



Stage 2 Preliminary Assessment

California Department of Technology, SIMM 19B (Rev. 2.1), Revision 5/21/2018

2.1 General Information

Agency or State Entity Name:

Department of Motor Vehicles (DMV)

Organization Code:

2740

Proposal Name:

State-to-State Verification Service (S2S)

Department of Technology Project Number: 2740-229

2.2 Preliminary Submittal Information

Contact Information:

Contact First Name:

Stephanie

Contact Last Name:

Thomas

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(916) 657-8622

Preliminary Submission Date:

1/27/2021

Preliminary Assessment Transmittal:



Prelim Assessment
Transmittal.pdf

2.3 Stage 2 Preliminary Assessment

2.3.1 Impact Assessment

	Yes	No
1. Has the Agency/state entity identified and committed subject matter experts from all business sponsors and key stakeholders?	☒	☐
2. Are all current baseline systems that will be impacted by this proposal documented and current (e.g., data classification and data exchange agreements, privacy impact assessments, design documents, data flow diagram, data dictionary, application code, architecture descriptions)?	☒	☐
3. Does the Agency/state entity anticipate needing support from the California Department of Technology (CDT) Statewide Technology Procurement (STP) to conduct market research for this proposal (Market Survey, Request for Information)?	☐	☒
4. Does the Agency/state entity anticipate submitting a budget request to support the procurement activities of this proposal?	☒	☐
5. Could this proposal involve the development and/or purchase of systems to support activities included in Financial Information System for California (FI\$Cal) (e.g., financial accounting, asset management, human resources, procurement/ordering, inventory management, facilities management)?	☐	☒
6. Does the Agency/state entity have a designated Chief Architect or Enterprise Architect to lead the development of baseline and alternative solutions architecture descriptions?	☒	☐
7. Will the Agency/state entity's Information Security Officer be involved in the development and review of any security related requirements?	☒	☐
8. Does the Agency/state entity anticipate performing a business-based procurement to have vendors propose a solution?	☒	☐

2.3.2 Business Complexity Assessment



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Business Complexity:	2.1	Business Complexity Zone:	☐ High	☒ Medium	☐ Low
2.4 Submittal Information					
Contact Information:					
Contact First Name:			Contact Last Name:		
Stephanie			Thomas		
Contact Email:			Contact Phone:		
Stephanie.Thomas@dmv.ca.gov			916-657-8622		
Submission Date:			Project Approval Executive Transmittal:		
1/27/2021			See Attachment		
Submission Type:					
☒ New Submission			☐ Updated Submission (Post-Approval)		
☐ Updated Submission (Pre-Approval)			☐ Withdraw Submission		
Reason: Select...					
If "Other," specify:					



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Sections Updated (For Updated Submissions Only) – (check all that apply)

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☐ 2.13 Data Conversion/Migration
☐ 2.14 Financial Analysis Worksheets |
|--|--|

Summary of Changes:

N/A

Condition(s) from Previous Stage(s):

Condition #	
Condition Category	Select...
Other, specify	
Condition Sub-category	Select...
Other, specify	
Condition Assessment	Select...
Other, specify	
Agency/state Entity Response	
Status	Select...
Other, specify	

Select + to add conditions.

2.5 Baseline Processes and Systems



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2.5.1 Description

The current business and technical infrastructure supports DMV's commercial driver and problem driver functionalities, including the Commercial Driver's License Information System (CDLIS) and the Problem Driver Pointer System (PDPS). The Commercial Motor Vehicle Safety Act (CMVSA) of 1986 is based on the Federal Motor Carrier Safety Regulations (FMCSRs) in 49 CFR §§ 383 and 384, and was passed in a national effort to remove unsafe and unqualified drivers from the nation's highways. Some significant features of the CMVSA, focused on improving traffic safety, include:

- All jurisdictions are required to participate in CDLIS and PDPS.
- The single license requirement, which became effective on July 1, 1987, mandates that commercial drivers hold only one driver license (DL).

CDLIS is a nationwide computer system with a repository that enables State Driver Licensing Agencies (SDLAs) to ensure that commercial drivers have only one DL and one complete driver record. Data and driver records are accessible to individual states via the American Association of Motor Vehicle Administrators (AAMVA) CDLIS portal for matching or verifying purposes. In addition to name, date of birth, and social security number (SSN), other data related to the driver and driver record is provided.

California Vehicle Code (CVC) § 15200 et seq. requires California to comply with federal regulations for commercial drivers. CVC § 15210(a) defines a commercial driver license (CDL) as one issued in accordance with 49 CFR § 383. These federal provisions require the issuing state to verify the name, date of birth, and SSN provided by the applicant with information on file with the Social Security Administration (SSA) prior to issuing a CDL. The state is prohibited from issuing, renewing, upgrading, or transferring a CDL if the SSA database does not match the applicant-provided data. Pursuant to 49 CFR § 383.73(n), the state must establish computer system controls that will prevent the issuance of CDLs to unqualified applicants. Additionally, 49 CFR § 383.73(b)(3)(ii) requires the state to check with CDLIS prior to issuing a CDL.

AAMVA is the system operator of CDLIS, and is responsible for the CDLIS Central Site and the telecommunications network used by CDLIS. Currently, DMV utilizes CDLIS to share and report information on licensed drivers. CDLIS to complete various procedures, including:



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- Claiming State of Record (SOR) status for California drivers.
- Transferring the driver record when a CDL holder moves to or from another state.
- Transmitting out-of-state convictions and withdrawals.
- Responding to requests for driver status and history.

CDLIS contains three types of data records, including data stored at the CDLIS Central Site, Driver History Record data, and ancillary data records. The data stored at the CDLIS Central Site contains only the information needed to properly identify a driver, which includes the following data elements:

- SOR and DL number
- Driver name
- Driver date of birth
- Driver SSN
- Driver gender
- The date and time the driver was added to CDLIS
- The date and time the record was last updated
- Indicator of a change state of record in progress
- Indicator if the SSN is one assigned by SSA, a substitute SSN, or a pseudo SSN.

