Stage 1 Business Analysis

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

1.1 General Information

Agency or State Entity Name:	Department of Motor Vehicles
Organization Code:	2740
Proposal Name:	Digital eXperience Platform (DXP)
Proposal Description:	The Department of Motor Vehicles (DMV) proposes modernization of the Department's legacy applications and systems. The modernization of DMV technology is critical to reduce reliance on obsolete, unsupported and failing technology. This will transform and streamline DMV services delivery to Californians as well as providing DMV the ability to address current and evolving business objectives.
When do you want to start this project?:	7/1/2021
Department of Technology Project Number:	2740-227

1.2 Submittal Information

Contact Information:

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Agency Submission Date:	8/3/2020
Version Number:	**2.4**

Project Approval Executive Transmittal

Attachment: See Attachment

1.3 Business Sponsorship

Executive Sponsors

Title	First Name	Last Name	Business Program Area
Deputy Director	Rico	Rubiono	Information Systems Division
Deputy Director	Bernard	Soriano	Registration Operations Division
Deputy Director	Kari	Johnson	Licensing Operations Division
Deputy Director	Coleen	Solomon	Field Operations Division
Deputy Director	Sonia	Huestis	Customer Services Division
Deputy Director	Robbie	Crockett	Administrative Services Division

Select + to add additional Executive Sponsors

Business Owners

Title	First Name	Last Name	Business Program Area
Branch Chief	Glenda	Lopez	ROD Registration Services Branch
Branch Chief	Marvin	Hardley	ROD Customers Services Program Support
Branch Chief	Cory	Keaulana	LOD Driver License
Branch Chief	Elizabeth	Humphreys	LOD Occupational Licensing
Branch Chief	Paul	Stangis	LOD Driver Safety
Branch Chief	Kristin	Triepke	LOD Program and Policy Branch

Branch Chief	Terri	Grosz	LOD Staff Services
Assistant Deputy Director	Justin	Halverson	FOD Field Operations Division
Branch Chief	James	Woodward	CSD Information Services Branch
Branch Chief	Derek	Chan	CSD Customer Information Branch
Branch Chief	Michele	Ames	CSD Digital Information Branch
Branch Chief	Robyn	Breidinger	CSD Justice and Gov't Liaison Branch
Branch Chief	Jeannie	Cheung	ASD Financial Services Branch
Branch Chief	Debbie	Casey	ASD Business Management Branch
Branch Chief	Ines	Livingston	ASD Training Branch
Deputy Chief	Mary	Bienko	Investigations Division
Chief of Audits	Virginia (Gini)	Corbitt	EXE Audits Office

Select + to add additional Business Owners

Program Background and Context

The California Department of Motor Vehicles (DMV) is responsible for providing a broad range of services to Californians. The DMV provides Drivers Licenses (DL), Identification Cards (ID), REAL IDs, Vehicle Registration (VR) and issuance of vehicle titles, as well as licensing the motor vehicle industry by providing Occupational Licensing (OL). DMV services provide a means to assess and collect the regulated fees and taxes that support many state, local, and city transportation agencies and departments. DMV control cashiering (CC) and financial processing services ensure that the funds collected are reconciled and distributed to the appropriate entities. The Information Systems Division (ISD) provides information technology support for these services.

The DMV provides services to millions of California residents through 188 field offices (FO) (Inspections-16, Driver Safety-17, Driver License Processing Centers (DLPCs)-3, Industry Business Centers (IBC)-10), 3 Contact Centers, 186 auto clubs (AC) and over 5,400 business partner (BP) locations throughout the state.

- **Issuing Driver Licenses (DL), Identification Cards (ID), and REAL IDs:** The DMV verifies the identity of DL, ID card, and REAL ID applicants; tests and issues licenses to qualified drivers, and issues identification cards.

- **Vehicle Registration (VR) and Issuing Vehicle Titles:** The DMV issues registrations and titles to commercial and personal cars, trucks, motorcycles, mopeds, trailers, off-highway vehicles, and vessels. It also issues special placards to disabled individuals and personalized license plates to purchasers.

- **Occupational Licensing (OL) the Motor Vehicle Industry**: The DMV licenses and regulates a variety of occupations and businesses relating to driving and vehicles. Examples of regulated businesses include vehicle manufacturers, dealers, salespeople, distributors, dismantlers, transporters, traffic schools, and driving schools.

- **Providing Services in Support of Multiple Programs:** The DMV provides essential support services for the benefit of the state, local governments and agencies, other states, and the federal government. Examples of essential support services include collection and distribution of fees and fines, customer service, educational activities, administration of the financial responsibility program for auto insurance, electronic data interchange with a variety of entities, and implementation and support of non-driving-related mandates, such as driving privilege sanctions related to failure to pay child support and delinquent tax payer.

- **Sharing Data with External Entities:** The DMV serves external entities, such as commercial and government requesters and public requesters, by sharing information related to DL, VR, and OL via electronic, verbal, and hardcopy.

- **Promoting Driver Safety:** The DMV promotes driver safety by monitoring driving performance, evaluating high-risk drivers' abilities, and limiting driving privileges of drivers identified as safety risks.

DMV utilizes the following major systems to support these services:

DMV Legacy Technology

The DMV core systems architecture was designed in the late1960s to address the business needs at the time. The 1960s architecture did not envision the revolutionary transformation of technology, the introduction of the internet as a service delivery channel, or the expansion of business services that DMV provides in the 21st century. The almost 60-year-old architecture and technology was not designed to support the increased capacity and expanded business services needed by DMV and the State of California today and into the future. Simply put, the core systems are obsolete, do not scale, and are no longer supportable. The DMV core systems technology has reached its outer boundaries and any change to or expansion of functionality jeopardizes continuity of services, system and data integrity, as well as the collection of billions of dollars in revenue.

DMV Automation (DMVA) (VR and CC Front-end)

The DMVA system was implemented in 1983. The application was developed using the IBM Event-Driven Executive (EDX) operating system. The DMVA system was installed on the IBM Series/1. The IBM Series/1 was introduced into the industry in 1976 and was withdrawn from the market in 1988.

