create a new environment		
How will the Stakeholders participate in	the project?			
FOD will provide technical support and requirements and participate in the devuser testing to ensure the proposed solumemorandums, policy, training, and proof org. Name	velopment of the project so tion meets all business requ	cope. In addition, FOD will perform uirements, develop		
Investigations Division	Scott Greminger and Ran	ndv Vera		
Internal or External?		,		
When is the Stakeholder impacted?				
Input to Business Process	During the Business Process	Output of the Business Process		
$\boxtimes$	$\boxtimes$	$\boxtimes$		
How are Stakeholders impacted?  INV's Confidential Records Unit (CRU) maintains the Home Address Confidentiality program where persons identified under CVC §§ 1808.2 and 1808.4 or PC §§ 830, 830.1, and 832.7 and/or GC §§ 20403 or 20405 may have their home address and mailing address on their DL/ID and/or VR records suppressed.				
How will the Stakeholders participate in	the project?			
INV will provide technical support and input on current business processes. In addition, INV will provide input and ideas with regard to processes, procedures, and auditing. Staff will participate in user acceptance testing, and coordinate and implement new processes for confidential transactions, and assist with developing memorandums, policy, training, and procedural documentation.				
Org. Name	Name			
Information Systems Division	on Rico Rubiono			
Internal or External?				
When is the Stakeholder impacted?				
Input to Business Process	During the Business Process	Output of the Business Process		
$\boxtimes$	$\boxtimes$	$\boxtimes$		
How are Stakeholders impacted?				
ISD provides input on technology strategy and will be impacted in terms of time and resources. ISD				



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provides support to the current system and advises on business needs and requirements for the proposed solution. ISD assigns resources for project efforts, including Project Approval Lifecycle (PAL), privacy-related support, and organizational change management. ISD ensures that DMV establishes appropriate and reasonable administrative, technical, and physical safeguards to ensure compliance with the provisions of the Information Practices Act of 1977. ISD handles and resolves privacy-related inquiries from the public and all DMV areas, and provides expertise on privacy matters including collection, use, sharing, and storage of data. It conducts privacy threshold analysis and privacy impact assessments on new and existing solutions that collect personal information. Through DMV's enterprise-wide change network, ISD ensures internal buy-in as the project is deployed.

### How will the Stakeholders participate in the project?

ISD will provide the technical expertise and knowledge of existing systems to transition the current system to the future system, and provide input/resources to assist with technical solutions and project management. ISD will provide support for the analysis programming, testing, installation, and maintenance of the proposed solution. ISD will secure network communications and ensure State IT standards and policies are met. ISD will support project efforts by navigating the California Department of Technology's PAL process. Staff will be impacted from a resource (time/staff/budget) perspective. These areas will be affected as the new project will require each of those areas to modify its processes, procedures and controls, as the proposed system will have its predefine functions. Staff will require training on these new functions and procedures.

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Org. Name	Name				
Legal Affairs Division	Jennifer Berry				
Internal or External?	☑ Internal □ External				
When is the Stakeholder impacted?					
Input to Business Process	Output of the Business Process				
	$\boxtimes$	$\boxtimes$			
H C4-11-1					

#### How are Stakeholders impacted?

LAD is the legal advisor for the department. LAD provides legal expertise, representation, assist with administrative law cases, employee adverse actions, regulation promulgation, investigates inquires regarding underground regulations, and responds to petitions to regulations and public record requests.

The proposed expanded ECM system will create a new environment involving changes to how LAD staff intake work, produce output, and process workloads which will require staff to be trained on the proposed system.

**The Administrative Law Section** is responsible for the department's regulation of the automotive industry. Whenever discipline is imposed on an occupational licensee or an applicant is refused a license, the case is represented by LAD.

**The General Litigation Section and Drivers Safety Section** are responsible for performing in-house counsel service which includes legal research and liaison with the Attorney General's Office on civil cases.



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### How will the Stakeholders participate in the project?

LAD will provide technical support and input on current business processes, develop business requirements and participate in the development of the project scope. In addition, LAD will perform user testing to ensure the proposed solution meets all business requirements, develop memorandums, policy, and procedural documentation for proposed solution as necessary.