Additionally, DMV utilizes PDPS to share and report information on problem drivers. PDPS is developed and maintained by the National Driver Register organization, which is part of the U.S. Department of Transportation, National Highway Transportation Safety Administration (NHTSA). PDPS enables jurisdictions to check a nationwide information system called the National Driver Register (NDR). The NDR is a repository of information on problem drivers provided by all 51 jurisdictions (all 50 states plus the District of Columbia). Based on information received as a result of an NDR search, PDPS "points" the inquiring jurisdiction to the SOR, where an individual's driver status and history information is stored. Based on the information received from the SOR, the issuing state decides whether or not the applicant is eligible to receive a DL.

Pursuant to 49 USC § 30304, states must submit reports to NDR for each individual who has had a DL denied, suspended, revoked, or canceled for cause, or who has incurred certain motor vehicle-related convictions. Reports submitted to the NDR must contain, at a minimum, name, DOB, gender, and SSN, if the SSN is used by the state for licensing purposes. Additionally, 49 CFR § 383.73(b)(3)(ii) requires the state to check with PDPS prior to issuing a CDL.

CVC § 15000 et seq. sets forth the provisions of the Driver License Compact. CVC § 15001 directs DMV to furnish to other states any necessary information or documents necessary under these provisions. CVC § 15022 requires states to report convictions to other participating states. It also provides that in reporting a conviction to another state, the "report shall clearly identify the person convicted."

The CDLIS and PDPS systems are queried prior to the issuance of every California DL. The system checks CDLIS and PDPS for every DL application (original/renewal, renewal-by-mail, duplicate, or correction) in the field office, and when determining eligibility for renewal-by-mail/internet. Headquarters may also check CDLIS and PDPS on an ad hoc basis to support business processes and problem resolution.

Both of these systems are used in licensing decisions and as a method of sharing driver record information. However, these two platforms do not cover all California licensed drivers and exclude identification card holders as well as REAL ID compliance status.



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Select + to add business functions/processes.

2.5.4 Current Architecture Diagram

Attachment: N/A

2.5.3 Current Architecture Information

2.5.5 Security Categorization Impact Table

Business Function/Process(es)

Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.

SECURITY CATEGORIZATION IMPACT TABLE SUMMARY

SECURITY OBJECTIVE	LOW	MODERATE	HIGH
Confidentiality	☐	☒	☐
Integrity	☐	☒	☐
Availability	☐	☒	☐

2.6 Mid-Level Solution Requirements



S2S Midlevel Solution
Requirements v0.1.xlsm

Attachment:

Operating System
System Software

Select + to add system software.

System Interfaces

Data Center Location

Other, specify

Other
[Click here to enter text.](#)

Security

Access
(check all that
apply)

☐ Public ☐ Internal State Staff ☐ External State Staff
☐ Other, specify:

Type of Information
(check all that
apply)

☐ Personal ☐ Health ☐ Tax ☐ Financial ☐ Legal
☐ Confidential ☐ Other, specify: Driving History

Protective Measures
(check all that
apply)

☐ Technical Security ☐ Identity Authorization and Authentication
☐ Physical Security ☐ Backup and Recovery
☐ Other, specify:

Data
Management

Data Owner

Name:

Title:

Business Program:

Data Custodian

Name:

Title:

Business Program:



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2.7 Assumptions and Constraints

Assumptions/Constraints	Description/Potential Impact
Funding will be available no later than July 1, 2021.	BCP is approved for funding to start in the FY 21/22 and to continue through implementation.
Functional and non-functional requirements will not change substantially during project development.	If substantial changes are made to the requirements, potential vendors may not be able to meet project objective within the time constraints.
Qualified program and technical staff will be available to support and participate in design, configuration, testing, training, and implementation of the selected solution.	If the identified subject matter experts and other qualified program and technical staff are not available, the Department will need to take the steps necessary to secure adequate staff, which may affect costs, budget, and ability to meet the mandated project implementation date.
Issues and risks will be resolved and risk mitigated in a timely manner.	If the potential issues and risks are not addressed in a timely manner, it could affect the completion and performance of the project as required.
Executive sponsorship will continue through project completion.	If the Executives do not continue through the project completion, it can result in unpredictable project deceleration.
The vendor selection process will ensure the potential vendor has the resources and ability to have the solution fully operational by October 31, 2022.	If the selected vendor does not have the available resources, it could cause project delays and jeopardize DMV to miss the mandated implementation date.
Suppliers, vendors, experts, and State staff will perform their assignments related to the project in a competent and timely manner.	If suppliers, vendors, and other project staff do not perform tasks in a timely manner, it may affect the ability of the Department to meet the mandated implementation date.
DHS has approved S2S implementation date to be October 2022 currently. DMV assumption is that the estimated implementation date is no later than 10/31/2022.	Project schedule implementation date is estimated for 10/31/2022 and the exact implementation date will be determined in collaboration with AAMVA and DHS.
Select + to add assumptions/constraints.	

2.8 Dependencies

Element	Description
Project Approval Process	In order to meet deadlines for contract award to vendor, the approval process must be done quickly to allow contract award in the last quarter of 2021.
Funding	All funding is available starting in Fiscal Year 21/22
The selected vendor must meet the scheduled go-live date of October 31, 2022.	If the selected vendor does not meet the scheduled go-live date of October 31, 2022, it could cause delays and jeopardize the Department objective of meeting the proposed go-live date.



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The system must meet all DMV Information Security Requirements.	Failing to implement adequate security requirements could expose the Department to a security breach that could allow unauthorized access to confidential data. This would have a negative impact on the Department's reputation as well as expose the DMV to legal costs and the costs associated with mitigating the security issues.
DMV privacy requirements must be met.	The collection of personal identifying information may not be used for its intended purposes, and in accordance with current statutory or regulatory requirements.

Select + to add dependencies.

2.9 Market Research

2.9.1 Market Research Methodologies/Timeframes

Methodologies Used To Perform Market Research (check all that apply):

☐ Request for Information (RFI)	☐ Trade shows
☐ Internet Research	☐ Published Literature
☒ Vendor Forums/Presentation	☒ Leveraged Agreements
☒ Collaboration with other Agencies/state entities or governmental entities	☒ Other, specify: Federal REAL ID Act and AAMVA State to State System

Time spent conducting market research: Over 1 Year

Date market research was started: 1/22/2018

Date all market research was completed: 10/15/2020

2.9.2 Results of Market Research

Market Research

The REAL ID Act of 2005 includes new requirements for SDLAs to abide by in order to remain compliant with the REAL ID Act. According to REAL ID federal regulations (6 CFR § 37.29), states must check with all other states to determine if an applicant currently holds a DL or REAL ID card in another state. To comply with this requirement, many states are opting to enroll in S2S: an electronic tool that allows states to determine whether an applicant already holds a DL or REAL ID card in another state.

