



Stage 4 Project Readiness and Approval

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

4.1 General Information

1. Agency or State Entity Name: [2740 - Motor Vehicles, Department of](#)

If Agency/State entity not in the list, enter here with the [organization code](#).

Click or tap here to enter text.

2. Proposal Name: [State to State Verification \(S2S\)](#)

3. Department of Technology Project Number (0000-000): [2740-229](#)

4. S4PRA Version Number: [Version 1](#)

5. CDT Billing Case Number: [CS0068543](#)

Don't have a Case Number? [Click here to get one.](#)

4.2 Submittal Information

1. Contact Information

Contact Name: [Nakisha Howard](#)

Contact Email: Nakisha.Howard@DMV.ca.gov

Contact Phone: [916-657-5691](#)

2. Submission Type: [New Submission](#)

If Withdraw, select Reason: Choose an item.

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

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

Click or tap here to enter text.

Summary of Changes (Summarize updates made.)

Click or tap here to enter text.

3. Attach Project Approval Executive Transmittal to your email submission. See Attachment
4. Attach Final Procurement Assessment Form to your email submission. See Attachment
5. **Conditions from Stage 3 Approval** (Enter any conditions from the Stage 3 Solution Analysis approval letter issued by CDT):

Not Applicable

4.3 Contract Management

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

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

1. Contract Management Plan (Approved): Yes

Status: **See Attachment.**

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

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

Click or tap here to enter text.

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

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

Click or tap here to enter text.

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

If "No," briefly explain below why this has not been accomplished: **The post-award kickoff will be scheduled after the primary contract has been awarded. DMV will include the assigned CDT PAO Manager.**

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

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

Click or tap here to enter text.

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

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

Click or tap here to enter text.

4.4 Organizational Readiness

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

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

Status: **See Attachment.**

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

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

Click or tap here to enter text.

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

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

Click or tap here to enter text.

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

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

Click or tap here to enter text.

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

If “Yes,” specify the areas of business process improvement:

The DMV has dedicated knowledge transfer resources assigned to business process improvement. Other states have also provided best practices for successful State-to-State Verification implementations and followed AAMVA Procedures on State Pointer Exchange Services (SPEXS), including adopting SPEXS Potential Duplicate Best Practices. Additionally, detailed solution requirements and a requirements traceability matrix have been developed and documented by business and technical SMEs. The To-Be workflow has also been documented and provided with the revised Stage 3.

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

Click or tap here to enter text.

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

See Attachment

4.5 Project Readiness

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

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

The DMV plans to implement an adaptive Agile methodology to ensure flexibility and responsiveness to change. This approach is essential given our aggressive timeline and the potential for evolving requirements as the project progresses.

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

The DMV Project Management Office is well-versed in Agile practices, ensuring flexibility and responsiveness to evolving requirements. Staff are continuously trained and developed to stay current with Agile techniques and best practices.

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

Not applicable

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

Click or tap here to enter text.

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

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

[Click or tap here to enter text.](#)

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

Yes

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

[Click or tap here to enter text.](#)

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

Yes

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

[Click or tap here to enter text.](#)

4.6 Business Objective Valuation

1. **Attach** the Requirements/Backlog Baseline and/or Deliverables Baseline to your email submission. **See Attachment.**
2. **Insert your Objectives (ID, Objective, Metric, Baseline, and Target Result) from Stage 1 Section 1.7, along with changes and reason for changes, and assign a percent score value to each. The total of all scores should be 100%.**

Objective ID: 1.1

Objective: [Create a process that allows California DMV technicians to perform an instant query to AAMVA S2S database to determine if the DL/ID card applicant holds a out-of-state DL/ID card and if so, sends the other state a request to terminate the out-of-state DL/ID card by project completion.](#)

Change and Reason for Change from Stage 1: [Removed REAL ID/FNC – to ensure the scope covers all DL/ID.](#)

Metric: [Percentage of DL/ID card applicants verified against AAMVA S2S database to ensure the applicant holds only one DL/ID card.](#)

Baseline: [0%](#)

Target Result: [100% of all DL/ID card applicants are verified with AAMVA S2S database by project completion.](#)

Valuation: [50%](#)

Objective ID: 1.2

Objective: Ability to electronically transfer applicable California DL/ID card holders data to S2S database; thereby, allowing other states participating in S2S program access to the data by project completion.

Change and Reason for Change from Stage 1: Removed REAL ID/FNC – to ensure the scope covers all DL/ID.

Metric: Percentage of applicable California DL/ID card holders data transmitted to AAMVA.

Baseline: 0%

Target Result: 100% of applicable California DL/ID card holders data is transmitted to AAMVA.

