



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	
Organization Code:	
2740	
Proposal Name:	
Legacy Systems Stabilization (formally known as FES)	
Department of Technology Project Number:	2740-218

2.2 Preliminary Submittal Information

Contact Information:	
Contact First Name:	Contact Last Name:
Brenda	O'Brien
Contact Email:	Contact Phone:
Brenda.Obrien@dmv.ca.gov	(916) 657-7167
Preliminary Submission Date:	Preliminary Assessment Transmittal:
11/13/2020	See Attachment

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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the Agency/state entity anticipate submitting a budget request to support the procurement activities of this proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Will the Agency/state entity's Information Security Officer be involved in the development and review of any security related requirements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Does the Agency/state entity anticipate performing a business-based procurement to have vendors propose a solution?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2.3.2 Business Complexity Assessment

Business Complexity:	1.1	Business Complexity Zone:	<input type="checkbox"/> High	<input checked="" type="checkbox"/> Medium	<input type="checkbox"/> Low
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2.4 Submittal Information	
Contact Information:	
Contact First Name:	Contact Last Name:
Brenda	O'Brien
Contact Email:	Contact Phone:
Brenda.Obrien@dmv.ca.gov	916-657-7167
Submission Date:	Project Approval Executive Transmittal:
11/13/2020	See Attachment
Submission Type:	
<input type="checkbox"/> New Submission <input checked="" type="checkbox"/> Updated Submission (Post-Approval)	
<input type="checkbox"/> Updated Submission (Pre-Approval) <input type="checkbox"/> Withdraw Submission	
Reason: Other	
If "Other," specify:	
FES project evolved into separate efforts; Stabilization (LSS) and DMV Modernization (DXP) of legacy systems.	



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

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- 2.3 Stage 2 Preliminary Assessment
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 - Alternative
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- 2.13 Data Conversion/Migration
- 2.14 Financial Analysis Worksheets

Summary of Changes:

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.	



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2.5 Baseline Processes and Systems

2.5.1 Description

The California Department of Motor Vehicles (DMV) is responsible for the provisions of the California Vehicle Code (CVC), Code of Regulations, federal mandates and policies that relate to ownership, issuance of title, licensing, and registration of vehicles, trailers and vessels. Pursuant to that responsibility, DMV registers and titles more than 36.4 million registered vehicles in the state, as well over 700,000 vessels. In addition to annual renewal of vehicles and biennial renewal for vessels, the department processes approximately 5 million transfers of ownership and 2.5 million new original registrations per year. These transactions are conducted in the DMV Automation (DMVA) system which is the subject of this report.

Key Business Processes

1. **Vehicle Registration (VR)**

Key business processes relating to the vehicle registration program include:

- Vehicle and vessel registration and titling
- Revenue to State and Local Governments
- Compliance with Federal, State and Local Mandates
- Financial Responsibility (Insurance), Safety Recalls, and Tax Compliance
- Special Plate Programs
- Collection of Delinquent Accounts, Unpaid Parking/Toll Violations, Dishonored Checks/Credit Card Payments
- Collection and distribution of fees for both VR and Driver License programs through the Control Cashier process.

The DMV is also responsible for the provisions of CVC, Code of Regulations, and policies that pertain to occupations and industries related to vehicles. For example, DMV issues more than 68,000 motor carrier permits annually.

2. **Business Partners**

DMVA also serves as the primary interface for participants in the Business Partner Automation (BPA) program. These are licensed entities authorized to act in place of the department for select VR transactions. The BPA program processes approximately 7.5 million various vehicle related transactions per year. BPA participants pay a \$5 transaction fee for each completed registration transaction, currently generating \$32 million in annual revenue for the Motor Vehicle Account. (Note: Approximately 6.5 million BPA transactions were charged \$5 fee. The other 1 million transactions were not completed and therefore not subject to the fee).

3. **Occupational Licensing**

Key business processes relating to the occupational licensing programs include:

- Manufacturers of vehicles
- Vehicle dealers and salespersons
- Registration Services
- Vehicle transporters
- Dismantlers



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- Driving schools and instructors
 - Traffic schools and instructors;
 - Investigating consumer complaints relating to individuals and organizations involved in motor vehicle industries; and,
 - Initiating administrative and legal remedial actions against non-compliant individuals and organizations in motor vehicle industries.
4. **Control Cashiering (CC)- Accounting**
- DMV collects over \$12.1 billion in fees annually, which includes all revenue received through the field offices, self- service kiosks, renewal transactions by mail, Internet payments, Franchise Tax Board receipts, Business Partners (BPs), and Auto Clubs (e.g. AAA). The majority of the fees are collected through the issuance and renewal of vehicle registration. Approximately 86 percent of the funds DMV collects are distributed to local governments, law enforcement, and a wide variety of state agencies. Administration of the programs and processes to manage the workload associated with the collection and distribution of funds relies primarily on the DMVA system that supports them. A significant portion of the fees DMV collects is dependent on DMVA systems for accurate accounting.

Key Systems Impacted

The above referenced Business processes are supported by the impacted DMVA Vehicle Registration and Control Cashier (VR/CC) system currently running on IBM pSeries (AIX) at the DMV headquarters complex and field offices throughout the State. The DMVA system was initially installed in 1983 with IBM Series/1 processors using the Event Driven Executive (EDX) operating system. The VR/CC front-end applications which include DMV's BPs and Auto Clubs (ACs) were written in the Event Driven Language (EDL) programming language. After IBM discontinued manufacturing the Series/1 processor and support of EDX, DMV replaced the processors in 1998 with RS/6000s using Series/1 emulation.

The application suite that constitutes DMVA consists of more than 487 EDL programs with approximately 1.5 million lines of code. The online interface and printed correspondence are supported by approximately 659 panels and document volumes. The panels control the work flow navigation for the online interface, and the document volumes are templates for printed materials generated from the application.