The S2S Verification System is a means for states to electronically check with all other participating states to determine if an applicant currently holds a DL or REAL ID card in another state. The AAMVA S2S Governance Committee is in charge of the development of the system requirements, the definition and enforcement of compliance, as well as the oversight of the operational and financial aspects of the service.

Thus far, CADMV has determined that the following policy consideration must be addressed before signing an agreement with AAMVA to participate in S2S:

- The S2S agreement through AAMVA requires the participating state to share the minimum data elements, including the last five digits of the SSN for Real ID DL/ID cardholders and DL cardholders, or an SSN alternative for those without.



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- CADMV's concerns in executing the current AAMVA agreement are related to potential privacy/security breaches of SSN data, and existing sensitivity to DMV sharing information with other entities.

While the full SSN remains the single most reliable identity verification source, we are exploring alternatives to the SSN data element and have identified the following options for consideration as we strive to meet the minimum requirements of the Real ID Act:

1. Option 1: Agree to participate in S2S and share the minimum data elements required, including the last 5 digits of the SSN or an SSN alternative. This approach follows the path currently adopted by the participating states. DMV anticipates the cost to build the new system is approximately \$7.5 million.
2. Option 2: Allow a hash number corresponding to the SSN from which the SSN cannot be derived.. This approach has more appeal for California but would require approval from the AAMVA Governing Committee and request that AAMVA modify the agreement and their current system requirements for SSN sharing. The development of the hash number to represent the SSN, including the overall system design, would cost approximately \$8 million over the course of two years. Note: to date, we do not have certainty of acceptance by the S2S Governing Committee of the changes outlined in this option.

Market Research Methods and Activities

Vendor Demonstrations – SSN Alternatives

On September 9, 2020, DMV facilitated a Vendor Day event and presented the following problem statement to identify potential solutions for engaging in S2S: CADMV would like to explore the use of a unique identifier versus the use of the last 5-digits or full social security number as currently required. We are seeking solutions to develop an alternative data point that meets the spirit of the REAL ID Act while limiting the reliance on an SSN. The solution will need to include the ability to interface with states that will continue to use S2S and rely on SSN as a data source for verification.

The Vendor Day event yielded interesting commercial solutions but none that met the floor requirements of AAMVA that the solution not require other participants to change their implementations.

1. DMV Research

- a) **Vendor Day** - An identity resolution leveraging proprietary linking technology to match DL records with other states nationwide was proposed to DMV following Vendor Day. In lieu of an SSN, an exclusive numerical identifier would be used to connect records nationwide.
- b) **DMV Internal Research** - A hashed number corresponding to the SSN, from which the SSN cannot be derived, may be generated for all AAMVA records and used to matching the records instead of the SSN.

2. AAMVA Research – Design and SSN Alternatives

Via a grant from DHS, the Commonwealth of Kentucky provided funding to the REAL ID Verification Systems Working Group (RIVSWG) to undertake an analysis of design alternatives for S2S. In conducting the analysis, the RIVSWG reached out to the many stakeholders associated with REAL ID to obtain their input and advice on the alternatives to be analyzed, the analysis methodology, and the evaluation criteria. The RIVSWG evaluated alternative



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Summary of Findings from Market Research

To satisfy the REAL ID regulations, California intends to utilize the S2S platform. However, California's concerns in entering into the S2S agreement through AAMVA to provide the minimum data elements, including the last five digits of the SSN, are related to potential privacy/security breaches of SSN data, and existing sensitivity to DMV sharing information with other entities. Therefore, allowing an alternate (a hash) to the SSN is the preferred method for sharing this particular data element within the S2S platform. However, this approach would require AAMVA to modify their agreement and their current system requirements for SSN sharing.

California is in the process of proposing alternative S2S system mechanics for consideration by AAMVA and its S2S Governance Committee. Regardless of the outcome of this discussion, CADMV continues to prepare for and undertake the steps necessary to join the S2S system in October 2022.

2.10 Alternative Solutions

2.10.1 Solution Type

☒ **Recommended**

2.10.2 Name

AAMVA S2S System with SSN Alternative Solution

2.10.3 Description



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Utilizing the existing AAMVA S2S electronic exchange, CA DMV will provide information for verification between other states on all California Driver License Applicants and on all REAL ID Identification Card Applicants. This system will be utilized no later than October 31, 2022 in order to stay in compliance with the Federal REAL ID Act.

DMV will use an approved, alternative method (a hash instead of an SSN) and provide for a matching algorithm/appliance to AAMVA as other states request a cardholder's information. AAMVA will need to work with DMV in the development of the solution so that all states can obtain the matched cardholder's information.

Once implemented the S2S inquiry service will interface with AAMVA to provide real time/batch service during the processing of DL/ID applications. The service will send and process a request to other state licensing agencies to cancel a DL/ID card upon issuance in California as well as cancel California DL/ID cards upon issuance in requesting states. In addition, the S2S service will send and process DL/ID history requests to other state driver licensing agencies.

DMV will procure a vendor to create a system that will provide data and messaging with the AAMVA S2S system. Through a Challenged Based Procurement (CBP), a vendor will be awarded a contract to provide an information technology solution for a modern, cloud platform to assist in data extraction, migration, storage, updating, and messaging to the S2S system. The new system, owned and maintained by DMV after initial implementation, will:

1. Extract data from the Master Record to populate the new data base, synch with the Master on a continuous basis, and perform the initial pointer data with AAMVA.
2. Create a new real time/batch service invoked during processing of DL/ID/REAL ID applications;
3. Integrate with DL/ID/REAL ID processing systems, EASE and with Virtual Field Office flows;
4. Send and process requests to other state driver licensing agencies to cancel a DL/ID card, upon issuance in California;
5. Receive and process requests from other state(s) to cancel a CA DL/ID card, upon issuance in requesting state(s).
6. Provide a hash number corresponding to the SSN during the messaging process, renewal notice process changes, and batch processing.