Valuation: 50%

4.7 Schedule Baseline

1. Schedule Summary

Project Execution Start Dates

Proposed Project Start Date (from most recently approved schedule/roadmap, most likely Stage 2): 10/1/2025

Baseline Project Start Date (Stage 4): 9/2/2025

Variance between most recently approved schedule most likely Stage 2), and Baseline Cost (Stage 4): 30 Days

Project End Dates

Proposed Project Finish Date (from most recently approved schedule/roadmap, most likely Stage 2): 2/16/2027

Baseline Project Finish Date: 2/16/2027

Variance between most recently approved schedule (most likely Stage 2), and Baseline Cost (Stage 4): No Variance

2. Reason(s) for Variances Provide reasons for any date variances:

System Integrator (SI) Procurement in progress.

3. Master Schedule and Key Milestones

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

4.8 Cost Baseline (Draft FAWs v2.3 – Review in Progress)

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

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

Status: [See Attachment](#)

2. **Cost Summary**

Total Planning Cost (One-Time)

Estimated Proposed Cost (from most recently approved FAW, most likely Stage 2):
\$8,775,204

Baseline Cost (Stage 4 FAWs 2.3 Draft): \$8,775,204

Variance between most recently approved FAW (most likely Stage 2), and Baseline Cost (Stage 4): [N/A](#)

Total Project Cost (One-Time)

Estimated Proposed Cost (from most recently approved FAW, most likely Stage 2):
\$41,669,465

Baseline Cost (Stage 4 FAWs 2.3 Draft): \$40,115,242

Variance between most recently approved FAW (most likely Stage 2), and Baseline Cost (Stage 4): [3.7% decrease – Crosswalk with explanation will be provided.](#)

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

Estimated Proposed Cost (from most recently approved FAW, most likely Stage 2):
\$5,038,933

Baseline Cost (Stage 4 FAWs 2.3 Draft): \$21,452,838

Variance between most recently approved FAW (most likely Stage 2), and Baseline Cost (Stage 4): [326% increase – Crosswalk with explanation will be provided.](#)

Total Cost

Estimated Proposed Cost (from most recently approved FAW, most likely Stage 2):
\$55,483,601

Baseline Cost (Stage 4 FAWs 2.3 Draft): \$70,343,284

Variance between most recently approved FAW (most likely Stage 2), and Baseline Cost (Stage 4): [27% increase - Crosswalk with explanation will be provided.](#)

Annual Future Operations IT Costs (Annual M&O)

Estimated Proposed Cost (from most recently approved FAW, most likely Stage 2):
\$4,204,200

Baseline Cost (Stage 4 FAWs – IT ONLY): \$6,353,809

Variance between most recently approved FAW (most likely Stage 2), and Baseline Cost (Stage 4): 51% increase - Crosswalk with explanation will be provided.

Reason(s) for Variances

Provide reasons for any cost variances: Crosswalk with explanation will be provided.

Budget Change Proposal (BCP) Summary

3. Budget Request ID: MR Letter 2740-004-0044

Budget Request Year (0000-00): 2025-26

Requested Amount (specific to the project): \$10,001,000

Status: Supported

Budget Bill Language (if supported): Budget Bill Jr. approved, will be signed in the next 2-3 weeks.

4. Financial Analysis Worksheets (Baseline)

Attach Final FAWs to your email submission. **Draft FAWs v2.3 091625**

4.9 Primary Solicitation Results (Procurements in Progress – TBD)

1. **Attach** the approved Evaluation and Selection Report for the primary solicitation to your email submission. Solicitation information and results will be sent under a separate cover upon contract award.
2. **Attach** the proposed contract resulting from the primary solicitation to your email submission.
3. **Was one of the viable solutions in Stage 2 selected for final contract award?** Yes
If “No”, please describe:
Click or tap here to enter text.
4. **Selected Vendor Name:** TBD but confidential until contract award
5. **Contract Number:** TBD
 - a. Contract Start Date: TBD
 - b. Contract End Date: TBD

6. **Total Contract Cost (without optional years): TBD**

a. Optional Years (Number of Months): TBD

7. **Total Cost of Optional Years: TBD**

8. **Total Contract Cost (with optional years): TBD**

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

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

Status: **See Attachment.**

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

Status: **See Attachment.**

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

Status: **See Attachment.**

5.10 Risk Register

Attach Risk Register to your email submission. **See Attachment.**

End of Stage 4 Project Readiness and Approval Document.

Please ensure ADA compliance before submitting this document to CDT.

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

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

Department of Technology Use Only

Original "New Submission" Date: [9/17/2025](#)

Form Received Date: [9/17/2025](#)

Form Accepted Date: [9/17/2025](#)

Form Status: [Completed](#)

Form Status Date: [10/21/2025](#)

Form Disposition: [Approved](#)

Form Disposition Date: [10/21/2025](#)