The DMVA system is not only the primary processing platform for BPs, ACs, DMV field offices and Headquarters, but also a communication path to and from the principal databases of DMV. As such, the system is a user interface that communicates with DMV databases through the communications processing system California Motor Vehicle Data Communications System (CAMVDCS). VR is linked to a batch process that runs volumes of transactions on daily intervals. However, DMVA is more than just a user interface or simple application server because a significant amount of business logic for VR and Control Cashiering is maintained within DMVA. Update transactions are routed to CAMVDCS as online or batch transactions, and from there the master data records are updated on the Automated Management Information System (AMIS) data Binary Large Object (BLOB) in DB2 database housed on a mainframe at the OTech Data Center. The scope of the solution does not include restructuring databases and the replacement of CAMVDCS.



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The LSS project will perform the incremental upgrades to outdated and unsupported hardware and software; thereby, reducing the risk of catastrophic failures. This project will enable the Department to address external mandates and maintain DMV service delivery to Californians, while preparing for the DMV Modernization effort.

In collaboration with CDT, DMV is revising the original FES S2AA documentation to support the LSS vision and scope.

2.5.2 Business Process Workflow

Attachment: See Attachment

2.5.3 Current Architecture Information

Vehicle Registration, Driver Licensing, DMVA, EASE, CAMVDCS

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

DMVA System

COTS, MOTS or Custom

Custom application

Name/Primary Technology:

Event Driven Language (EDL) Series 1

Runtime Environment

Cloud Computing Used?

Yes No

If "Yes," specify: The system monitoring (Splunk) will be hosted on AWS for production. The HATS for DMVA browser Front-End access will production will be hosted on AWS.

Infrastructure as a Service (IaaS)

Server/Device Function

IBM pSeries (AIX)

Hardware

IBM pSeries (AIX) (Originally developed on IBM Series/1)

Operating System

Unix AIX, currently out of support (originally developed on IBM Series/1 EDX)

System Software

EDX emulator

System Software

IBM Communications Server (SNA)

System Software

IBM WebSphere Application Server (WAS)

System Software

IBM Message Queue (MQ)

System Software

IBM Rational Host Access Transformation Services (HATS)

Select + to add system software.

System Interfaces

DMV and Auto Clubs staff access DMVA system via terminal screens Business Partners

Data Center Location

Other

Other, specify

In the process of migrating to the State Data Center

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: Rose Smith

Title: Data Resource Manager



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		Business Program: Registration Operations Division
	Data Custodian	Name: Mainframe Services DB2 Support
		Title: Database Administrator
		Business Program: Information Systems Division

Select + to add business functions/processes.

2.5.4 Current Architecture Diagram

Attachment: [See Attachment](#)

2.5.5 Security Categorization Impact Table

Attachment: [See Attachment](#)

SECURITY CATEGORIZATION IMPACT TABLE SUMMARY

SECURITY OBJECTIVE	LOW	MODERATE	HIGH
Confidentiality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Integrity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.6 Mid-Level Solution Requirements

Attachment: Attach file to email submission.



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2.7 Assumptions and Constraints

Assumptions/Constraints	Description/Potential Impact
DMVA system is using unsupported technologies.	The EDL programs were originally developed for the IBM Series/1 in Event Driven Executive (EDX) operating system in the 1980's, which now operates under emulation I in the IBM pSeries (AIX) environment. The operating system software and AIX hardware environment is obsolete and unsupported. Upgrades are not possible due to the EDX emulation software the system depends on, can't be upgraded. These factors increase the risk of catastrophic failure and jeopardize DMV's ability to provide essential services to the citizens of California. After the outage in October 2016, DMV is migrating the DMVA systems to managed services at the Department of Technology (OTech). However, the same level of soon-to-be-unsupported hardware has to be used. The risk of catastrophic failure goes up as time passes.
The project budget will be approved.	Without an approved budget, the project will not be able to proceed.
DMV will work with the California Department of Technology (CDT) and the Department of Finance (DOF) to ensure that funding will be available, as planned, throughout the project's life.	The project will be conducted as a partnership with CDT and DOF whose support is required for the project to be successful.
Program requirements will not change substantially during project implementation.	Although it is not anticipated, a substantial change in the program requirements may significantly change the scope of the project which could lead to project cost overruns and schedule slippages.
Higher priority issues will not impact the schedule or resource needs.	A key to the success of the project dictates that key DMV resources are available for the project. Their absence from the project could lead to project cost overruns and schedule slippages.
Executive sponsorship will continue through project completion.	Constant support from executive sponsorship will ensure resources are continuously available for the project.
The CDT/DOF will review and approve the project.	The control agencies' support is necessary to start the project and will ensure external influences will not impact the successful completion of the project.
Qualified DMV program and technical staff will be available to participate, as needed, during the sprints.	The project will not be successful if key program and technical staff are not committed to the successful completion of the project.



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Suppliers, vendors, consultants, and State staff will perform their assignments related to the project in a competent and timely manner. Issues will be resolved and risks mitigated on a timely basis.	Delays by any of the project partners could adversely impact the project schedule.
Issues will be resolved and risks mitigated on a timely basis.	Issues and risks that are not addressed in a timely basis could impact the project scope, budget and/or schedule.
The proposed solution shall maintain the ability to process the transactions from business partners systems and have minimal impact to BPs.'	The solution shall maintain the ability to process the transactions from Business Partners' systems through American Association of Motor Vehicle Administrators (AAMVA) net (UNI) and Web Services. The solution shall not require changes in business partners' systems, and require minimal training for BP technicians.
The solution shall maintain the ability to provide Auto Clubs front-end applications to process transactions and have minimum impact to Auto Clubs.	The solution shall maintain the ability to provide ACs front-end applications to process transactions, and require minimal training to AC technicians.
CDT will collaborate with DMV as needed.	The proposed solution may impact the hardware/software stored or maintained at the CDT Data Center.
Select + to add assumptions/constraints.	