Approach (Check all that apply):

- | | |
|-------------------------------------|---|
| ☒ | Increase staff – new or existing capabilities |
| ☒ | Modify the existing business process or create a new business process |
| ☐ | Reduce the services or level of services provided |
| ☒ | Utilize new or increased contracted services |
| ☒ | Enhance the existing IT system |
| ☒ | Create a new IT system |
| ☒ | Perform a business-based procurement to have vendors propose a solution |
| ☐ | Other, specify: |

2.10.4 Benefit Analysis

Benefits/Advantages

- Allows California to meet the REAL ID requirements and remain compliant.
- Leverages the only existing system to fulfill the needs of the State.



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Select + to add benefits/advantages.

Disadvantages

- Requires funding quickly to start project activities.
- Price for system use is set as only 1 system currently exists.

Select + to add disadvantages.

Anticipated Time to Achieve Objectives After Project Go-Live

Objective Timeframe

Objective Number	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
1.1	☒	☐	☐	☐	☐
1.2	☒	☐	☐	☐	☐

Select + to add objectives.

Anticipated Time to Achieve Financial Benefits After Project Go-Live

Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	☐	☐	☐	☐	☐
Cost Savings	☐	☐	☐	☐	☐
Cost Avoidance	☐	☐	☐	☐	☐
Cost Recovery	☐	☐	☐	☐	☐

2.10.5 Assumptions and Constraints



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ASSUMPTIONS

- All detailed requirements will be available at the start of the project.
- On-going cooperation through extensive communication between AAMVA and DMV.
- Full funding for the selected solution alternative will be provided.
- The PAL process for DMV remain on schedule.
- The COVID-19 pandemic will last until late 2021, requiring physical distancing and remote work to remain the way business gets done, impacting the availability of resources to perform project tasks.
- DMV will know the quality of the data and any issues to provide information to Bidders during the CBP.
- AAMVA will make the changes needed in S2S for the SSN alternative solution and will be made so that DMV can meet a October 2022 implementation date.
- Functional requirements will not change substantially during project development.
- Customer service level agreements and time-to-market objectives will be established.
- Qualified program and technical staff will be available to support and participate in design, configuration, testing, training, and implementation of the selected solution. If the identified qualified program and technical staff are not available, the department will need to take the steps necessary to secure adequate staff, which may affect costs/budget and/or project timeline.
- All equipment and software provided will comply with DMV requirements.
- During this project, DMV staff resources must support current systems in production. Large staff redirection will impact the DMVs ability to support current processes.
- This will require minimal changes to the user experience with DMV employees. With over 4,000 employees that will require training, coordinating and allocating time for this effort would have a negative impact on the customers we serve should the training needed exceed 1-2 hours.
- With major system changes that impact the user experience, errors will be made by technicians resulting in many hours of rework to resolve issues, lengthening the time the applicant may have to wait for their DL/ID card to be processed.

Select + to add assumptions/constraints

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed (check all that apply):

- ☒ Enhance the current system
- ☒ Develop a new custom solution
- ☐ Purchase a Commercial off-the-Shelf (COTS) system
- ☐ Purchase or obtain a system from another government agency (Transfer)
- ☐ Subscribe to a Software as a Service (SaaS) system
- ☐ Other, specify:

Identify cloud services to be leveraged (check all that apply):

- ☐ Software as a Service (SaaS) provided by OTech
- ☐ Software as a Service (SaaS) provided by commercial vendor
- ☐ Platform as a Service (PaaS) provided by OTech
- ☒ Platform as a Service (PaaS) provided by commercial vendor
- ☐ Infrastructure as a Service (IaaS) provided by OTech
- ☐ Infrastructure as a Service (IaaS) provided by commercial vendor
- ☐ No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:



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Identify who will modify the existing system or create the new system (check all that apply):

- ☒ Agency/state entity IT staff
- ☒ A vendor will be contracted
- ☐ Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):
- ☒ Other, specify: A contractual agreement will be developed and signed by both DMV and AAMVAnet specifying terms and conditions. A contract will be established with an Vendor through the procurement process to obtain services for the development of the messaging system and the data needed for the messages.

Identify the implementation strategy:

- ☒ All requirements will be addressed in this proposed project in a single implementation.
- ☐ Requirements will be addressed in incremental implementations in this proposed project.
- ☐ Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.
Specify the year when the remaining requirements will be addressed:

Identify if the technology for the proposed project will be mission critical and public facing:

- ☒ The technology implemented for this proposed project will be considered mission critical and public facing.

Select + to add system software.

2.10.7 Architecture Information

Business Function/Process(es)			
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.			
Application, System or Component			
Select + to add an application, system, or component.			
COTS, MOTS or Custom			
Commerical off-the-shelf (COTS)			
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	☒ Yes ☐ No	If "Yes," specify: Select...
	Server/Device Function	aPaaS	
	Hardware	Unknown	
	Operating System	Unknown	
	System Software	Unknown	
Select + to add system software.			
System Interfaces		DMV – EASE, WSI, VFO, Automated Name Index System (ANI), various databases. DMV Partners- AAMVAnet Public-eGov	
Data Center Location		Select...	
Other, specify			
Security	Access (check all that apply)	☒ Public ☒ Internal State Staff ☒ External State Staff	
	Type of Information	☒ Other, specify:	
		☒ Personal ☒ Health ☐ Tax ☐ Financial ☒ Legal	



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	(check all that apply)	☒ Confidential ☐ Other, specify:
	Protective Measures	☒ Technical Security ☒ Identity Authorization and Authentication
	(check all that apply)	☒ Physical Security ☒ Backup and Recovery
		☐ Other, specify:
Data Management	Data Owner	Name: Lance Everett
		Title: DMV Chief Data Officer
		Business Program: Executive Division
	Data Custodian	Name: Hosting Commercial Data Center
		Title:
		Business Program:
Select + to add business functions/processes.		
2.10.1 Solution Type		
☒ Alternative		
2.10.2 Name		
AAMVA S2S System with SSN Presentation		
2.10.3 Description		
Utilizing the existing AAMVA S2S electronic exchange, CA DMV will provide information for verification between other states on all California Driver License Applicants and on all REAL ID Identification Card Applicants. This system will be utilized no later than October 31, 2022 in order to stay in compliance with the Federal REAL ID Act. Current requirements for AAMVA S2S verification includes the reporting of driver and identification cardholder information along with a partial SSN Once implemented the S2S inquiry service will interface with AAMVA to provide real time batch service during the processing of DL/ID applications. The service will send and process a request to other state licensing agencies to cancel a DL/ID card upon issuance in California as well as cancel California DL/ID cards upon issuance in requesting states. In addition, the S2S service will send and process DL/ID history requests to other state driver licensing agencies. DMV will procure a vendor to create a system that will provide data and messaging with the AAMVA S2S system. Through a Challenged Based Procurement (CBP), a vendor will be awarded a contract to provide an information technology solution for a modern, cloud platform to assist in data extraction, migration, storage, updating, and messaging to the S2S system. The new system, owned and maintained by DMV after initial implementation, will:		
2.10.3 Description		