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Org. Name Name				
Licensing Operations Division	Trina Washington			
Internal or External?				
When is the Stakeholder impacted?				
Input to Business Process	During the Business Process	Output of the Business Process		
	$\boxtimes$	$\boxtimes$		

#### How are Stakeholders impacted?

LOD provides operational, program, and administrative support to perform the full range of the DMV's licensing functions. LOD also provides liaison services to the New Motor Vehicle Board.

LOD is the primary user of the IBM FileNet Enterprise Content Management system using IBM Case Manager and the enterprise expansion will create an upgraded environment involving changes to how LOD staff intake work, produce output, and process workloads which will require staff to be trained on the proposed system.

**Driver Licensing Operations Branch (DLB)** is responsible for the verification, maintenance, processing and production of DL/ID card product services, special certificates, provide oversight for court abstract updates, problem driver pointer system, family support law, update financial responsibility actions and accident reports, record mass storage corrections, handle fraudulent applications, and cashiering monies collected by the LOD. Interacts with CDTFA for suspension of driving privilege for delinquent tax debtors. Interacts with Ignition Interlock Device (IID) installers to ensure applicant is approved for installation and receipt of correct documentation (IID forms). Interacts with Department of Child Support Services for suspension and release of suspension against driving privilege for delinquent child support.

**Driver Safety Branch (DSB)** is responsible for ensuring CA roadways remain safe for all drivers by providing post-licensing controls through monitoring driving privileges of the motoring public, initiating actions against the driving privilege, and providing due process hearings on the actions.

**Licensing Policy Section** is responsible for program and policy development for LOD that govern the issuance and compliance of driver licensing, identification cards, and occupational licensing.

**Motor Voter** supports workloads created by Assembly Bill 1461, Motor Voter, and the Help America Vote Act. This section is to aid the increase in voter registration during DMV transactions.

**Occupational Licensing (OLB) Operations and Inspections** are responsible for licensing, monitoring, and controlling the motor vehicle industry and oversees the Employer Testing Program.



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**Staff Services Branch (SSB)** is responsible for providing budgetary and fiscal support, administrative and human resources, workforce planning, web, database and server support and IT support. SSB is vital to support services for the success of LOD operations. Functional administration and support of the existing solution is performed by the IT team.

**Technology Section** manages the development and implementation of DL/ID and OL projects with multi-divisional impact related to IT and non-IT process improvements.

Each LOD area accesses and manages the content of various legacy applications to process their respective workloads including various content management systems including but not limited to: IBM's ECM – Case Management (DS Cases), IBM FileNet (OL documents), Quick Web (DLB, OL, DS), File Shares, FileMaker Databases, and RPA. These programs store work data and documents that currently integrate with other DMV legacy applications. Moving to an expanded ECM will change how employees receive work, process work, and complete work. It will also change how communications are sent to some customers and require training for the employees on updated processes and expanded applications.

### How will the Stakeholders participate in the project?

LOD will provide technical support and input on current business processes, develop business requirements and participate in the development of the project scope. In addition, LOD will perform user testing to ensure the proposed solution meets all business requirements, develop memorandums, policy, and procedural documentation for proposed solution as necessary.

Org. Name	Name	·
Registration Operations Division	Bernard Soriano	
Internal or External?		
When is the Stakeholder impacted?		
Input to Business Process	During the Business	Output of the Business Process
	Process	
$\boxtimes$	$\boxtimes$	$\boxtimes$

#### How are Stakeholders impacted?

ROD will be a beneficiary of the proposed system. ROD participates in the development of the project scope and business requirements.

### How will the Stakeholders participate in the project?

ROD will provide technical support and input on current business processes, develop business requirements, and participate in the development of the project scope, perform user testing to ensure the proposed solution meets all business requirements. ROD will develop memorandums, policy, and procedural documentation for proposed solution as necessary.

Select + to add additional Stakeholders

### 1.5 Business Program

Org. Name	Name	
Administrative Services Division	Forms and Accountable	Items Section (FAIS)
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	
	$\boxtimes$	$\boxtimes$



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### How is the business program unit impacted?