DMV developed the DL, VR, and CC front-end applications primarily using IBM's Event-Driven Language (EDL) and Assembler programming languages. After IBM discontinued manufacturing the Series/1 processor and support of EDX, DMV replaced the processors in 1998 with RS/6000s. However, a Series/1 emulator was required to support interoperability of the DMVA systems which were written in the then-outdated EDL programming language.

The California Department of Technology (CDT) Data Center hosts the DMVA system in an AIX environment. The application suite that constitutes DMVA consists of more than 487 EDL programs with approximately 2,000,000 lines of code for the VR, OL, and CC applications. The DMVA system is the primary processing platform for BPs, ACs, DMV field offices, and Headquarters (HQ).

DMVA's CC function is instrumental in the collection of revenues. The Department generates over $12 billion in annual revenues through the VR and OL services, along with driver licensing and various other programs.

Enterprise Applications Services Environment (EASE DL) (DL Front-end)

ISD developed the EASE DL system in 2010 using the Java programming language. EASE was a modern and enhanced front-end framework targeted to expand to VR and leverage the business

processes using Type Transaction Codes (TTCs), similar to DMVA. However, the VR scope of the project was not pursued and the project was closed after the implementation of EASE DL.

California Motor Vehicle Data Communication System (CAMVDCS) (Mid-Tier)

The California Motor Vehicle Data Communication System (CAMVDCS) is the central Customer Information Control System (CICS) in the California Motor Vehicle (CAMV) environment based on mainframe processors. CAMVDCS acts as a message router or middle tier between internal and external users, applications, and databases. CAMVDCS is the integration bus-like service for both DMVA and EASE DL applications to communicate with back-end applications. CAMVDCS routes transaction code (t-code) requests (online or batch transactions) to the corresponding Transaction Logic Tasks (TLTs) programs to inquire, insert, update, or delete data.

Real-Time Control (RTC) and Real-Time Customer Information Control System (RTCICS) (Back-end)

DMV maintains two back-end transaction-processing frameworks—RTC and RTCICS. The RTC Framework system is the online transaction processing (OLTP) environment for online Assembler applications. It involves an Assembler framework with over 498 TLTs or Assembler programs, which process the data through the File Control Overhead (FCO) application. As part of the Department's previous replacement efforts, ISD developed the Back-End Application System (BEAS) Framework to process online transactions written in Common Business Orientation Language (COBOL). Limited resources currently maintain RTC, FCO, and BEAS Framework.

The RTCICS involves a COBOL framework with over 20 COBOL programs, which processes the data through a data controller application.

The Back-End Applications consist of approximately 2,000 COBOL programs involved in the following processing:

- VR, DL, OL batch processes and reporting
- Print notices, vehicle registrations, and drivers' licenses
- Aggregate the DL and VR financial data to produce the Phase 2 (P2) Daily financial summary report
- Produce data sets for business partners and external entities
- VR, DL and OL Master Database

VR, DL, and OL Master are databases of record for the VR, DL and OL systems. They are used by internal entities such as field offices, Contact Centers, HQ, and external entities such as business partners, American Association of Motor Vehicle Administrators (AAMVA), Department of Homeland Security, other state departments, counties, etc.

VR, DL, OL Master are not fully relational databases. The majority of data fields are contained in non-normalized variable character columns as continuous stream, a.k.a. Automated Management Information System (AMIS) data, migrated from a mainframe Virtual Sequential Access Method (VSAM) file. AMIS data columns have a size limit caused by the applications. Fields in AMIS data vary, record by record, with some fields used for multiple purposes due to special and legacy rules hidden in the applications.

The reliance on obsolete and outdated technologies inhibits DMV's ability to be responsive to changing business needs and limits DMV's ability to comply with changing laws.

The DMV proposes a Digital eXperience Platform (DXP) to modernize business processes and service delivery. The platform will enhance and streamline how the Department provides services to Californians. The DXP effort will provide technology solutions that leverage industry best practices to deliver intuitive and customer centric services. The DXP will leverage key architectural attributes such as flexibility, usability, scalability, supportability, and security in order to support changing business and customer needs. The DXP will provide an enterprise business process model designed to deliver a seamless customer journey.

DXP will provide the platform and technology required to provide the flexibility to change business and technology processes as well as to comply with changing legislation and new mandates in a timely manner. DXP will streamline and optimize current business workflow processes, deliver the reliability and scalability necessary to accommodate the changing business needs for the Department and better serve our internal and external customers.

1.4 Stakeholders

Org. Name	Name
Information Systems Division	Rico Rubiono
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?

Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?

Provides input on technology strategy and will be impacted in terms of time and resources. Provides support to the current system and advises on business needs and requirements for the new solution.

How will the Stakeholders participate in the project?

The ISD staff will provide the technical expertise and knowledge of existing systems to transition the current system to the future system. Provide input/resources to assist with technical solutions and project management. ISD will provide support for the analysis, programming, testing, installation, and maintenance of the new solution. Provide secure network communications and ensures State IT standards and policies are met.

Org. Name	Name
Registration Operations Division	Bernard Soriano
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?

Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?		
ROD currently accesses legacy systems in order to process various registration transactions and provide related services. ROD participates in the development of the project scope and business requirements.		
How will the Stakeholders participate in the project?		
ROD develops business requirements as they relate to the Department's registration programs and industry partners. ROD will be performing user acceptance testing to ensure the new solution meets all business requirements and needs. ROD is responsible for developing and implementing policies and procedures related to the processing of registration transactions. ROD also maintains the integrity of the VR database.		
Org. Name	Name	
Licensing Operations Division	Kari Johnson	
Internal or External?	☒ Internal ☐ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How are Stakeholders impacted?		
LOD currently accesses and manages the content of legacy systems in order to process all DL and ID card transactions, including issuance and records of status changes from internal and external customers, such as courts, other states, and field office support, as well as production of DL/ID cards. Systems hold records and process all business and individual licenses for Occupational Licensing, customer transaction history and record updates/changes, and licensing actions related to Driver Safety (DS). DXP will involve changes to how staff process transactions and record data, requiring training on these new procedures.		
How will the Stakeholders participate in the project?		
Develop business requirements for driver license/identification card issuance and production, occupational licensing, and driver safety. Participate in the development of the project scope. In addition, perform user testing to ensure the new solution meets all business requirements. Develop memorandums, policy, and procedural documentation for DL/ID workload, OL workload, and DS workload excluding DS processes handled by an internal case management system.		
Org. Name	Name	
Field Operations Division	Coleen Solomon	
Internal or External?	☒ Internal ☐ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How are Stakeholders impacted?		
DXP will involve changes to how staff process DL/ID/VR transactions at field offices throughout California. Requires training on these new procedures.		
How will the Stakeholders participate in the project?		
Provide input/vet process changes, assist other divisions with the development of memorandums, and provide feedback on the scope of training/training materials. Participate in user acceptance testing, coordinate and implement new processes at the FOs, Driver License Processing Centers (DLPCs), IBCs, and Commercial Driver Testing Centers (CDTCs).		
Org. Name	Name	

Customer Services Division	Sonia Huestis
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?

Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?

The Information Services Branch (ISB) currently accesses legacy systems to process various customers requests relates to the Employer Pull Notice (EPN) and Information Access Control (IAC). Customer Information Branch (CIB) provides information to external customers regarding VR and DL via telephone and live chat. The CSD Help Desk provides production/system validation, and relays policy and procedure related questions to field offices, BPAs, HQ units, Contact Centers and AAA. Digital Information Branch oversees vehicle and driver license applications via the web and self service kiosks (SSK). Compile publications and dymally-alatorre languages. The Justice and Government Liaision Branch (JAG) provides government agencies with training on how to read DL/VR records, performs outreach, accesses the IAC to provide court and parking toll applications, and updates the court warrant table. Digital Information Branch (DIB) provides communications and services to DMV employees, vehicle industries, business partners, and the public through the DMV Website information and online services, along with publications, and translation services in more than 33 languages for digital and print media. DXP will involve changes to how staff obtain and process data for many of these activities, and will require staff training on these new processes.

How will the Stakeholders participate in the project?

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

Org. Name	Name
Administrative Services Division	Robbie Crockett
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?

Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?
DXP will involve changes to how ASD staff obtain and process data for many of their activities, and will require staff training on these new processes for their functions, including: **Business Management Branch (BMB):** Various areas in the branch will be impacted with Inventory Management, IT Acquisition Contracts, Forms Management, etc. **Budgets & Fiscal Analysis Branch (BFAB):** The budget and fiscal planning of this branch will be impacted by the DXP project. The branch will contribute to the fiscal activities required to support DXP. The branch will also coordinate budgetary reporting and oversite to ensure that the project efforts adhere to regulatory financial management requirements. The branch will provide data and metrics required to effectively oversee the project budget, produce workload forecasting and Activity Based Costing Modeling. **Financial Services Branch (FSB):** Various program areas in the Accounting Office will be impacted as they receive multiple interfaces from the P2Daily process into the Oracle Administrative and Financial System (AFS), and uses multiple programs in the Rumba CICS6, DCS, Mobius systems etc. The Accounting Office updates the Accounting Manual and is responsible for payment to the contractor for the new solution. **Departmental Training Branch (DTB):** Provides the necessary training for the new system with ongoing/existing classes for Registration, Driver License, and Control Cashiering staff. Provides information and education to address outside inquiries regarding service interactions for NMVTIS, eDL44, PDPS, SSN, to name a few. DTB has limited capabilities. **Facilities Operations Branch (FOB):** Provide facilities related services to support all programs.
How will the Stakeholders participate in the project?
Provide input and business requirements to develop interfaces from the new system into Oracle Administrative and Financial System (AFS). Provide subject matter expertise to support the transition from current mainframe functions to the new solution designed to meet business needs, as well as participate in testing the functions impacting ASD.

Org. Name	Name
Investigations Division	Mary Bienko
Internal or External?	☒ Internal ☐ External

When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How are Stakeholders impacted?		
Processes confidential transactions related to DL/ID/VR. Reviews, analyzes and gathers data from all DMV programs for administrative and criminal court cases, to be used as evidence. DXP will involve changes to how staff obtain and process data for many of these activities, and will require staff training on these new processes.		
How will the Stakeholders participate in the project?		
The Investigation Division will provide input and ideas with regard to processes, procedures, and auditing. Staff will participate in user acceptance testing, and coordinate and implement new processes for confidential transactions. Can assist with developing memorandums, policy, and procedural documentation.		
Org. Name	Name	
Executive	Enterprise Risk & Performance Office	
Internal or External?	☒ Internal ☐ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How are Stakeholders impacted?		
The Enterprise Risk Performance Office (ERPO) will support project efforts by navigating the California Department of Technology's Project Approval Lifecycle (PAL) process. ERPO ensures DMV is in alignment with state privacy laws and policies. ERPO also coordinates DMV's organizational change management (OCM) efforts. Staff will be impacted from a resource (time/staff/budget) perspective. These areas will be affected as the new project will require each of those areas to modify its processes, procedures and controls, as the new system will have its predefined functions. Staff will require training on these new functions and procedures.		
How will the Stakeholders participate in the project?		
ERPO will assign resources for project efforts, including PAL, privacy-related support, and organizational change management. ERPO will ensure that DMV establishes appropriate and reasonable administrative, technical, and physical safeguards to ensure compliance with the provisions of the Information Practices Act of 1977. ERPO handles and resolves privacy-related inquiries from the public and all DMV areas, and provides expertise on privacy matters including collection, use, sharing, and storage of data. It conducts privacy threshold analysis and privacy impact assessments on new and existing solutions that collect personal information. Through DMV's enterprise-wide change network, ERPO ensures internal buy-in as the project is deployed.		
Org. Name	Name	
Public	California Residents	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒

How are Stakeholders impacted?		
DMV provides DL/ID, REAL ID/DL, vehicle and vessel registrations, titles, license plates, renewal stickers, disabled placards, educational publications, driver exams, occupational licensing to the vehicle industry and customer support fo residents throughout California.		
How will the Stakeholders participate in the project?		
DMV customers will not directly participate in DXP project activities. They will benefit from the implementation of the new solution as this will offer them more cohesive, seamless, accurate, and efficient services for DL/VR/OL products.		
Org. Name	Name	
External Customer	Insurance Companies	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒
How are Stakeholders impacted?		
DMV provides driver and vehicle records to insurers. Insurance organizations provide proof of insurance or financial responsibility to DMV. They will benefit from the implementation of the new solution as it will offer a more cohesive, seamless, and efficient way to provide services for DL/VR requests.		
How will the Stakeholders participate in the project?		
Insurance companies will not directly participate in DXP project activities.		
Org. Name	Name	
External Customer	Automobile Dealerships	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒
How are Stakeholders impacted?		
Through the OL programs, DMV licenses, audits, inspects, and investigates automobile dealerships. Dealerships provide DMV with sales and registration information for issuance of licenses and indicia. They will benefit from the implementation of the new solution as it will offer a more cohesive, seamless, and efficient way to provide services for OL requests.		
How will the Stakeholders participate in the project?		
The dealership participants of the OL program will not directly participate in the project activities.		
Org. Name	Name	
External Customer	Law Enforcement Agencies	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒

How are Stakeholders impacted?		
DMV provides information to law enforcement on the status of licenses, driving records, and vehicle registrations. Law enforcement includes, state, local, and national police agencies, the Federal Bureau of Investigation (FBI), sheriffs, and the Department of Justice (DOJ). They will benefit from the implementation of the new solution as it will offer a more cohesive, seamless, and efficient way to provide services for DL/VR/OL requests.		
How will the Stakeholders participate in the project?		
Law enforcement agencies will not directly participate in the project activities.		
Org. Name	Name	
External Customer	Federal, State, and Local Governments	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒
How are Stakeholders impacted?		
DMV interacts with many other local, state, and federal government entities through multiple channels to obtain or provide information. DMV shares information with other states as it relates to out-of-state driver licenses or identification cards. DMV also interacts with local government, including cities, boards, tax assessors, public defenders, and courts, for various reasons. State agencies interfacing with the DMV system include: Department of Health Services, Franchise Tax Board, Bureau of Automotive Repairs, Department of Child Support Services, California Secretary of State, and others. At the federal level, DMV exchanges information with the Department of Homeland Security, Internal Revenue Service, Department of Health and Human Services, and the Social Security Administration. They will benefit from the implementation of the new solution as this will offer a more cohesive, seamless, and efficient way to provide services for DL/VR requests.		
How will the Stakeholders participate in the project?		
Local, state, and federal agencies will not directly participate in the project activities.		
Org. Name	Name	
External Customers	Business Partners	
Internal or External?	☐ Internal ☒ External	
When is the Stakeholder impacted?		
Input to Business Process	During the Business Process	Output of the Business Process
☐	☐	☒
How are Stakeholders impacted?		
DMV provides verification and status information on drivers to private corporations, uses credit card services, and accepts certain vehicle-related transaction processing from business partners. Business partners include insurance companies, car rental companies, credit card service providers, lien holders, and auto clubs. They will benefit from the implementation of the new solution as it will offer a more cohesive, seamless, and efficient way to provide services for DL/VR requests.		
How will the Stakeholders participate in the project?		
Business partners will not directly participate in the project activities.		
Select + to add additional Stakeholders		

1.5 Business Program	
Org. Name	**Name**
Information Systems Division	All

When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
ISD manages the delivery of the current IT services for the Driver License, Vehicle Registration and Occupational Licensing systems. This includes the application the user interface with, along with the backend systems that process and validate data.		
How will the business program participate in the project?		
ISD will ensure that the business requirements are addressed in the new system design.		
Org. Name	Name	
Registration Operations Division	Registration Services Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
ROD's Registration Services Branch (RSB) handles the majority of the division's registration processing. RSB is responsible for processing original and renewal transactions, providing in-depth program knowledge to ensure all appropriate paperwork and fees are submitted for complex registration transactions, supporting DMV's internal and external customers via phone, and providing fiscal services. These program areas will be affected as the new project will require each area to review and modify its processes, procedures, and controls based on the new system's functionality.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided.		
Org. Name	Name	
Registration Operations Division	Customer Service Program Support Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
ROD's Customer Service Program Support Branch (CSPSB) oversees several of the division's programs including specialized/personalized plates, clean air vehicle decals, Permanent Fleet Registration, International Registration Plan, Motor Carrier Permits, lien sales, business partner operations, and vehicle insurance. These program areas will be affected as the new project will require each area to review and modify its processes, procedures and controls based on the new system's functionality.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided.		
Org. Name	Name	
Registration Operations Division	Registration Policy and Automation Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		

ROD's Registration Policy and Automation Branch (RPAB) is responsible for: developing and supporting registration-related programs and policies; interacting with other entities related to tax collection, emission controls, alternate fuel vehicles, reciprocal registration programs, and data sharing; developing business rule and testing systems; overseeing the Business Partner Automation Program; acting as the auto club and insurance industry liaison; and managing the Department's Electronic Lien and Industry Transaction program.

How will the business program participate in the project?

RPAB areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided, along with developing procedural and training documents for the system's registration functionality.

Org. Name	Name
Licensing Operations Division	Driver Licensing Branch

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

Driver Licensing Branch is responsible for the production of commercial and noncommercial driver licenses and identification cards, the completion of many applications not completed by the Field Office, the oversight of court abstract update and correction, financial responsibility actions, Immigration and Naturalization Service verifications for legal presence, Social Security number verification, mass storage corrections, the processing of controlled records and fraudulent applications, and the cashiering of all monies collected by the Division. The new system will require the staff to learn the new tool and associated processes and procedures to complete the requested service.