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1. Extract data from the Master Record to populate the new data base, synch with the Master on a continuous basis, and perform the initial pointer data with AAMVA.
2. Create a new real time/batch service invoked during processing of DL/ID/REAL ID applications;
3. Integrate with DL/ID/REAL ID processing systems, EASE and with Virtual Field Office flows;
4. Send and process requests to other state driver licensing agencies to cancel a DL/ID card, upon issuance in California;
5. Receive and process requests from other state(s) to cancel a CA DL/ID card, upon issuance in requesting state(s).

Approach (Check all that apply):

- | | |
|-------------------------------------|---|
| ☒ | Increase staff – new or existing capabilities |
| ☒ | Modify the existing business process or create a new business process |
| ☐ | Reduce the services or level of services provided |
| ☒ | Utilize new or increased contracted services |
| ☒ | Enhance the existing IT system |
| ☒ | Create a new IT system |
| ☒ | Perform a business-based procurement to have vendors propose a solution |
| ☐ | Other, specify: |

2.10.4 Benefit Analysis

Benefits/Advantages

- Allows California to meet the REAL ID requirements and remain compliant.
- Leverages the only existing system to fulfill the needs of the State.
- Does not require DMV to pay AAMVA for any changes on the S2S system as it pertains to the use of an alternative to SSN.

Select + to add benefits/advantages

Disadvantages

- Privacy and security advocacy groups will object to the direct sharing of the PII.
- Requires funding quickly to start project activities.
- Price for system use is set as only one (1) system currently exists.

Select + to add disadvantages

Anticipated Time to Achieve Objectives After Project Go-Live

Objective Number	Objective Timeframe				
	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
1.1	☒	☐	☐	☐	☐
1.2	☒	☐	☐	☐	☐

Select + to add objectives

Anticipated Time to Achieve Financial Benefits After Project Go-Live

Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	☐	☐	☐	☐	☐
Cost Savings	☐	☐	☐	☐	☐



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Cost Avoidance	☐	☐	☐	☐	☐
Cost Recovery	☐	☐	☐	☐	☐

2.10.5 Assumptions and Constraints

ASSUMPTIONS

- All detailed requirements will be available at the start of the project.
- On-going cooperation through extensive communication between AAMVA and DMV.
- Full funding for the selected solution alternative will be provided.
- The PAL process for DMV remain on schedule.
- The COVID-19 pandemic will last until late 2021, requiring physical distancing and remote work to remain the way business gets done, impacting the availability of resources to perform project tasks..
- DMV will know the quality of the data and any issues to provide information to Bidders during the CBP.
- If functional requirements will not change substantially during project development.
- Customer service level agreements and time-to-market objectives will be established.
- Qualified program and technical staff will be available to support and participate in design, configuration, testing, training, and implementation of the selected solution. If the identified qualified program and technical staff are not available, the department will need to take the steps necessary to secure adequate staff, which may affect costs/budget and/or project timeline.
- All equipment and software provided will comply with DMV requirements.
- During this project, DMV staff resources must support current systems in production. Large staff redirection will impact the DMV's ability to support current processes.
- This will require minimal changes to the user experience with DMV employees. With over 4,000 employees that will require training, coordinating and allocating time for this effort would have a negative impact on the customers we serve should the training needed exceed 1-2 hours.
- With major system changes that impact the user experience, errors will be made by technicians resulting in many hours of rework to resolve issues, lengthening the time the applicant may have to wait for their DL/ID card to be processed.

Select + to add assumptions/constraints

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed (check all that apply):

- ☒ Enhance the current system
- ☒ Develop a new custom solution
- ☐ Purchase a Commercial off-the-Shelf (COTS) system
- ☐ Purchase or obtain a system from another government agency (Transfer)
- ☐ Subscribe to a Software as a Service (SaaS) system
- ☐ Other, specify:

Identify cloud services to be leveraged (check all that apply):

- ☐ Software as a Service (SaaS) provided by OTech
- ☐ Software as a Service (SaaS) provided by commercial vendor
- ☒ Platform as a Service (PaaS) provided by OTech
- ☐ Platform as a Service (PaaS) provided by commercial vendor
- ☐ Infrastructure as a Service (IaaS) provided by OTech
- ☐ Infrastructure as a Service (IaaS) provided by commercial vendor



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- ☐ No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:

Identify who will modify the existing system or create the new system (check all that apply):

- ☒ Agency/state entity IT staff
- ☒ A vendor will be contracted
- ☐ Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):
- ☒ Other, specify: A contractual agreement will be developed and signed by both DMV and AAMVAnet specifying terms and conditions. A contract will be established with an Vendor through the procurement process to obtain services for the development of the messaging system and the data needed for the messages.

Identify the implementation strategy:

- ☒ All requirements will be addressed in this proposed project in a single implementation.
- ☐ Requirements will be addressed in incremental implementations in this proposed project.
- ☐ Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.
Specify the year when the remaining requirements will be addressed:

Identify if the technology for the proposed project will be mission critical and public facing:

- ☒ The technology implemented for this proposed project will be considered mission critical and public facing.