FAIS will be impacted by ensuring all forms are made available in electronic format. Currently, there are 1,711 business and public forms used department-wide and require review and approval from impacted divisions. However, with the Covid-19 pandemic, proofs can be submitted by email for review and approval with the exception of handbooks. The proposed system will create an electronic platform for the proof cycle and requires staff to be trained to utilize the proposed system.

### How will the business program participate in the project?

FAIS will participate by converting all applicable forms into electronic format, and by ensuring all business requirements pertaining to forms are met and tested by the proposed expanded ECM system.

Org. Name	Name	
Customer Services Division	Document Imaging Unit (DIU)	
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	
$\boxtimes$	$\boxtimes$	$\boxtimes$

#### How is the business program unit impacted?

DIU utilizes Quick Web, a web-based browser interface to scan and index approximately 194,000,000 images annually of VR and DL/ID documents processed at the department's headquarters, field offices, and California based Auto Clubs. Scanning such documents provides historical record capturing transactions occurring on individuals' DL/VR records and provides support for investigation of fraudulent activities. The proposed system will change procedures, policies, and processes with capturing, scanning, and indexing document images.

### How will the business program participate in the project?

DIU will participate and define business requirements and ensure those requirements are addressed and delivered in the proposed solution. DIU will also collaborate with other business users to develop procedural and training documents for the proposed expanded enterprise system.

Org. Name	Name	
Customer Services Division	Digital Information Branch	n (DIB)
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	
$\boxtimes$	$\boxtimes$	$\boxtimes$

#### How is the business program unit impacted?

DIB is the hub to providing critical VR, DL/ID, motor industry, occupational licensing, and internal personnel information through a means of handbooks, manuals, public service announcements, forms, publications, webpages, and videos. The proposed expanded ECM system will impact the internal publication approval process from paper-based process to an electronic platform.

### How will the business program participate in the project?

DIB will participate and define business requirements and ensure those requirements are addressed and delivered in the proposed solution. DIU will also collaborate with other business users to develop procedural and training documents for the proposed expanded enterprise system.

Org. Name	Name
Field Operations Division	All Field Office locations
When is the unit impacted?	



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Input to the Business Process	During the Business Process	Output of the Business Process
$\boxtimes$	$\boxtimes$	$\boxtimes$

#### How is the business program unit impacted?

DMV Field Office (F.O.) locations are the frontline for processing in-person DL/ID transactions where F.O. technicians process transactions and directly upload legal presence documents and medical certificates into the web-based browser application Quick Web.

The proposed expanded ECM system will create a new upload environment and technicians must be trained to utilize the proposed system.

### How will the business program participate in the project?

FOD will participate and define business requirements and ensure those requirements are addressed and delivered in the proposed solution. FOD will also collaborate with other business users to develop procedural and training documents for the proposed expanded enterprise system.

Org. Name	Name	
Investigations Division	Confidential Records Unit	t
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	
$\boxtimes$	$\boxtimes$	$\boxtimes$

### How is the business program unit impacted?

CRU currently accesses the Quick Web repository to complete the Home Address Confidentiality program transactions. CRU scans completed transactions into the Quick Web application to create a historical record for the Home Address Confidentiality program. CRU staff will need to be trained to use the proposed expanded ECM system.

### How will the business program participate in the project?

CRU will assure that CRU staff receive the necessary training to utilize the proposed expanded ECM system.

Org. Name	Name	
Legal Affairs Division	Administrative Law, Gene Safety Section	eral Litigation Section, and Driver
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
	$\boxtimes$	$\boxtimes$

### How is the business program unit impacted?

LAD currently uses ProLaw, which is a complete case management software system, with licenses to Microsoft and Adobe Acrobat applications. This database allows LAD to organize and save images from DMV programs such as RUMBA, QuickWeb, and FileNet systems. ProLaw allows cases to be reviewed in one location and includes tracking billable hours to related case. Upon completion of the legal case, the outcome documentation is submitted to be housed in LOD's current ECM repository system.