2.8 Dependencies

Element	Description
Development tools	Develop a standard for the development tools that the vendors will use during the project. This will ensure that the transition of the technologies is consistent with the DMV knowledge and skills for the ongoing system maintenance and operations once the project is completed.
Testing strategy	The testing strategy will serve as a guide to how we verify the major aspects of the solution deployment.
Preparing environments	The environments for the development, integration testing (IT), system testing (ST), user acceptance testing (UAT), and training if needed to be setup and configured.
Requirements and related artifacts	Gathering and producing the requirements and other artifacts needed for Agile software development is essential in building and testing the DMVA replacement system.

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



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<input type="checkbox"/> Internet Research	<input type="checkbox"/> Published Literature
<input type="checkbox"/> Vendor Forums/Presentation	<input type="checkbox"/> Leveraged Agreements
<input checked="" type="checkbox"/> Collaboration with other Agencies/state entities or governmental entities	<input checked="" type="checkbox"/> Other, specify: <u>Survey in AAMVA</u>
Time spent conducting market research:	Over 1 Year
Date market research was started:	5/3/2016
Date all market research was completed:	4/30/2019
2.9.2 Results of Market Research	



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The DMV used several different methodologies to perform the market research. DMV officially started the market research on May 3, 2016, but the actual market research effort tracked back to the fall of 2014. Business sponsors, key stakeholders, business analysts and technical staff were involved in the market research and analysis of results.

Market Research Methodologies and Activities:

1. Collaboration with other Agencies/state entities, governmental entities, and non-profit organization

The DMV developed and published a System Reengineering and Replacement Survey with AAMVA for jurisdictions to complete in May of 2016. AAMVA is a nonprofit organization representing state, provincial, and territorial officials in the United States and Canada who administer and enforce motor vehicle laws. Of the 36 jurisdictions that responded to the survey, 26 of them indicated they have undertaken a major system reengineering or replacement technology project in the past 10 years involving system changes in vehicle registration processing, revenue cashiering and allocation, dealer or registration/tag agent licensing. DMV selected thirteen states from two solution categories – Commercial off-the-shelf (COTS)/ Modified off-the-shelf (MOTS), and custom development to complete a follow-up survey, but received no response. DMV then selected three states to meet with via tele-conference: two states from COTS/MOTS solution category, which are using two different major COTS/MOTS solutions in the market; and one state from custom solution category. A small work group met with representatives from each of the three states to complete the follow-up survey questions.

2. Internet Research

The department conducted internet research on technologies and the movement in DMV system modernization in other states. DMV also studied numerous publicly available procurement documents of other states on DMV system modernization.

3. Vendor Forums/Presentation

Fast Enterprise and Tech Mahindra made presentations regarding their COTS DMV system solutions. The implementation strategies were discussed during the meeting. The products displayed vast functionalities and usability. The department has also discovered the following:

- a. The business process and workflow in the COTS solutions are quite different from the department's current business processes and workflow. If the department chooses a COTS solution, it needs to document the existing business processes and requirements in detail, and conduct gap analysis. For the difference of each business process or requirement, the department has to make a decision on either customizing the COTS product to meet our requirement, or re-engineering our business process.
- b. Data cleansing and migration is needed to adopt the COTS solution.
- c. The incremental deployment with phased approach will help alleviate the impact and risk in certain level, but the overall risk and magnitude of impact are huge.
- d. All the internal and external applications/systems conducting certain functions of VR and Revenue cashiering/distribution or interfacing with current VR and CC system need to be assessed and handled –retired, replaced, or migrated to the COTS solution.



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4. Published Literature

The department studied the System Modernization Best Practices document published by AAMVA's System Modernization Working Group in May of 2017. This document drew on the expertise in motor vehicle agencies and industry. It provides a roadmap to assist those in or about to begin their modernization journey. Below are some key points from the document:

- a. System modernization projects require commitment at every level of government and necessitate a significant investment in time, money, and resources.
- b. There is no one-size-fits-all solution. Take the time to research out other jurisdictions who have system modernization experience.
- c. System modernization program efforts include multiple projects, each supporting an element of the vision. Separate efforts may include a data cleansing project, a BPR project, and an infrastructure modernization project, to name a few.
- d. Data cleansing efforts, inherently tied to data migration, should be considered similar in size to the modernization effort.

Summary:

Here are the findings based on the information collected from survey, Internet research, and outreach.

Table 1 shows the DMV system modernization status of the top 9 states in the past 10 years.

State	Motor-Vehicles Registration Total (2015)	Population (2016)	Modernization Status and Solution
California	29,424,012	39,250,017	Under project approval life cycle
Texas	21,864,841	27,862,596	Custom Solution
Florida	16,105,008	20,612,439	Custom Solution
New York	10,638,765	19,745,289	Issued System Modernization Request for Information (RFI) on 6/12/17
Pennsylvania	10,598,694	12,784,227	Custom Solution
Illinois	10,595,254	12,801,539	NO
Ohio	10,438,591	11,614,373	Custom Solution
Michigan	8,294,108	9,928,300	Custom Solution, contract terminated
Georgia	8,137,621	10,310,371	Under procurement

Table 2 shows 11 states that selected COTS/MOTS solution for vehicle registration processing, revenue cashing and allocation.