2.10.7 Architecture Information

Business Function/Process(es)			
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.			
Application, System or Component			
Select + to add an application, system, or component.			
COTS, MOTS or Custom			
Commerical off-the-shelf (COTS)			
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	☒ Yes ☐ No	If "Yes," specify: Select...
	Server/Device Function	aPaaS	
	Hardware	unknown	
	Operating System	unknown	
	System Software	unknown	
Select + to add system software			
System Interfaces		DMV – EASE, WSI, VFO, Automated Name Index System (ANI), various databases. DMV Partners- AAMVAnet Public-eGov	
Data Center Location		Select...	
Other, specify			
Security	Access (check all that apply)	☒ Public ☒ Internal State Staff ☒ External State Staff ☒ Other, specify:	
	Type of Information	☒ Personal ☒ Health ☐ Tax ☐ Financial ☒ Legal	



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	(check all that apply)	☒ Confidential ☐ Other, specify:			
	Protective Measures	☒ Technical Security ☒ Identity Authorization and Authentication			
	(check all that apply)	☒ Physical Security ☒ Backup and Recovery			
		☐ Other, specify:			
Data Management	Data Owner	Name: Lance Everett			
		Title: DMV Chief Data Officer			
		Business Program: Executive Division			
	Data Custodian	Name: Hosting Commercial Data Center			
		Title:			
		Business Program:			
Select + to add business functions/processes					
2.10.1 Solution Type					
☐ Alternative (Not Applicable)					
2.10.2 Name					
2.10.3 Description					
Approach (Check all that apply):					
☐	Increase staff – new or existing capabilities				
☐	Modify the existing business process or create a new business process				
☐	Reduce the services or level of services provided				
☐	Utilize new or increased contracted services				
☐	Enhance the existing IT system				
☐	Create a new IT system				
☐	Perform a business-based procurement to have vendors propose a solution				
☐	Other, specify:				
2.10.4 Benefit Analysis					
Benefits/Advantages					
Select + to add benefits/advantages					
Disadvantages					
Select + to add disadvantages					
Anticipated Time to Achieve Objectives After Project Go-Live					
Objective Timeframe					
Objective Number	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Enter No.	☐	☐	☐	☐	☐
Select + to add objectives					
Anticipated Time to Achieve Financial Benefits After Project Go-Live					



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Financial Benefit	Within 1 Year	2 Years	3 Years	4 Years	Over 4 Years
Increased Revenues	☐	☐	☐	☐	☐
Cost Savings	☐	☐	☐	☐	☐
Cost Avoidance	☐	☐	☐	☐	☐
Cost Recovery	☐	☐	☐	☐	☐

2.10.5 Assumptions and Constraints

Select + to add assumptions/constraints

2.10.6 Implementation Approach

Identify the type of existing IT system enhancement or new system proposed (check all that apply):

- ☐ Enhance the current system
- ☐ Develop a new custom solution
- ☐ Purchase a Commercial off-the-Shelf (COTS) system
- ☐ Purchase or obtain a system from another government agency (Transfer)
- ☐ Subscribe to a Software as a Service (SaaS) system
- ☐ Other, specify:

Identify cloud services to be leveraged (check all that apply):

- ☐ Software as a Service (SaaS) provided by OTech
- ☐ Software as a Service (SaaS) provided by commercial vendor
- ☐ Platform as a Service (PaaS) provided by OTech
- ☐ Platform as a Service (PaaS) provided by commercial vendor
- ☐ Infrastructure as a Service (IaaS) provided by OTech
- ☐ Infrastructure as a Service (IaaS) provided by commercial vendor
- ☐ No cloud services will be leveraged by this alternative. Provide a description of why cloud services are not being leveraged:

Identify who will modify the existing system or create the new system (check all that apply):

- ☐ Agency/state entity IT staff
- ☐ A vendor will be contracted
- ☐ Inter-agency agreement will be established with another governmental agency. Specify Agency name(s):
- ☐ Other, specify:

Identify the implementation strategy:

- ☐ All requirements will be addressed in this proposed project in a single implementation.
- ☐ Requirements will be addressed in incremental implementations in this proposed project.
- ☐ Some requirements will be addressed in this proposed project. The remaining requirements will be addressed at a later date.
Specify the year when the remaining requirements will be addressed:

Identify if the technology for the proposed project will be mission critical and public facing:

- ☐ The technology implemented for this proposed project will be considered mission critical and public facing.

2.10.7 Architecture Information



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Business Function/Process(es)				
Select + to add a business process with the same application, system, or component; COTS, MOTS or custom solution; runtime environment; system interfaces, data center location; and, security.				
Application, System or Component				
COTS, MOTS or Custom		Select + to add an application, system, or component. Select...		
Name/Primary Technology:				
Runtime Environment	Cloud Computing Used?	☐ Yes ☐ No	If "Yes," specify:	Select...
	Server/Device Function			
	Hardware			
	Operating System			
	System Software			
Select + to add system software				
System Interfaces				
Data Center Location		Select...		
Other, specify				
Security	Access (check all that apply)	☐ Public ☐ Internal State Staff ☐ External State Staff ☐ Other, specify:		
	Type of Information (check all that apply)	☐ Personal ☐ Health ☐ Tax ☐ Financial ☐ Legal ☐ Confidential ☐ Other, specify:		
	Protective Measures (check all that apply)	☐ Technical Security ☐ Identity Authorization and Authentication ☐ Physical Security ☐ Backup and Recovery ☐ Other, specify:		
Data Management	Data Owner	Name:		
		Title:		
		Business Program:		
Data Custodian		Name:		
		Title:		
		Business Program:		

Select + to add business functions/processes.

2.11 Recommended Solution

2.11.1 Rationale for Selection

The recommended solution will enable the Department to meet the specified requirements for State to State and achieve the SIBA Objectives as described within the first year. This would be acceptable by DHS for REAL ID compliance.

Attachment: Attach file to email submission.

2.11.2 Technical/Initial CA-PMM Complexity Assessment

Complexity

Complexity Zone



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Technical Complexity Score: 2.8	☐	Zone I	Low Criticality/Risk
	☒	Zone II/III	Medium Criticality/Risk
	☐	Zone IV	High Criticality/Risk



S2S Complexity
Assessment v1.1.pdf

Attachment:

2.11.3 Procurement and Staffing Strategy

Activity

Solicitation Development

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☒ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☒ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle	Select...	Contract Type	Select...
If "Other," specify:		If "Other," specify:	

Cost Estimating

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☒ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Business Analysis



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Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☒ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Technical Analysis

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☒ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Project Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
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☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☒ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)
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Complete Only if Contractor Responsible for Activity

Procurement Vehicle	Request for Offer/Master Service Agreement (RFO/MSA)	Contract Type	Fixed Price (FP)
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Conduct Procurement

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☒ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☒ Stage 4 Project Readiness and Approval ☐ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Independent Verification and Validation (IV&V)