How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.

Org. Name	Name
Licensing Operations Division	Occupational Licensing

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

Occupational Licensing (OL) Operations and Inspections are responsible for licensing, monitoring, and controlling a wide range of motor-vehicle-related businesses and individuals, and overseeing the Employer Testing Program (ETP). These functions are performed by analysts and managers, and inspectors located throughout the state, as well as staff located in Headquarters. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.

Org. Name	Name
Licensing Operations Division	Driver Safety Branch

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process

☒	☒	☒
How is the business program unit impacted?		
Driver Safety Branch (DSB) provides post-licensing control by monitoring the driving privilege of the motoring public. Whether it be matters of negligent operator point counts, physical and mental conditions, fraudulent issuance or use of licenses, commercial medical qualifications, Administrative Per Se hearings, Financial Responsibility contacts, or Special Certificates/Endorsement cases. Changes to system impact driver safety hearing. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.		
Org. Name	Name	
Licensing Operations Division	Program & Policy Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
There are three units: Licensing Policy Section, Driver License Automation Development (DLAD), and the Systems Development Unit (SDU). Key areas of responsibility include identifying and establishing program policy; developing legislative proposals and studies, coordinating, analyzing, implementing DL/ID programs, and managing the development and implementation of projects with multi-divisional impact.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.		
Org. Name	Name	
Licensing Operations Division	Staff Services Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
Staff Services Branch ensures that information technology (IT) resources are operating at optimal levels, focuses on rapid deployments to ensure maximum productivity on a daily basis, provides and assists with system access, and promotes operational efficiency in accordance with the specific needs of each business area. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.		
Org. Name	Name	
Field Operations Division	All	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		

FOD provides customer services throughout the state using the current IT applications, built in the 1980s. The new system will require the staff to learn the new tool and associated processes and procedures to complete the requested service.

How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider. They will provide input and vet process changes, assist other divisions with developing memorandums, provide feedback on the scope of the training/training materials, conduct user acceptance testing, and coordinate implementation of the new process at the FOs, DLPCs, IBCs, and CDTCs.

Org. Name	Name
Customer Services Division	Information Services Branch (ISB)

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

This will impact the EPN, ABIS, and IAC systems within this area. ISB staff are the business users that utilize the existing programs and databases. As assigned, ISB staff will be the Subject Matter Experts (SMEs) and will attend planning sessions, meetings, provide input on how the databases and programs are used to process the existing workload, elaborate on program deficiencies and will perform processes in production as replacement changes are introduced for implementation. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

These areas will participate by being involved in defining their business requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider. ISB will be the users of the replacement databases and programs. ISB will troubleshoot, establish accounts, and charge for commercial and Government requestors who receive information from the Department's databases.

Org. Name	Name
Customer Services Division	Customer Information Branch (CIB)

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

Staff will be the SMEs and will attend planning sessions, meetings, provide input on how the databases and programs are used to process the existing workload, elaborate on program deficiencies and will perform processes in production as replacement changes are introduced for implementation. They will update policy and procedures for the FOs, auto clubs, Business Partners, and Headquarter units. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.

Org. Name	Name
Customer Services Division	Digital Information Branch (DIB)

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

The DIB handles customer and vendor issues and application development. This branch administers the self service kiosks or DMV Now Kiosk program, and responds to telephone, email, and written inquiries regarding published information. The Kiosk Team researches customer and vehicle records on DMV and vendor databases. In addition, the team performs development of screens, and Dymally-Alatorre Language Services Act language scripts for all transactions. The Publishing Section handles the distribution of all driver license and vehicle registration materials. The Translation Services Section provides in-house Spanish translation for digital and print media, and coordinates with outside vendors to provide translation for more than 32 additional languages. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider. Participate in user acceptance testing, and coordinate and implement new processes.

Org. Name	Name
Customer Services Division	Justice and Government Liaison Branch (JAG)

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

JAG provides government agencies training on how to read VR/DL records, performs outreach efforts, accesses the IAC to process court and parking/toll applications, and updates the Parking/Toll Warrant table. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

These areas will participate by being involved in defining their business requirements and ensuring that they are addressed and delivered in the solution as provided by the solution provider.

Org. Name	Name
Administrative Services Division	Financial Services

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

Various program areas in the Accounting Office will be impacted, as they receive multiple interfaces from the P2Daily process into the Oracle AFS, and use multiple programs in the Rumba CICS6, DCS, Mobius systems, etc. This information is used to process revenues, perform transaction inquires, process refunds, dishonored checks, and miscellaneous collections, such as parking, toll, failure to appear, and Franchise Tax Board offsets. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

Provide input and business requirements to develop interfaces from the new system into Oracle AFS. Participate in testing the functions impacting ASD.

Org. Name	Name

Administrative Services Division	Business Management Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
Various areas in the branch will be impacted with Inventory Management, IT Acquisition contracts, Forms Management, etc. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.		
How will the business program participate in the project?		
The areas will participate by being involved in defining their requirements and ensuring that they are addressed in the solicitation.		
Org. Name	Name	
Administrative Services Division	Departmental Training Branch	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
The branch provides the necessary training for the new system with ongoing/existing classes for Vehicle Registration, Driver License, and Control Cashiering. The new system will require the staff to learn the new tool and associated processes and procedures to perform the training to others.		
How will the business program participate in the project?		
The areas will participate by being involved in defining their requirements and ensuring that they are addressed in the new solution.		
Org. Name	Name	
Investigations Division	All	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		
The Investigations Division is primarily responsible for enforcing the statutes pertaining to the Department's mandates. Investigators have developed their tools and processes from the current system to investigate reported crimes. Staff process various confidential requests related to DL and VR. The new system will require the investigators to re-establish the standards required by the legal system, and to learn the new tool and associated processes and procedures to complete these functions.		
How will the business program participate in the project?		
These areas will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the solution as provided by the selected vendor.		
Org. Name	Name	
Executive Division	Legislative Office	
When is the unit impacted?		
Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒
How is the business program unit impacted?		