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Table 2. States Using COTS/MOTS Solution in DMV System Modernization in the Past 10 Years*

State	Motor- Vehicles Registration Total (2015)	Population (2016)	Vendor
Washington	6,725,467	7,288,000	Fast Enterprises
Colorado	5,005,172	5,540,545	Fast Enterprises
Connecticut	2,841,764	3,576,452	3M*
Oklahoma	2,988,512	3,923,561	Fast Enterprises
Nevada	2,316,056	2,940,058	Tech Mahindra
Kansas	2,634,856	2,907,289	3M*
Arkansas	2,772,214	2,988,248	Fast Enterprises
Utah	2,229,193	3,051,217	Fast Enterprises
Mississippi	2,068,853	2,988,726	Fast Enterprises
New Mexico	1,823,445	2,081,015	Fast Enterprises
New Hampshire	1,296,137	1,334,795	Tech Mahindra

*3M's contract with Connecticut was terminated, and the project with Kansas reported a schedule delay.

Table 3 shows brief information of the three states selected for follow-up.

Solution Type	Vendor	Core Business Function Supported	Details of Solution
Washington	COTS/MOTS	Fast Enterprises	Vehicle Registration, Driver License, and Revenue cashing and allocation. Based on N-tier Architecture and Microsoft technologies: .NET, SQL Server and Windows Server.
Nevada	COTS/MOTS	Tech Mahindra	Vehicle Registration, Driver License, Revenue cashing and allocation. Based on COTS Motor Vehicle Enterprise Solution (MOVES) platform, core technologies are Oracle/Siebel/CRM/LINUX.
Texas	Custom Development	Deloitte	Vehicle registration titling, permits, and Revenue cashing and allocation. No new business functions. Refactoring both Front-end and back-end from client/server technology, ADABAS, and Natural to Java and DB2.

Texas Department of Transportation:

Texas is the second largest state in United States in terms of population. The Texas Department of Transportation (DOT) is responsible for the initial registration, renewal registration and vehicle title transfers for Texas citizens. The Texas Department of Public Safety (DPS) issues and renews driver licenses and Identification (ID) cards.



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In 2013, Texas DOT began a "refactoring" project with custom development to modernize the Registration and Titling System (RTS) by converting the system from Natural and ADABAS to Java and DB2 without adding new business functions, along with transitioning the RTS from a mainframe to a more modern platform. The vendor is Deloitte. This project targets to complete by December 2018. The total project cost is \$71 million, in which \$62 million is contract/consultant services costs. The project has two phases:

1. Focus on the front-end, and implement front-end web client using jobs
2. Convert and deploy the back-end all at the same time

Nevada Department of Motor Vehicles:

Nevada ranked 37th in the state population in 2016. The Nevada DMV's System Modernization Project will replace the existing and aging Common Business Oriented Language (COBOL) mainframe and PowerBuilder applications running on disparate platforms with an integrated application that runs on a consolidated platform. The modernized solution provides services to support the following key business functions: Titling, Registration, Drivers Licensing, Permits, International Registration Plan (IRP), International Fuel Tax Agreement (IFTA), Occupational and Business Licensing, Financials and Inventory. The selected solution for Nevada DMV System is a MOTS solution based on Tech Mahindra's Motor Vehicle Enterprise Solution (MOVES) on Oracle COTS platform with the core components of Siebel Custom Relationship Management (CRM), Business Process Management and Oracle database. This solution is based on high-end and specially engineered server hardware from Oracle. The total project implementation cost is \$98 million (not including state staff, miscellaneous and facility operation costs), in which \$28 million is data cleansing/migration cost, and \$55 million is the development cost to vendor Tech Mahindra, and \$15 million for agency infrastructure.

The project started in July 2015, and is estimated to take approximately five years. The system will be implemented and deployed in 3 phases:

1. Occupational and Business Licensing, Financials and Inventory, and data conversion of all customer data
2. Vehicle Registration and titling, IRP
3. Driver's License, Audit

Washington Department of Licensing:

Washington ranked 15th in the state population in 2016. The Washington Department of Licensing (DOL) awarded a contract to Fast Enterprises, LLC (FAST) through sole-source procurement in January 2015. FAST will provide its COTS FastDS-VS software and associated support services, including legacy-data conversion, software configuration, user training, and system testing. The Washington DOL will use FastDS-VS to manage vehicle titling and registration as well as driver and professional licensing programs.

This project has a two-year process for the data migration. It has two phases, and both phases include Business Process Re-engineering (BPR):

1. Implement the vehicle titling and registration business function. This phase replaces 50 applications and 100+ database programs related to vehicle registration.
2. Implement the driver license business function. This phase replaces 100 applications and 100+ databased related to driver license.

Summary of Findings from Market Research:



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California is the largest state in the United States, with a population of 39 million and 29 million registered motor vehicles. The top 10 states that have undertaken system reengineering or replacement effort in the past 10 years are all using a custom solution. Research has shown, that the bigger states tend to improve their current system by upgrading it to a more-modern technology platform. Some states, such as Texas, choose to do refactoring – a relatively smaller upgrade (but the project is not small, with the price tag of \$71 million). The complexity of the DMV system, the Vehicle Laws and Regulations tend to be comparable to the number of registered vehicles and the size of state population. The bigger the state, the more complex the DMV system, and the bigger impact and risk of system modernization.

There is increasing interest and adoption in COTS/MOTS products. Table 2 shows that Fast Enterprises' DMV system has the most adoption of all COTS/MOTS solutions in all states; however, these states are much smaller in population compared to California. As of June 2017, Washington is the biggest state to implement Fast Enterprise's Fast DS-VS system. Washington has 6 million motor-vehicles registration and 7 million population - about one fifth of California's number. California DMV has not been able to find a real-world successful case of a COTS/MOTS DMV system adoption in a state comparable to its size.

One of the key things learned from the market research is that there is no one-size-fits-all solution. Each state chooses a solution that best fit their needs and unique situation, and implements it in a phased approach - generally two to three phases. The breakdown of phases is also unique in each state, with the consideration of the logical components, services supported, risk, and overhead. DMV plans to incorporate what was learned into the project planning, requirement generation, solution analysis, and procurement strategy.