LAD sections will retrieve documents from the proposed expanded ECM repository. Documents used as evidence in cases will vary from Vehicle Registration, Driver License/Identification Card, and



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Occupational Licensing. How will the business program participate in the project? LAD will assure that LAD users receive the necessary training and follow the ECM instructions/proceudres to obtain the documents needed for our legal cases. Org. Name Name Licensing Operation Division Driver Licening Operation Branch When is the unit impacted? Output of the Business Process Input to the Business Process During the Business **Process**  $\boxtimes$  $\boxtimes$  $\boxtimes$ 

### How is the business program unit impacted?

DLB staff is responsible for the verification, maintainance, processing and production of DL/ID card product services. Staff process applications, update driver records, verify the validity of an applicant's driving status and legal presence documentation, provide oversight for court abstract updates and liaison for courts, administers the Compulsory Financial Responsibility (FR) and Unsatisfied Judgment Laws, assist with the driver safety hearing process, record corrections, regulates controlled records, and manages the processes of actions taken upon a driver due to mandatory, revocational, suspension, cancellations, or medical reasons mandated by law and DMV's Administrative Per Se Actions.

Interacts with CDTFA for suspension of driving privilege for delinquent tax debtors. Interacts with Ignition Interlock Device (IID) installers to ensure applicant is approved for installation and receipt of correct documentation (IID forms). Interacts with Department of Child Support Services for suspension and release of suspension against driving privilege for delinquent child support.

In part, these units utilize Quick Web to store documents to complete DL/ID transactions.

### How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. They will conduct user acceptance testing and coordinate and implement new processes. They will provide input and vet process changes, assist with developing memorandums, and provide feedback on the scope of training/training materials.

Org. Name	Name	
Licensing Operation Division	Driver Safety Branch	
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	·
	$\boxtimes$	

#### How is the business program unit impacted?

The Driver Safety Branch provides post-licensing control by monitoring the driving privilege of the motoring public. DSB initiates actions against the driving privilege, and provides due process hearings on the actions. Hearings include negligent operator point counts, physical and mental conditions, fraudulent issuance or use of license, commercial medical qualifications, Administrative Per Se hearings, Financial Responsibility contacts, Special Certificates/Endorsement cases, fatal accident involvement, commercial driver medicals, vision revocations, critical need restrictions, and



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junior permit requests, appeals and court reviews, subpoenas, Public Records Act inquiries, Out-of-State DUI verifications and TORT cases.

In part, DSB uses IBM's ECM – Datacap and Case Manager to store and process work data and documents related to their cases. DSB also uses Quick Web to store documents.

### How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. They will conduct user acceptance testing and coordinate and implement any new processes. They will provide input and vet process changes, assist with developing memorandums, and provide feedback on the scope of training/training materials.

Org. Name	Name	
Licensing Operation Division	Program and Policy Development Branch (PPD)	
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	·
$\boxtimes$	$\boxtimes$	

### How is the business program unit impacted?

**Licensing Policy Section** is responsible for program and policy development for LOD that govern the issuance and compliance of driver licensing, identification cards, and occupational licensing. Policy is responsible for programs such as Automated Knowledge Testing, the Employer Testing Program, Special Certificates, Traffic Violator Schools, Commercial Driver Licensing Information System, and Commercial Skills Test Information Management System, REAL ID, monitoring the Systematic Alien Verification for Entitlements, Social Security Online Verification, and Legal Presence verifications.

Key areas of responsibility include: identifying and establishing program policy; providing program support for operational units within LOD; developing legislative proposals and regulatory language; identifying business requirements, costing, analyzing, and implementing all enacted divisional legislation; developing and updating content for various forms and publications, and DMV's website; representing the department in tort liability cases; identifying procedures and/or processes that may allow fraudulent activity; and developing and implementing changes to reduce fraudulent activity.

**Technology Section** manages the development and implementation of Driver License, Commercial Driver License, Identification Card, Driver Safety, and Occupational Licensing projects with multidivisional impact, including projects that utilize Information Technology (IT) solutions, as well as projects designed to achieve non-IT process improvements. Provides production support for DLB, DSB, Field Operations Division, Customer Services Division, Investigations, and Registration Operations Division. Additionally, all of the access to systems for LOD users including terminal override access, Address Search Program requests, Journal searches, Log Images, Audit Searches, File Pass Requests, Confidential Record Inquiries, and providing testimony in federal and state court appearances as Subject Matter Experts.