The Legislative Office reviews all bills introduced in the state Legislature presenting possible impact to the Department's programs and then using information supplied by the affected divisions, formulates a bill analysis for all bills affecting DMV. The Legislative Office provides technical assistance to the Legislature on all pending legislation, provides expert testimony during committee hearings, and works with legislative staff and sponsors to help ensure that the enactment of legislation is consistent with the Administration's goals and objectives. The Legislative Office's Capitol Office currently accesses legacy systems in order to process various transactions and provide services related to DL and VR. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

The Legislative Office will be involved in any communication with the Legislature on the status and effects of the project.

Org. Name	Name
Executive Division	Audits Office

When is the unit impacted?

Input to the Business Process	During the Business Process	Output of the Business Process
☒	☒	☒

How is the business program unit impacted?

The Audits Office provides independent and objective assurance designed to add value to the Department. They will be impacted in terms of their ability to access data in the new solution to perform various audits. The new system will require the staff to learn the new tool and associated processes and procedures to complete these functions.

How will the business program participate in the project?

The Audits Office will participate by being involved in defining their requirements and ensuring that they are addressed and delivered in the new solution.

Select + to add additional Business Programs

1.6 Business Alignment

Business Driver(s)

Financial Benefit

Increased Revenue	Cost Savings	Cost Avoidance	Cost Recovery
☐	☒	☒	☐

Mandate(s)

State	Federal
☐	☐

Improvement

Better Services to Citizens	Efficiencies to Program Operations	Improved Health and/or Human Safety	Technology Refresh
☒	☒	☐	☒

Security

Improved Information Security	Improved Business Continuity	Improved Technology Recovery	Technology End of Life
☒	☒	☒	☒

Strategic Business Alignment

Strategic Plan Last Updated?	8/1/2016
Strategic Business Goal	Alignment
Provide superior customer service	Modernizing the DMV enterprise by offering convenient, innovative, and virtual service options will redefine the customer experience. By closing the gaps and delays caused by manually processed workloads for a more expedient service and better assurance of consumer protection, and public safety.
Strategic Business Goal	Alignment
Develop and retain a versatile and informed workforce	Modernizing the DMV enterprise by improving training and organizational change management as well as optimizing divisions will enable the DMV to better recruit and retain employees. In line with succession planning efforts, it will bridge the knowledge gap between new and existing staff.
Strategic Business Goal	Alignment
Eliminate Fraud	Modernizing the DMV enterprise by implementing fraud prevention measures, within a comprehensive workflow system with the capability to track licenses and registrations, will increase quality assurance and reduce fraud, in turn improving the ability to adequately document areas of vulnerability.
Strategic Business Goal	Alignment
Optimize our processes and update our technology	Modernizing the DMV enterprise will streamline and optimize business workflow processes; provide reliability and scalability technology to accommodate the changing business needs to better serve DMV internal and external customers.
Strategic Business Goal	Alignment
Equip our employees with the tools and facilities to meet DMV's current and future responsibilities	Enhancing our IT infrastructure will provide employees with the necessary tools to adequately perform their job duties, and aid in streamlining business processes.
Select + to add additional Business Goals and Alignment	

Executive Summary of the Business Problem or Opportunity

The DMV processes high volumes of repetitive tasks, which are prone to human error. Human intervention across multiple systems causes an increase in customer queries and increased workload across multiple program areas to complete a customer's request or to complete a single service request. In addition, there is a lack of data sharing between the core systems, resulting in the inability to match drivers to vehicles or vendors to occupational licenses. The business programs within DMV require multiple logins to multiple systems in order to complete a transaction or provide services to customers. This hinders the DMV from providing efficient products and services to all of their customers throughout California.

The DMV core systems are built with obsolete and proprietary development languages such as Assembler, which was introduce into the industry in the 1940s, and IBM Event-Driven Language which was introduced in mid-1970s. Professional resources with these unique skills have dwindled in the industry as a whole and training for these languages is not available. The DMV core systems subject

matter experts with historical knowledge of the system complexity, design, coding, and operations have retired. The architecture, system design, data management structure, and user interfaces of the DMV legacy systems do not support the operational needs of the Department. Changes to the DMV legacy systems is not supportable, as change introduces risk of holistic and catastrophic failure. The DXP project will resolve these business problems, improve the Department's ability to support critical business operations for driver license service delivery, vehicle registration and transportation industry stakeholders as well as accommodate statutory and business model changes. The DXP project will enable the DMV to deliver products and services efficiently, leveraging multiple delivery channels, and providing a customer-centric, secure and cost-effective means of supporting Californians.

The DMV's reliance on outdated technology continues to jeopardize the Department's ability to support the economy as well as provide essential services to California citizens, business partners, local government, state government, federal government, and other external entities.

In fiscal year 2019/2020, the DMV embarked on a network modernization journey that has resulted in significant improvements to data transmission and communication. Unfortunately, the constraints and limitations of the legacy systems cannot be overcome by these data communication improvements. The fragility of the DMV legacy systems represents a threat to the State's revenue stream. The risk of a major disruption of DMV services, due to the outdated design and obsolete development languages of the core systems, will have a major impact to the citizens of California and external entities, upon the inevitable failure of these systems.

The DMV core systems architecture was designed in the late1960s to address the business needs at the time. The 1960s architecture did not envision the revolutionary transformation of technology, the introduction of the internet as a service delivery channel, or the expansion of the business services that DMV provides in the 21st century. The almost 60-year-old architecture and technology was not designed to support the increased capacity and expanded business services needed by DMV and the State of California, today and into the future. Simply put, the systems are obsolete, do not scale and are no longer supportable. The DMV core systems technology has reached its outer boundaries and any change to or expansion of functionality jeopardizes continuity of services, system and data integrity, as well as the collection of billions of dollars in State revenue.