In March 2019, the CDT placed the Front End Sustainability Project on hold, pending stabilization of the department's fragile at-risk systems. To proceed with stabilization expeditiously, the department in conjunction with CDT decided to conduct focused market research within a procurement process. This process allows for information specific to the department's environment and issues to be obtained and evaluated as market research.

On April 3, 2019, CDT, on behalf of DMV, released a Request for Offer (RFO) to the vendor community inviting them to participate in exploring the department's environment and stability issues then provide recommended approaches on eliminating outages and stabilizing the system. Vendors were also asked to provide a roadmap on how to achieve the recommendations. Qualified vendors were provided in depth information regarding the department's systems and issues, and afforded one-on-one site visits, and follow up discussions.

The department was allowed one-on-one discussions with each qualified vendor allowing for in depth research into the proposed methodologies. Discussions and negotiations resulted in contracts awarded to IBM and CGI to replace and migrate outdated unsupported equipment and applications with fully supported replacements.

2.10 Alternative Solutions

2.10.1 Solution Type

Recommended

2.10.2 Name

Technology Stabilization

2.10.3 Description



Stage 2 Alternatives Analysis

The proposed solution uses an incremental approach to upgrade the DMVA, EASE that includes Front-End, Back-End, and Mid-tier systems.

DMV is planning to adopt an agile methodology to streamline the project schedule and delivery. Some of the benefits of using the Agile methodology are:

- earlier and continuous delivery of product;
- deliver value to the customer sooner;
- determine viability of the vendor earlier; and
- facilitate better team work, collaboration, and communication which will result in a higher quality in the development teams.

Additionally, DMV will have the Agile framework in place for future DMV projects, enabling DMV to deliver IT projects with greater customer satisfaction.

The Legacy System Stabilization Objective:

- Software and hardware upgrades when possible
 - Evaluate, plan and upgrade outdated operating software when possible without introducing risk to DMV service delivery
- Containment strategy
 - Avoid catastrophic core system failure by circumventing legacy system changes
 - Leverage alternative approaches to alleviate pressure on DMV obsolete technology

The DMV requires use of secure and reliable technology and shared services which require infrastructure that leverages the advantages of modern technology, including computing, robust shared services, network protocols, and reusable components. The DMV must use innovative approaches in order to stabilize, improve, and streamline the FES-DMVA environment, while ensuring CC remains accessible to the driver license (EASE DL) environment. The DMV is seeking a cost effective solution that is easy to support, maintain, enhance, and update to keep pace with business change and legislative requirements. The expectation is to eliminate costly and unnecessary expense, reduce outages, and increase efficiencies.

As part of the FES project planning activities, the DMV has defined themes and approximately 130 high-level functions (epics) for the DMVA VR/CC business functions. These high-level business functions have been identified as core business functions that will be further elaborated and decomposed during the life of the LSS project.

The DMV's current legacy systems and infrastructure have reached end-of-life and do not have the flexibility to support operational changes. Additionally, the current technical environment is rigid, fragile, and has reached the operational end-of-life. DMV requires the contractor to provide innovative technical environment solutions which will utilize current technological connectivity advancements to implement a resilient, sustainable, and flexible protocol whereas technical and business improvement can easily be realized and employed.

Approach (Check all that apply):

<input type="checkbox"/>	Increase staff – new or existing capabilities
<input type="checkbox"/>	Modify the existing business process or create a new business process
<input type="checkbox"/>	Reduce the services or level of services provided
<input checked="" type="checkbox"/>	Utilize new or increased contracted services



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<input type="checkbox"/>	Enhance the existing IT system
<input type="checkbox"/>	Create a new IT system
<input checked="" type="checkbox"/>	Perform a business-based procurement to have vendors propose a solution
<input type="checkbox"/>	Other, specify:

2.10.4 Benefit Analysis

Benefits/Advantages

- Quicker path to reducing the risk of catastrophic system failure due to the obsolete system hardware and software.
- Uses proven hardware/software upgrade solutions.
- Leverages modern object-oriented programming methodology.
- Leverages EASE framework, a standardized front-end platform for both DL and VR, which DMV has the knowledge and ability to support going forward.
- Implements more current programming languages and tools, which will improve DMV's ability to obtain and retain skill support resources.
- Minimizes risk by applying lessons learned from the previous project that converted DMVA DL to EASE DL.
- Minimizes risk by implementing one group of users at a time and applying lessons learned to the next group.
- Higher likelihood of success than other options, as evidenced by successful incremental enhancement efforts at DMV.
- Minimizes risk of disruption to external business partners and field office operations.
- Better positions DMV for future web solutions.
- Positions DMV for future development of a fully relational database for core data.
- Phased approach allows multiple decision points for assessing project progress.

Select + to add benefits/advantages.

Disadvantages

- Investing into a temporary solution as a stop-gap solution, may require multiple stabilization iterations until DMV modernization system is fully implemented.
- Risks dependency on vendor knowledge and resources for system maintenance.
- Increases coordination with multiple releases related to hardware/software upgrades
- Increases ongoing costs.
- Risk of incompatible hardware/software upgrades.
- Complexity of newly developed applications interfacing with existing legacy systems.

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
1.0	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.0	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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



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Increased Revenues	<input type="checkbox"/>				
Cost Savings	<input type="checkbox"/>				
Cost Avoidance	<input type="checkbox"/>				
Cost Recovery	<input type="checkbox"/>				

2.10.5 Assumptions and Constraints

The following are the two major constraints that influenced the selection of this approach:

- As the DMV implements changes to the systems, it must continue to support the daily workload and changes as a result of legislative mandates.
- Changes imposed on the DMV's field office technicians must be minimized. Such changes can be very expensive and disruptive to deploy. Training 4,000 DMV employees and another 2,000 AC employees to use a new system, coordinating the technology rollout with the training, and mitigating the productivity impact of the field office learning curve are major events with very high probability of negative impact to the public.