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)



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Complete Only if Contractor Responsible for Activity

Procurement Vehicle	Request for Offer/Master Service Agreement (RFO/MSA)	Contract Type	Fixed Price (FP)
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Project Oversight

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☒ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Organizational Change Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☒ Market research conducted (MR) ☒ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☒ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle	Request for Offer/Master Service Agreement (RFO/MSA)	Contract Type	Fixed Price (FP)
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Testing

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
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☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☒ Other, specify: AAMVA	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)
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Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Cleansing

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Validation

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
--	--	---



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☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)
--	--	--

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Conversion

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Data Migration

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)



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Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Training

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Integration/Development

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Contract Management

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
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☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)
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Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Enterprise Architecture

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Quality Assurance

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)



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Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Technical Installation of Hardware

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Technical Installation of Software

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☒ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Maintenance

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
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☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)
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Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Operations

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
☒ Agency/state entity staff ☐ STP staff ☐ CDT Project Approvals and Oversight staff ☐ CA-PMO staff ☐ DGS staff ☐ Contractor ☐ Other, specify:	☐ Stage 3 Solution Development ☐ Stage 4 Project Readiness and Approval ☒ After project is approved (after Stage 4 Project Readiness and Approval)	☐ Market research conducted (MR) ☐ Cost estimate provided (CE) ☐ CDT CE ☐ DGS CE ☐ Request for Information (RFI) conducted ☐ Comparable vendor services have been used on previous contracts (CV) ☐ Leveraged Procurement Agreement (LPA)

Complete Only if Contractor Responsible for Activity

Procurement Vehicle		Contract Type	
If "Other," specify:	Click here to enter text.	If "Other," specify:	Click here to enter text.

Select + to add activities.

	Yes	No
Will any of the activities identified above result in a competitive or non-competitive solicitation that will be over the Agency/state entity's DGS delegated purchasing authority?	☐	☐

2.11.4 Enterprise Architecture Alignment

DMV's project and architecture roadmap uses different projects and efforts as building blocks to reach the target architecture. The vision is to leverage the technologies and infrastructure built in other efforts to maximize our investment. This proposal is consistent with DMV's target enterprise architecture.

Information Technology Capability Table



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Information Technology Capability	Existing Enterprise Capability to be Leveraged	New Enterprise Capability Needed
Public or Internal Portal/Website	☐	☐
Public or Internal Mobile Application	☐	☐
Enterprise Service Bus	☒	☐
Identity and Access Management	☒	☐
Enterprise Content Management (including document scanning and eForms capabilities)	☐	☐
Business Intelligence and Data Warehousing	☒	☒
Master Data Management	☒	☒
Big Data Analytics	☒	☒

2.11.5 Project Phases

This project is not expected to be completed in phases.

Description	Phase Deliverable

2.11.6 High Level Proposed Project Schedule

Proposed Project Planning Start Date:	8/21/2020	Proposed Project Planning End Date:	11/1/2021
Proposed Project Start Date:	11/3/2021	Proposed Project End Date:	10/31/2022

Activity Name	Start Date	End Date
Stage 3 Solution Development	2/15/2021	5/4/2021
Solicitation Development	2/16/2021	5/4/2021
Stage 4 Project Readiness and Approval	5/4/2021	11/1/2021
Design	12/13/2021	2/15/2022
Development	2/16/2022	6/21/2022
Testing	6/22/2022	9/27/2022
Training	7/1/2022	10/19/2022
Deployment	10/27/2022	10/30/2022
Go Live	10/31/2022	10/31/2022
Maintenance and Operations	11/1/2022	11/1/2023
Select + to add activities		

2.11.7 Cost Summary

Total Proposed Planning Cost:	\$1,268,728
Total Proposed Project Cost:	\$22,518,476
Total Proposed Future Operations IT Staff & OE&E Costs (Continuing):	\$12,933,493
Total Proposed Annual Future Operations IT Costs	\$5,004,975

2.12 Staffing Plan



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2.12.1 Administrative

The DMV Administrative sections have the capacity and capability of providing the project support necessary for this project.

Department of Technology Procurement Official

The Department of Technology Procurement Official (PO) is the person designated by the State to have full responsibility for coordination and oversight of the acquisition process and gaining approval of the Solicitation Evaluation and Selection Report. Specific duties related to the procurement process include:

- Maintaining the Master Copy of all Bids and the official procurement files
- Acting as the single point of contact for correspondence sent to and received from Bidders
- Managing the proposal materials to include safeguarding proprietary information
- Assist with preparing the Evaluation and Selection Report
- Contacting prospective contractor

DMV IT Acquisition Official

The DMV IT Acquisitions Official assists with procuring a contract by assisting with:

- Solicitations
- Developing or reviewing the solicitation packages (including the Statement of Work)
- Coordinating the encumbrance of funds for the contract
- Distributing copies of the signed executed contract to the appropriate parties
- Prepare the Evaluation and Selection Report with the assistance from the Department of Technology PO

The DMV IT Acquisitions Official coordinates final approval of the contracts with the Director or designee and advises the project of new or modified state procurement policies and regulations. Throughout the project life cycle, the DMV IT Acquisitions Official continues to serve the project with contract amendments and staff replacement and must work with the Department of Technology PO as required. The DMV IT Acquisitions Official is a subject matter expert on the State of California's solicitation process and acts as an advisor to members of the Evaluation Team.

Specific duties related to the evaluation and selection process include:

- Coordinating with the Department of Technology PO on a regular basis
- Assisting the Department of Technology PO with training the Evaluators on the review process and the use of the evaluation materials such as worksheets and evaluation sheets

This position is the primary point of contact for the Department of Technology PO, Project Team, and Evaluation Team in regards to the solicitation.

Evaluation Team Member

- Each Evaluator is responsible for:
- Understanding the requirements of the Solicitation prior to the beginning of the Bid evaluations
- Timely review of the Bid
- Attending all Evaluation Team meetings
- Working to gain consensus with Fellow Evaluation Team members



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- Completing review worksheets and evaluation sheets in accordance with the Evaluation Plan
- Notifying the PO and DMV Acquisitions Analyst if any questions or concerns arise during the review process
- Evaluating the Final Bid
- Determining the materiality of deviations from the procurement requirements with input from the Department of Technology Legal staff

Contract Manager

The Contract Manager administers all contracts for the project to ensure compliance with appropriate regulations and policies, researches contract issues, and monitors the contractor's performance against the requirements of the contract. The Contract Manager works with the Project Manager to ensure the expectations and due dates for each deliverable set forth in the contract or SOW is clear and complete. The Contract Manager also monitors the contract in accordance with Disabled Business Enterprise (DVB E) contract requirements. The Contract Manager tracks all contract deliverables and milestones, and validates deliverable acceptance prior to authorization of payment.