The analysis performed by the DMV, CDT and the Government Operations taskforce has identified the following specific problems:

- **System Limitations Place California at Risk:** The age, complexity, and limitations of DMV's core systems place California's public safety and economy at risk. The DMV is dependent on automated systems to process transactions. Due to California's large population, this workload could not be handled manually if the legacy systems were to fail. Failure could impact the timeliness of revenue allocations to local entities that depend on the receipt of funds to provide services, including law enforcement, fire protection, health, pollution control, and highway maintenance.
- **Scarce System Support Resources:** The DMV cannot sustain an aging workforce to support legacy systems. DMV's legacy systems rely on expertise in obsolete programming languages not taught in schools and in-depth business expertise due to the embedded business logic. Retirements and staff turnover have made it difficult to replace staff with the skill sets for maintaining the programs written in the Assembly programming language.

- **Inability to Accommodate Mandated Changes:** The DMV legacy systems have reached the limitations of their outdated technology and architecture. Changes or the introduction of new functionality represents certainty of system failure.
- **Expensive Maintenance and Development Costs of the Legacy Architecture:** The legacy systems hardware cost has been increasing exponentially year over year. The DMV core systems are built with obsolete and proprietary development languages. The availability of resources with these unique skills has dwindled in the industry as a whole and training for these languages is not available. DMV must hire costly private-industry vendors to provide legacy programming language support as state staff leave state service.
- **Constraints to Modernization:** The level of effort required to maintain the legacy systems is an obstacle for DMV in its effort to introduce change and modernization of business processes. The legacy systems and constraints introduced by unstructured and non-relational data storage design prevent DMV from continuing in or participating in data sharing opportunities.

The outdated and limited capabilities of the legacy systems to support the current business needs of the Department is the main business driver and reason for this project.

It is essential for DMV to take steps to allow optimal customer service and improve user experience to our internal and external customers. The DXP project will address the business problem by improving the Department's ability to support critical business operations. The resulting transformation of technology and business processes will ensure that statutory and business-model changes are completed in an efficient and timely manner.

The DXP program will streamline DMV business and technology to implement products and services more efficiently, while providing DMV's customers with a better end-to-end experience. The DXP program will ensure that DMV will meet 21st century customer needs. DXP will provide technology solutions that are usable, scalable, flexible, supportable, and secure in delivering customer-centric services.

Given the importance of DMV services to the citizens, external entities, and the economy of California, it is essential that any solution takes into consideration the critical need for the Department to retain its abilities to serve their customers.

Business Problem or Opportunity and Objectives Table

Problem ID	Problems/Opportunities
1 – Customer Services Delivery Modernization	**Transform DMV business and technology to meet the evolving needs of Californians in the 21st century.**
Objective ID **1.1**	
Objectives	Transform DMV customer-facing business processes to improve customer experience and overall operational efficiencies within 12 months of implementation.
Metric	Percentage of online and self-service transactions successfully completed by customers
Baseline	Approximately 2.5 million SSK, 800k IVR, and 10 million online transactions annually
Target	25% increase of baseline within 12 months of implementation
Measurement Method	Self-service transaction trending reports

Objective ID **1.2**	
Objectives	Create a One-stop Customer Portal within 18 months of implementation. An Online Customer-Centric Portal that provides customers and other entities a secure single point of access to DMV information and services that are relevant to them, such as Change of Address, DL, VR, OL, orders, and online payments. The Portal will provide services 24/7, 365 days a year, on a desktop or mobile device such as a tablet, laptop or smartphone.
Metric	Percentage of online transactions successfully completed by customers
Baseline	Objective 1.1 target
Target	25% increase from Objective 1.1 metric via a Customer Portal within 18 months of implementation
Measurement Method	Online transaction trending reports
Objective ID **1.3**	
Objectives	Provide a customer-centric system where all customer data within VR, DL, OL is organized under a single customer identifier within 12 months of project implementation.
Metric	Single-customer's identities and profiles for 80% of all customers.
Baseline	Currently customer has multiple identities and profiles in VR, DL, and OL systems
Target	A single customer identity and profile within VR, DL, and OL systems within 12 months of project implementation
Measurement Method	System report
Select + to add additional Objectives	
2 – System Modernization	**Modernize DMV technology systems, applications and services to deliver services in a secure, effective and responsible manner.**
Objective ID **2.1**	
Objectives	Transition DMV automated services to technology that is flexible, scalable, usable, supportable and secure upon project completion.
Metric	Incrementally increase of the number of new automated services implemented based on BPR objectives and priorities.
Baseline	Inventory of current technical services supporting VR, DL and OL
Target	90% of all VR, DL and OL services moved off of legacy technology by project completion
Measurement Method	Project reports
Objective ID **2.2**	
Objectives	Eliminate the Department's dependency on EDL, Assembler and Natural obsolete and unsupported coding languages upon project completion.
Metric	Retire and decommission 487 EDL, 498 Assembler and 4,670 Natural programs within 12 months of implementation.
Baseline	487 EDL, 498 Assembler 4,670 Natural programs
Target	Retirement of all EDL and Assembler applications at project completion
Measurement Method	Project reports and ISD Application Lifecycle Management Inventory
Objective ID **2.3**	
Objectives	Transform the enterprise digital communication between technologies to a platform that provides flexibility to support various technologies while