### How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. They will conduct user acceptance testing



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and coordinate and implement any new processes. They will provide input and vet process changes, assist with developing memorandums, and provide feedback on the scope of training/training materials.

Org. Name	Name	
Licensing Operation Division	Occupational Licensing Branch	
When is the unit impacted?		
Input to the Business Process	During the Business	Output of the Business Process
	Process	·
$\boxtimes$	$\boxtimes$	$\boxtimes$

### How is the business program unit impacted?

**OL Operations and Inspections** are responsible for licensing, monitoring, and controlling a wide range of motor vehicle related businesses and individuals and overseeing the Employer Testing Program (ETP).

- OL Operations process originals, modifications, and renewal license applications for vehicle dealers, dismantlers, wholesalers, transporters, manufacturers, remanufacturers, lessor-retailers, distributors, registration services, and vehicle verifiers. Driving school and traffic violator school license applications are also processed in OL, as are license applications for vehicle salespersons, driving school and traffic violator school instructors, manufacturer representatives, distributor representatives, and all-terrain vehicle safety instructors.
- OL Inspections is responsible for reviewing and approving license applications for vehicle dealers, dismantlers, manufacturers, distributors, lessor-retailers, remanufacturers, transporters, registration services, driving school owners/operators and traffic violator school owners/operators. As part of the application process, the inspectors perform background verifications and physically inspect places of business for compliance with applicable laws and regulations. The inspectors also perform annual review of driving schools and traffic violator schools and routinely monitor businesses for continued compliance. When appropriate, inspectors will document licensee activities for possible legal action or investigative follow-up.

**Employer Testing Program** allows authorized employers of commercial drivers to conduct the drive test portion of the state's commercial driver licensing requirements for Commercial Class A, Class B and firefighter licenses.

In part, OLB uses IBM FileNet and Quick Web to store documents.

### How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. They will conduct user acceptance testing and coordinate and implement any expanded processes. They will provide input and vet process changes, assist with developing memorandums, and provide feedback on the scope of training/training materials.

Org. Name	Name
Licensing Operation Division	Staff Services Branch
When is the unit impacted?	



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Input to the Business Process	During the Business Process	Output of the Business Process
$\boxtimes$	$\boxtimes$	$\boxtimes$

### How is the business program unit impacted?

SSB is responsible for providing budgetary and fiscal support, administrative and human resources, workforce planning, web, database and server support and IT support. SSB is vital to support services for the success of LOD operations.

Administrative Support: provides critical services in the areas of human resources, safety and security, facility planning, training and other various business service functions such as administrative reports, employee suggestions, records retention.

Fiscal Services: manages LOD's budget, contracts, grants, procurements, and other fiscal requirements.

Future Planning: oversees Succession and Workforce Planning and Strategic Planning.

Information Technology Support: ensures IT resources are operating at optimal levels, manages statewide problems via incoming telephone and e-mail help, assists users with issues with highly specialized LOD applications. Also, this unit is responsible for hardware and software deployments, user access requests and IT support to LOD users.

Management Information Systems: provides web and database development and support and server administration for LOD.

### How will the business program participate in the project?

These SSB business areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. The teams will conduct user acceptance testing and coordinate and implement expanded processes. Also, these areas will provide input and vet process changes, assist with developing memorandums, and provide feedback on the scope of training/training materials.

Org. Name	Name				
Licensing Operation Division	Motor Votor Automation Unit				
When is the unit impacted?					
Input to the Business Process	During the Business	Output of the Business Process			
	Process				
	$\boxtimes$	$\boxtimes$			

#### How is the business program unit impacted?

The Motor Voter Automation Unit supports workloads created by Assembly Bill 1461, Motor Voter, and the Help America Vote Act. This section manages and monitors the internal workflows of voter registration data and ensures timely and accurate submissions to Secretary of State.