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.



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- 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)		VR, DL	
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		DMVA	
Select + to add an application, system, or component.			
COTS, MOTS or Custom		Custom Application	
Name/Primary Technology:		Event Driven Language (EDL) programming language	
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If "Yes," specify: Select...
	Server/Device Function	IBM AIX Power X	
	Hardware	IBM zSystem mainframe	
	Operating System	z/OS. AIX, Event Driven Executive (EDX)	
	System Software	WebSphere Application Server (WAS) Message Queue (MQ) Database 2 (DB2) HP Output Server (HPOS) Tivoli Access Manager (TAM/e) Tivoli Identity Manager (TIM)	
System Interfaces		1) DMV and Auto Clubs staff access DMVA system via terminal screens 2) DMV utilizes its legacy Department of Motor Vehicles Automation (DMVA) system Vehicle Registration/Control Cashiering (VR/CC) front-end applications to support the following DMV service	
Data Center Location		State Data Center Operated by Department of Technology	
Security	Access (check all that apply)	<input type="checkbox"/> Public <input checked="" type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input checked="" type="checkbox"/> Other, specify: BPs, ACs, Auto Dealerships and Salvage Companies	
	Type of Information (check all that apply)	<input checked="" type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input checked="" type="checkbox"/> Legal <input checked="" type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:	
	Protective Measures (check all that apply)	<input checked="" type="checkbox"/> Technical Security <input checked="" type="checkbox"/> Identity Authorization and Authentication <input checked="" type="checkbox"/> Physical Security <input checked="" type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:	
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:	
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:	
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:	
Data Management	Data Owner	Name: Rose Smith	
		Title: Data Resource Manager Business Program: Registration Operations Division	
	Data Custodian	Name: Mainframe Services DB2 Support Title: Database Administrator Business Program: OTech Data Center	



Stage 2 Alternatives Analysis

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Select + to add business functions/processes.

2.10.1 Solution Type

Alternative

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

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
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				

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	<input type="checkbox"/>				
Cost Savings	<input type="checkbox"/>				
Cost Avoidance	<input type="checkbox"/>				
Cost Recovery	<input type="checkbox"/>				

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



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- 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



Stage 2 Alternatives Analysis

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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				
		Name/Primary Technology:		
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify:	Select...
	Server/Device Function			
	Hardware			
	Operating System			
	System Software			
Select + to add system software				
System Interfaces				
Data Center Location		Other, specify		
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:		
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:		
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:		
Data Management	Data Owner	Name:		
		Title:		
		Business Program:		
	Data Custodian	Name:		
		Title:		
		Business Program:		



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Select + to add business functions/processes

2.10.1 Solution Type

Alternative

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
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				

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	<input type="checkbox"/>				
Cost Savings	<input type="checkbox"/>				
Cost Avoidance	<input type="checkbox"/>				
Cost Recovery	<input type="checkbox"/>				

2.10.5 Assumptions and Constraints



Stage 2 Alternatives Analysis

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Enter any content that you want to repeat, including other content controls. You can also insert this control around table rows in order to repeat parts of a table.

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: DMV preference is to host the system in the same environment as the DL system, managed services at OTech Data Center.

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) VR and titling, control cashing for vehicle registration, and occupational license			
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.			
DMVA VR/CC/OL		Select + to add an application, system, or component.	
COTS, MOTS or Custom			
Name/Primary Technology:			
Runtime Environment	Cloud Computing Used?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes," specify: <input type="text" value="Select..."/>
	Server/Device Function		
	Hardware		
	Operating System		
	System Software		
Select + to add system software			
System Interfaces			
Data Center Location			
Other, specify			
Security	Access (check all that apply)	<input type="checkbox"/> Public <input type="checkbox"/> Internal State Staff <input type="checkbox"/> External State Staff <input type="checkbox"/> Other, specify:	
	Type of Information (check all that apply)	<input type="checkbox"/> Personal <input type="checkbox"/> Health <input type="checkbox"/> Tax <input type="checkbox"/> Financial <input type="checkbox"/> Legal <input type="checkbox"/> Confidential <input type="checkbox"/> Other, specify:	
	Protective Measures (check all that apply)	<input type="checkbox"/> Technical Security <input type="checkbox"/> Identity Authorization and Authentication <input type="checkbox"/> Physical Security <input type="checkbox"/> Backup and Recovery <input type="checkbox"/> Other, specify:	
Data Management	Data Owner	Name:	
		Title:	
		Business Program:	
Data Custodian		Name:	
		Title:	
		Business Program:	



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Select + to add business functions/processes.

2.11 Recommended Solution

2.11.1 Rationale for Selection

The recommended solution, Technology Stabilization, is the most viable option for this proposal. It addresses the needs of the aging and obsolete DMVA front-end system while minimizing risk of failure and interruption to DMV's business processes. DMV needs to provide interrupted services to customers until DMV modernization effort is fully implemented.

While DMV is planing and executing the full legacy systems modernization, this effort best meets the objectives and requirements to sustain legacy systems to minimize risks and ensure service continuity to DMV customers.

Attachment: Attach file to email submission.

2.11.2 Technical/Initial CA-PMM Complexity Assessment

Complexity	Complexity Zone
Technical Complexity Score: 2.3	<input type="checkbox"/> Zone I Low Criticality/Risk
	<input checked="" type="checkbox"/> Zone II/III Medium Criticality/Risk
	<input type="checkbox"/> Zone IV High Criticality/Risk

2.11.3 Procurement and Staffing Strategy (update for IBM/CGI contract)

Activity

Solicitation Development

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

Complete Only if Contractor Responsible for Activity

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

Requirements Elicitation

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



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<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input checked="" type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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.