The Contract Manager will have full responsibility and oversight of the contract and knowledge of:

- Contract Administration
- Maintaining a working copy of the contract file
- The elements of the contract
- When to notify the contractor to begin work
- Monitoring the contractor to assure the compliance with contract provisions are met
- Approving the final product/service
- Monitoring expenditures and approving/disputing invoices for payment/nonpayment
- Requesting modifications, renewals, or a new contract as required

Budget Official

DMV's Budget Fiscal Analysis Branch (BFAB)

The proposed project workload is part of the existing duties of the Budget Office staff. An analyst from the BFAB, with the support of the Budget Office management team, will provide budget related assistance and guidance to the proposed Information Technology team. Responsibilities include consulting with the program areas in determining the costs associated with staffing and operation needs for the project and acting as a liaison between the Department of Finance and other control agencies in preparing and submitting the Budget Change Proposal. The Budget Office staff have extensive experience in budgeting.

2.12.2 Business Program

The Licensing Operations Division (LOD) has staff dedicated to analyzing and implementing the project. LOD does not have staff to fully dedicate to S2S, as it is a new program that needs to be established and does not fall cleanly into other workloads. LOD will be requesting additional staff to support the project through the implementation and on-going support.

2.12.3 Information Technology (IT)

The Information Technology resources are available in the initial planning and procurement phases and additional personnel are being acquired through an Elastic Workforce Contract. With the BCP process, IT is requesting 7 permanent positions for the development, testing, and implementation along with ongoing maintenance activities. In addition, the solution will be created by a vendor, through a Challenged Based Procurement.



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2.12.4 Testing

Functional and Security testing is provided by the Information Systems Division (ISD), and includes Integration, System, and User Testing. The IT staff from Integration and System test has from 1 year to 15 years of testing DMV applications. This includes Frontend/or Backend processes. Performance Testing is provided by ISD Team Members. The staff has from 5 to 7 years of testing with DMV projects experience. Performance testing will include Stress, Load, and Endurance Testing applications. LOD's Driver License Automation Development (DLAD) who conducts User Acceptance Testing (UAT), is the liaison between the DMV's ISD and the internal and external users of the database. UAT provides final testing of all DL/ID/SP new program releases and changes before release to production and for activities related to database security and integrity. The DLAD staff has, on average, 6 years of system testing experiences. Approximately 5-6 testers will be dedicated to support the testing effort for this project.

2.12.5 Data Conversion/Migration

The procured Vendor shall develop and submit a detailed Data Conversion and Migration Plan as part of the Statement of Work proposed under the challenged based procurement. The Data Conversion and Migration Plan shall include the processes, plans, methodologies, and tasks the Vendor will employ along with required documentation for the solution. The Data Conversion and Migration Plan is subject to DMV's approval, for the duration of the Contract.

2.12.6 Training and Organizational Change Management

DMV staff will require training on this new process. All other licensing processes will likely require training on new transaction codes, fee codes, or other similar codes already available in DMVA. DMV will assign applicable resources that will manage the Training and OCM activities to ensure change management is fully incorporated.

2.12.7 Resource Capacity/Skills/Knowledge for Stage 3 Solution Development

The DMV has an Enterprise Governance Council that makes informed decisions regarding DMV's technology direction and technology investment strategies. The governance framework includes procurement and project management related decision-making descriptions and actions. The DMV's procurement official has experience using the proposed procurement methodologies identified in this document, Section 2.12.1. and using the Department of Technology S3SD process. The DMV's procurement staff is familiar with protest types, use of Public Contract Code (PCC) 6611, and has participated with STPD in the negotiations of various contracts.

2.12.8 Project Management

2.12.8.1 Project Management Risk Assessment

Project Management Risk Score:	1.2
Attachment: See Attachment	 SIMM 45 S2S Project Mgmt Risk A

2.12.8.2 Project Management Planning

Are the following project management plans or project artifacts complete, approved by the designated Agency/state entity authority, and available for Department of Technology review?

Project Charter	Yes	 S2S Charter FINAL.pdf
Scope Management Plan	Yes	Included in the attached Project Management Plan



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Risk Management Plan	Yes	 Risk Plan S2S v0.1.pdf
Issue and Action Item Management	Yes	Included in the attached Project Management Plan
Communication Management Plan	Yes	 Comm Plan S2S v0.1.pdf
Schedule Management Plan	Yes	Included in the attached Project Management Plan
Human Resource Management Plan	Yes	Included in the attached Project Management Plan
Staff Management Plan	Yes	Included in the attached Project Management Plan
Stakeholder Management Plan	Yes	 Stakeholder plan S2S v.1.pdf
Governance Plan	Yes	 Gov Plan S2S v0.1.pdf

2.12.9 Organization Charts

 S2S Project Team Org Chart v0.2.pdf
Attachment: See Attachments

2.13 Data Conversion/Migration

Identify the status of each of the following data conversion/migration activities:

Data Conversion/Migration Planning	In Progress	Data Quality Assessment	In Progress
Data Conversion/Migration Requirements	In Progress	Data Quality Business Rules	In Progress
Current Environment Analysis	In Progress	Data Dictionaries	In Progress
Data Profiling	In Progress	Data Cleansing and Correction	In Progress

Attachment: Attach files to email submission.

2.14 Financial Analysis Worksheets

Attachment: [See Attachment](#)

Preliminary Assessment – Department of Technology Use Only

Original "New Submission" Date	2/12/2021
Form Received Date	4/5/2021
Form Accepted Date	4/5/2021



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Form Status	Completed
Form Status Date	5/14/2021
Main Form – Department of Technology Use Only	
Original "New Submission" Date	2/12/2021
Form Received Date	4/5/2021
Form Accepted Date	4/5/2021
Form Status	Completed
Form Status Date	5/14/2021
Form Disposition	Approved
Form Disposition Date	5/14/2021