### How will the business program participate in the project?

The Motor Voter Automation Unit will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the proposed solution. They will conduct user acceptance testing and coordinate and implement expanded processes. They will provide input



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and vet process changes, assist with developing memorandums, and provide feedback on the						
scope of training/training materials.						
Org. Name	Name					
Registration Operations Division	Registration Operations Division Various programs					
When is the unit impacted?						
Input to the Business Process	During the Business	Output of the Business Process				
	Process					
$\boxtimes$	$\boxtimes$	$\boxtimes$				

### How is the business program unit impacted?

The various programs within the ROD will be beneficiaries of the proposed system. The business areas will be impacted by and participate in the development of the project scope, and business requirements.

### How will the business program participate in the project?

The various programs within the ROD will provide input on current business processes, develop of proposed solution business requirements, participate in the development of the project scope, perform user testing to ensure the proposed solution meets all business requirements. ROD will develop memorandums, policy, and procedural documentation for proposed solution as necessary. Select + to add additional Business Programs

1.6 Business A	Alignment									
Business Driver(s)										
Financial Benefit										
Increased Revenue	Cost Savings	Cost Avoidance		Cost Avoidance		Cost Avoidance		Cost Savings Cost		Cost Recovery
			$\boxtimes$							
Mandate(s)										
	State			Federal						
Improvement										
Better Services to Citizens	Efficiencies to Program Operations	Improved Health and/or Human Safety		Technology Refresh						
$\boxtimes$	$\boxtimes$									
Security										
Improved Information Security	Improved Business Continuity	Improved Technology Recovery		Technology End of Life						
$\boxtimes$	$\boxtimes$			$\boxtimes$						
Strategic Business A	Alignment									
Strategic Plan Last Updated?		1/4/2021								
Strategic Business	Goal	Alignment								
_	al 2 – Deliver simpler, customer needs through ervices.	By offering electronic form and image submission capability to the public and business partners, transactions can be completed more quickly and								



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accurately. This enhances and promotes effective external customer communication, and aligns DMV products, services, and resources with current and evolving customer needs.
Alignment
Modernizing the DMV enterprise will optimize our processes and update our technology. It will streamline business workflow processes, provide reliability, and accommodate the changing business needs to better serve DMV internal and external customers.
Alignment
Securing and protecting the public's personal information by making files electronic creates a more seamless process that reduces human error and the possibility of exposing secure information.
Alignment
Electronic files will save staff time when it comes to accessing information. This will eliminate the need to pull paper files, allowing for quicker retrieval of information and added security of the public's personal information.
Alignment
An enterprise-wide content management system will provide an audit trail for tracking and tracing changes to documents and establishing access controls. It will also help set consistent standards and enforce DMV Information Security policies.

Select + to add additional Business Goals and Alignment

### **Executive Summary of the Business Problem or Opportunity**

DMV currently has several different content management systems (CMS) with varying capabilities, and some of these systems will be unsupportable in the future. A migration to one ECM system across the enterprise will consolidate different systems, reduce maintenance costs, and provide expanded capabilities and efficiencies. By consolidating the department's various content management systems into one central system, DMV can avoid the need to purchase additional stand-alone systems required to meet emerging needs.

An expanded ECM capabilities will position DMV to better serve the increase number of customers that result from continued population growth. If this work is not done, DMV will be unable to effectively address emergent business problems presented by manual paper-based processes, and realize the efficiencies that will be gained by the ability to transact more business electronically, manage documents electronically, and increase collaboration across the enterprise.