Cost Estimating

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

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



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Technical Analysis					
Responsible (check all that apply)		When Needed (check all that apply)		Cost Estimate Verification (check all that apply)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity					
Procurement Vehicle		Contract Type			
If "Other," specify:		Click here to enter text.		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)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input checked="" type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity					
Procurement Vehicle		Contract Type			
If "Other," specify:		Click here to enter text.		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)	
<input checked="" type="checkbox"/> Agency/state entity staff <input checked="" type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input checked="" type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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.	
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)	
<input type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input checked="" type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity			
Procurement Vehicle		Contract Type	
If "Other," specify:		Click here to enter text.	
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)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity			
Procurement Vehicle		Contract Type	
If "Other," specify:		Click here to enter text.	
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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<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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.

Design

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

Training

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



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Integration/Development					
Responsible (check all that apply)		When Needed (check all that apply)		Cost Estimate Verification (check all that apply)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity					
Procurement Vehicle		Contract Type			
If "Other," specify:		Click here to enter text.		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)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> Leveraged Procurement Agreement (LPA)	
Complete Only if Contractor Responsible for Activity					
Procurement Vehicle		Contract Type			
If "Other," specify:		Click here to enter text.		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)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:		<input type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)		<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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.
Quality Assurance			
Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other, specify:	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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 Hardware			
Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)	
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input checked="" type="checkbox"/> Other, specify: OTech	<input type="checkbox"/> Stage 3 Solution Development <input checked="" type="checkbox"/> Stage 4 Project Readiness and Approval <input type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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)	



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<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input checked="" type="checkbox"/> Other, specify: <i>OTech</i>	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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.

Maintenance

Responsible (check all that apply)	When Needed (check all that apply)	Cost Estimate Verification (check all that apply)
<input checked="" type="checkbox"/> Agency/state entity staff <input type="checkbox"/> STP staff <input type="checkbox"/> CDT Project Approvals and Oversight staff <input type="checkbox"/> CA-PMO staff <input type="checkbox"/> DGS staff <input checked="" type="checkbox"/> Contractor <input checked="" type="checkbox"/> Other, specify: <i>OTech</i>	<input type="checkbox"/> Stage 3 Solution Development <input type="checkbox"/> Stage 4 Project Readiness and Approval <input checked="" type="checkbox"/> After project is approved (after Stage 4 Project Readiness and Approval)	<input type="checkbox"/> Market research conducted (MR) <input checked="" type="checkbox"/> Cost estimate provided (CE) <input type="checkbox"/> CDT CE <input type="checkbox"/> DGS CE <input type="checkbox"/> Request for Information (RFI) conducted <input type="checkbox"/> Comparable vendor services have been used on previous contracts (CV) <input type="checkbox"/> 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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

Information Technology Capability	Existing Enterprise Capability to be Leveraged	New Enterprise Capability Needed
Public or Internal Portal/Website	<input checked="" type="checkbox"/>	<input type="checkbox"/>



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Public or Internal Mobile Application	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enterprise Service Bus	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Identity and Access Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enterprise Content Management (including document scanning and eForms capabilities)	<input type="checkbox"/>	<input type="checkbox"/>
Business Intelligence and Data Warehousing	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Master Data Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Big Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>



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2.11.5 Project Phases

Phase	One
Description	Phase Deliverable
The project has a single phase that consists of multiple work streams to provide system stabilization and leverage DMV's Containment Strategy.	<p>The work streams are focused on following legacy systems stabilization activities:</p> <ul style="list-style-type: none"> • Evaluate, plan and upgrade outdated hardware and software as needed without introducing risk to DMV service delivery. • Avoid catastrophic core system failure by circumventing legacy system changes. • Leverage alternative approaches to alleviate pressure on DMV obsolete technology. • Monitoring systems and reducing risk of system failures, field office outages and impact to customers. • Expose and stabilize legacy data to improve business access.

2.11.6 High Level Proposed Project Schedule

Proposed Project Planning Start Date:	5/4/2016	Proposed Project Planning End Date:	1/3/2019
Proposed Project Start Date:	1/2/2019	Proposed Project End Date:	7/31/2023

2.11.7 Cost Summary (FAWs to be provided in Stage 4)

Total Proposed Planning Cost:	
Total Proposed Project Cost:	
Total Proposed Future Operations IT Staff & OE&E Costs (Continuing):	
Total Proposed Annual Future Operations IT Costs (M&O):	

2.12 Staffing Plan

2.12.1 Administrative



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

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 Budget and Fiscal Analysis Branch, with the support of the Budget Office management team, will provide budget-related assistance and guidance to the proposed Information Technology project team. Responsibilities include consulting with the program areas in determining the costs associated with staffing and operational needs for the project and acting as a liaison between the DOF and other control agencies in preparing and submitting the Budget Change Proposal. The Budget Office staff has from 1 to 20 years of budgeting experience.

DMV's IT Acquisitions Office:

The DMV IT Acquisitions supports the project with procuring a contract by assisting with:

- Solicitations
- Contacting prospective contractors
- 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.

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 Procurement Office (PO) as required.

The DMV 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 CDT PO on a regular basis
- Assisting the CDT PO with training the Evaluators on the review process and the use of the evaluation materials such as worksheets and evaluation sheets
- Assisting the CDT PO in preparation of the Evaluation and Selection Report.

2.12.2 Business Program

The business programs do not have the capacity to absorb the substantial workload this project is anticipated to generate. Therefore, the business programs most impacted by the project (ROD, FOD, LOD & CSD) have requested additional temporary resources (at the same level as those expected to participate in the project) to augment the existing staff. This will alleviate any resource contention created by the project and allow selected staff to participate fully. Once the project is implemented, the business program workload is expected to return to the normal levels.