Business Problem or Opportunity and Objectives Table					
Problem ID	Problems/Opportunities				
Objective ID Objectives	The review and approval process for memos, decision documents, service requests and other correspondence between divisions and the executive office is largely paper-based and time consuming. The originator places copies of the document to be reviewed and approved in a paper folder with a sheet stapled to the front with a space for each affected party to sign-off or indicate edits. If edits are requested, the document is typically routed back to the originator and the review process starts from the beginning.  1.1  Reduce the time required to review and approve internally routed documents by 50% within 12 months of implementation of the project by creating a central electronic library where documents in coordination can be accessed, reviewed, edited and approved subject to permission				
	controls.				
Metric	Average time to review and approve an internally routed document.				
Baseline	10 days				
Target	5 days				
Measurement Method	Measure average time for current and new processes.				
Select + to add addition Objectives 2	Electronic and hard copy content is found in many different places				
	around the department, including in storage cabinets, office drawers, and on personal computer desktops and drives. Locating specific documents can be time-consuming in many instances and may require re-creation if it cannot be located.				
Objective ID	2.1				
Objectives	Reduce the time required to locate a specific document by 50% within 12 months of project implementation by creating a central electronic content library that is searchable and subject to permission controls.				
Metric	Average time to locate a specific document.				
Baseline	30 minutes				
Target	15 minutes				
Measurement Method	Measure average time for current and new processes.				
Select + to add addition Objectives	nal				
3	Making changes to an existing process workflow can be time-consuming and complicated.				
Objective ID	3.1				
Objectives	Reduce the time it takes to make changes to a workflow process by 50% within 12 months of project implementation by leveraging ECM's capability to route content, assign work tasks, and create audit trails.				



Baseline	6 months						
Target	3 months						
Measurement Method	Measure average time for current and new processes						
Select + to add additior Objectives	nal						
Project Approval Lifecycle	e Completion	and Project Execution C	apacity Assess	sment			
· · · ·	or financial) wit	project execution anticip th other priorities within th workload)?	_	•			
■ Yes ○ No ○ Clear  ■ Clear							
<ol><li>Does the Agency/ sta processes or changes</li></ol>	•		sult in the crec	ation of new business			
○ No ○ New Processes ○	Existing Proces	ses 🕟 Both New and Exist	ing 🖰 Cle	ar			
1.7 Project Manag	gement						
Project Management Risk	Score:	1.1					
Information Managemen	Attach completed Statewide Information Management Manual (SIMM) Section 45 Appendix A:  See Attachment  PM Risk  PM Risk  PM Risk						
Existing Data Governance	and Data						
1. Does the Agency/state entity have an established data governance body with well-defined roles and responsibilities to support data governance activities? If an existing data governance org chart is used, please attach.		○ Unknown ○ Yes ● No ○ Clear	If applicable, include the data governance org chart as an attachment to your email submission.				
<ol> <li>Does the Agency/state entity have data governance policies (data policies, data standards, etc.) formally defined, documented, and implemented? If yes, please attach the existing data governance plan, policies or IT standards used.</li> </ol>			<ul><li>Unknown</li><li>Yes</li><li>No</li><li>Clear</li></ul>	If applicable, include the data governance policies as an attachment to your email submission.			
3. Does the Agency/state entity have data security policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented security policies, standards, and controls used.			○ Unknown  ○ Yes  ○ No  ○ Clear	See Attachment  DMV Info Management Policy			



4. Does the Agency/state entity have user accessibility policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented policies, accessibility governance plan, and standards used, or provide additional information below.					<ul><li>Unknown</li><li>Yes</li><li>No</li><li>Clear</li></ul>	n	See Attachment  DMV  accessibility.pdf
5. Do you have exist access in your ne	_	t you are g	oing to v	vant to	O Unknow	n	If applicable, include the data
					Yes		migration plan as
					○ No		an attachment to
					ී Clear		your email submission.
					Cical		5001111551011.
6. If data migration	is required, p	lease rate t	he quali	ty of the	Few		entified with the
data.	<b>1</b>					existi	ng data
1.8 Criticality And Business Criticality	Assessme	<u>ent</u>					
Legislative	N/A ⊠						
Mandates:							
Bill Number(s)/Code(s):							
Language	that includes						
Business Complexity Score			2.3	See Atta			
Noncompliance Issu							
Indicate if your curre the how the business	•		•	iance issue	es and prov	vide a n	arrative explaining
Programmatic Regulations	HIPPA/CJIS/	FTI/PII/PCI	Sed	curity	ADA	Other	N/A
1. What is the propo	osed project s	tart date?					10/3/2022
0 1 11:							● Yes ○ No
2. Is this proposal ar	nticipated to	nave high p	DUDIIC VIS	SIDIIITY			Ĉ Clear
If "Yes," please iden	<u>, , , , , , , , , , , , , , , , , , , </u>				sibility belo	w:	
Benefits will be visible							
3. If there is an existing Privacy Information Assessment, include as an attachment to your email submission.					t to your email		



4. Does this proposal affect business program staff located in multiple geographic locations?					<ul><li>Yes ○ No</li><li>○ Clear</li></ul>	
If "Yes," provide an overview of the geographic dynamics below and enter the specific information in the space provided.						
This enterprise-wide effort will	affect all, ro	ughly, 10	,000 DMV sta	ff across the state.		
City		State	Number of Locations	Approximate Nu	nber of Staff	
Fresno Center		CA	1	188		
Riverside Contact Center		CA	1	239		
Sacramento Contact Center		CA	1	144		
Sacramento Headquarter		CA	1	2948		
Region I Field Office		CA	30	397		
Region II Field Office		СА	23	870		
Region III Field Office		СА	27	807		
Region IV Field Office		СА	27	576		
Region V Field Office		СА	22	712		
Region VI Field Office		СА	18	903		
Region VII Field Office		CA	21	889		
Region VIII Field Office		CA	20	731		
OL Inspection		CA	6	44		
Driver Safety Offices		CA	20	341		
INV District, Area, Branches		CA	35	238		
Select + to add Locations						
1.9 Funding						
<ol> <li>Does the Agency/state en resources through a budg lifecycle?</li> </ol>	•	•	_		○ No ○ Clear	
2. Will the state possibly incur a financial sanction or penalty if this proposal is not implemented? If yes, please identify the financial impact to the state below:					© No ○ Clear	
3. Has the funding source(s)	been identifi	ied for th	is proposal?	• Yes	○ No ○ Clear	
FUNDING SOURCE	FUN	ID AVAIL	ABILITY DATE			
General Fund	□ Dat	te Picker				
Special Fund	□ Dat	te Picker				



Federal Fund		Date Picker					
Reimbursement		Date Picker					
Bond Fund		Date Picker					
Other Fund		Date Picker					
If "Other Fund" is checked, specify the funding:							
1.10 Reportability As	sessm	ent					
Project found in the State	adminis an IT pro	activity meet the definition of an IT trative Manual (SAM) Section 4819.2? Dject and is not required to complete	● Yes ○ No	○ Clear			
Does the activity meet the found in SAM Section 481		on of Maintenance or Operations					
	nis workla	d to complete the Project Approval coad on the Agency Portfolio Report. w.	○ Yes <b>®</b> No	○ Clear			
<ol> <li>Has the project/effort bee ongoing IT activity identifi</li> </ol>	○ Yes • No	○ Clear					
	If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.						
· · · · · · · · · · · · · · · · · · ·	4. Is the project directly associated with any of the following as defined						
Single-function process-condevices, or telemetry systems exclusively for voice com (VOIP) phone systems; ac							
	If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.						
. , ,							
Project Approval Lifecycle Submit a copy of the con	e is deleç npleted,	rtable project. Approval of the gated to the head of the state entity. approved Stage 1 Business Analysis on the Agency Portfolio Report.					



	•	0,77	•	,, , , ,	
6. Does the project meet all (COTS) Software and Clou as defined in SAM 4819.34,  If "Yes," this initiative is a not project Approval Lifecycle however, submit an appro	○ Yes	● No Clear			
7. Will the project require a B			Yes	○ No ○ Clear	
8. Is it anticipated that the protection threshold assigned by CDT	Yes	○ No ○ Clear			
<ol><li>Are there any previously in or this project by the CDT (</li><li>If "Yes," provide the detail</li></ol>	on Plan)?	○ Yes	● No		
10. Is the system specifically r	mandated by legislat	ion?	○ Yes	No ○ Clear	
Department of Techr	nology Use On	ly			
Original "New Submission" Date	6/17/2021				
Form Received Date	6/17/2021				
Form Accepted Date					
Form Status	Completed				
Form Status Date	6/17/2021				
Form Disposition	Approved	If "Other," specify:			
Form Disposition Date	6/17/2021				