2.12.3 Information Technology (IT)

DMV's Information Systems Division has conducted a thorough analysis of the current resource capacity and determined DMV does not have the capacity to absorb the additional workload without assistance. Contract resources, along with temporary State staff, will augment the current ISD staff. This augmentation is outlined in the project organizational layout.

2.12.4 Testing



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DMV's Product Quality Assurance (PQA) Section will assign a Test Manager to provide guidance for the overall testing. Responsibilities for the Test Manager include review and approval of a strategy and scope of testing, review and approval of the test approach, defining a defect management plan, providing the defect severity classification, providing the pass/fail criteria for test cases, identifying and raising any risks related to testing throughout the effort and monitoring all test phases (e.g. – Unit, Integration, System, etc.) and types of testing (e.g. – Black Box, White Box, Regression, Stress, etc.) throughout the Front-end Applications Sustainability effort. The PQA Test Manager to the Legacy Systems Stabilization effort will also have responsibility for reviewing and approving the overall Test Strategy and Test Plan for the project. The PQA Test Manager, with over five years of experience acting as Test Manager on multiple types of projects, will accomplish this by eliciting guidance if necessary from other PQA resources. In addition to Test Management Services, PQA will receive staff augmentation to ensure DMV's PQA testing standards and methodologies are adhered to as well as providing an expert test tool support and technical expert with our test tools (Service Virtualization, Test Data Management, etc.). Additional staff augmentation will also be needed to provision new test environments for the project.

2.12.5 Data Conversion/Migration

To support the containment strategy, the data stabilization effort provides access method to legacy data without modifying the legacy systems. It does not include transforming or modifying the database. Therefore, it will not involve data conversion and migration from the source system to the target system.

2.12.6 Training and Organizational Change Management

The DMV plans to prepare its stakeholders for the upcoming project by establishing the Organization Change Management (OCM) and Training team. The Department also plans to leverage consultant services for OCM, the Department's OCM Network, and the Department's existing Training branch. This team will work in conjunction with the LSS Project for the stakeholders of the new modernized DMVA system so that they are satisfactorily educated about the changes, are given the opportunity to buy-in to the vision and structure of the change, and are able to adopt the change. Even though the team does not expect business disruption, the team will seek to prepare staff and the DMV organization to the new processes and technology through services that educate the people about the change and how they will successfully perform their responsibilities in the new environment. All work will be done in conjunction with the DMV Change Network and will follow DMV's established change management methodology to ensure that the project's OCM activities are managed successfully through project completion.

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



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DMV's Enterprise Governance Council (EGC) is a deliberative body established to advise the Directorate. The EGC takes an enterprise view of DMV projects to ensure alignment with DMV's Strategic Plan. It provides a forum and structure for furthering DMV initiatives, portfolio projects, and other enterprise efforts.

The EGC consists of ten members (Chief Deputy Director, Assistant Chief Deputy Director, Deputy Directors), five advisors (Deputy Directors and Branch Chiefs), and three senior advisors (Director, Chief Digital Transformation Officer, Chief Data Officer). These members represent the various program and support areas within DMV. The council meets twice a month, but can be called to convene off-cycle if needed.

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

- Solicitations
- Contacting prospective contractor
- 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

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 CDT PO as required.

The DMV 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 CDT PO on a regular basis
- Assisting the CDT PO with training the Evaluators on the review process and the use of the evaluation materials such as worksheets and evaluation sheets.
- Assisting the CDT PO in preparation of the Evaluation and Selection Report

This position is the primary point of contact for the CDT PO, Project Team and Evaluation Team in regard to the solicitation.

The DMV's procurement official, assigned to this project, has experience using the proposed procurement methodologies identified in Section 2.11.3 Procurement and Staffing Strategy. Additionally, the DMV procurement official has worked with STPD on various contracts using the STPD Streamlined Template, is familiar with protest types or use of Public Contract Code (PCC) 6611, and has participated with STPD in the negotiation of various contracts.

2.12.8 Project Management

2.12.8.1 Project Management Risk Assessment

Project Management Risk Score:	1.0
Attachment: See Attachment	

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	No	In Development
Scope Management Plan	No	In Development
Risk Management Plan	No	In Development
Issue and Action Item Management Plan	No	In Development
Communication Management Plan	No	In Development



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Schedule Management Plan	No	In Development
Human Resource Management Plan	No	In Development
Staff Management Plan	No	In Development
Stakeholder Management Plan	No	In Development
Governance Plan	No	In Development

2.12.9 Organization Charts

Attachment: [See Attachments](#)

2.13 Data Conversion/Migration

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

Data Conversion/Migration Planning	Not Applicable	Data Quality Assessment	Not Applicable
Data Conversion/Migration Requirements	Not Applicable	Data Quality Business Rules	Not Applicable
Current Environment Analysis	Not Applicable	Data Dictionaries	Completed
Data Profiling	Not Applicable	Data Cleansing and Correction	In Progress

To support the containment strategy, the data stabilization effort provides access method to legacy data without modifying the legacy systems. It does not include transforming or modifying the database. Therefore, it will not involve data conversion and migration from source system to target system.

Attachment: Attach files to email submission.

2.14 Financial Analysis Worksheets

Attachment: [Note: FAWs to be provided with Stage 4.](#)

Preliminary Assessment – Department of Technology Use Only

Original "New Submission" Date	11/13/2020
Form Received Date	11/13/2020
Form Accepted Date	11/13/2020
Form Status	Completed
Form Status Date	2/22/2021

Main Form – Department of Technology Use Only

Original "New Submission" Date	11/13/2020
Form Received Date	11/13/2020
Form Accepted Date	11/13/2020
Form Status	Completed
Form Status Date	2/22/2021
Form Disposition	Approved
Form Disposition Date	2/22/2021