	decreasing the time and cost of sharing data between internal and external systems, upon project implementation.
Metric	Number of enterprise business services and operational functionality integrated into DXP solution
Baseline	A custom developed legacy integration bus (CAMV, CAMVDCS) for core VR/DL/OL systems, and a vendor integration bus for Web Service Infrastructure
Target	Single Enterprise Integration System upon project completion
Measurement Method	Architecture diagram and enterprise service report
Objective ID **2.4**	
Objectives	Transform DMV technical expertise and competencies to align with the availability of skilled professionals in the industry at project completion.
Metric	Number permanent positions hired, trained, and retained supporting DXP's widely accepted and modern technology
Baseline	Skills assessment metrics of state staff, contracted staff, and retired annuitants
Target	90% state technology staff assigned to perform EDL, Assembler and Natural languages transitioned to support modern technology. Discontinuation of the use of contracted professional services and retired annuitants dedicated to the support of EDL, Assembler and Natural languages at project completion.
Measurement Method	Staffing and project reports, progress report of skills assessment metrics
Select + to add additional Objectives	
3 Data Driven Business	**Transform DMV to a Data Driven Business model.**
Objective ID **3.1**	
Objectives	Enhance the departmental data management strategy to identify data-driven operational opportunities within 12 months of project initiation.
Metric	Number of new data-driven operational opportunities identified through new system and departmental data management strategy.
Baseline	Current data management plan
Target	Adoption of new departmental data management strategy. The data management strategy will provide an action plan to achieve 10 new data-driven opportunities, within 12 months of project initiation.
Measurement Method	Delivery of data management strategy
Objective ID **3.2**	
Objectives	Establish a customer-centric master data management strategy to create "golden records" for DXP's core data elements within 12 months of project initiation
Metric	Number of "golden records" created for key master data elements in DXP, such as customer, business partner, vehicle, etc.
Baseline	No "golden records" for key data elements exist currently, as DL, VR and OL data are locked in legacy data repository silos
Target	Integrated data presentation layer showing master data for core data elements within 12 months of project initiation
Measurement Method	Production system document and report of programs managed in the system.
Objective ID **3.3**	

Objectives	Transition of data availability to a customer-centric presentation layer within 12 months of implementation.
Metric	Reduction of staff hours required to interrelate and manage customer data across DL, VR, and OL.
Baseline	10,000 Labor hours annually dedicated to provide File Passes and labor-intensive queries to relate customer DL, VR, and OL data
Target	Due to consumer-centric data availability, management and visualization, 80% reduction of File Pass labor hours reported within 12 months of implementation.
Measurement Method	Project status reports and File Pass labor hours report
Objective ID **3.4**	
Objectives	Normalize DMV data to improve data availability, accuracy, and usability within 12 months of implementation.
Metric	80% reduced number of separate overlapping/redundant data elements.
Baseline	Silo data repositories with complicated and inconsistent data structure
Target	Standard/normalized data structure and migration of current and active data to modern data structure and repositories within 12 months of implementation.
Measurement Method	Data transformation KPIs, project status reports
Select + to add additional Objectives	
4 – Reporting and Dashboard	**Provide Californians secure access to data in a convenient and cost-effective manner.**
Objective ID **4.1**	
Objectives	Develop enterprise report management strategy and roadmap within 12 months of project implementation.
Metric	Adopted strategy to consolidate and streamlined department reporting, resulting in a 50% reduction in reports generated within 12 months of implementation.
Baseline	Reports produced annually; 2 million SFTP reports, 619 Green Bar Reports, 915 DMV operational reports and 89 million other reports stored in the Mainframe SYSOUT Archival and Retrieval system (SAR).
Target	50% reduction in reports produced within 12 months of project implementation.
Measurement Method	Report management log and project status reports
Objective ID **4.2**	
Objectives	Establish and maintain DMV public data-sharing portal in accordance with the State Open Data Portal initiative, supporting operational transparency, upon project completion.
Metric	Electronically-available reports and dashboard via an implemented DMV Public Data Portal
Baseline	No portal exists currently.
Target	DMV Public Data Portal available upon project completion
Measurement Method	Project reports and Public Data Portal status reports
Objective ID **4.3**	
Objectives	Establish DMV Business Partner Report and Dashboard Self-Services portal within 12 months of implementation.

Metric	Secure electronic delivery and availability of reports and dashboard in support of DMV business partners, stakeholders and other known entities
Baseline	Inventory of reports provided via SFTP, hard-copy routing or other transmission methods
Target	80% reduction in reports delivered via SFTP, hard-copy routing or other transmission methods within 12 months of implementation
Measurement Method	Production Operation Report production logs
Objective ID **4.4**	
Objectives	Establish an enterprise strategy and supporting services designed to provide DMV data in a secure manner for self-service data mining within 12 months of implementation.
Metric	Allow for ad-hoc reports of the data contained in the system.
Baseline	No self-service report generation exists currently.
Target	Authorized DMV staff and business partners are able to generate reports based on select criteria within 12 months of implementation.
Measurement Method	System reports and functionality
Objective ID **4.5**	
Objectives	Automate enterprise report management for Account Management Unit (AMU) within 12 months of implementation.
Metric	Reduce report processing time for generating AMU account reports within 5 minutes.
Baseline	65 minutes currently to manually generate AMU account reports.
Target	Implemented functionality for on-demand report requesting, generating, and production within 12 months of implementation. Retirement of ADU accounting reports.
Measurement Method	System reports (processing time) and functionality
Objective ID **4.6**	
Objectives	Improve operational outcomes and effective workload assignment by establishing automated workload management reporting and dashboards designed to track and monitor KPIs and identify inefficiencies in operational flows; thereby, reducing the time to assign and monitor staff work by 80% within 12 months of implementation.
Metric	Time it takes to assign and monitor staff work
Baseline	Range of 2 - 4 hours to perform typical function currently
Target	Reduce labor hours to perform typical functions by 50% (1-2 hours) within 12 months of implementation.
Measurement Method	System reports (processing time)
Objective ID **4.7**	
Objectives	Automate fiscal tools for cashiering and banking functions to improve efficiencies and reducing staff time spent on cashiering and backing activities by 50% within 12 months of implementation.
Metric	Automate and streamline financial functions
Baseline	Range of 4 - 8 hours to perform typical financial functions currently
Target	Automated cashiering and banking functions and workflow resulting in most functions being completed in by 50% (2-4 hours) within 12 months of implementation.

Measurement Method	System reports (processing time)
Select + to add additional Objectives	
5 – Noticing	**Electronic noticing and billing designed to reduce DMV's carbon footprint and to provide consumers a green alternative.**
Objective ID **5.1**	
Objectives	Automate system-generated and electronic transmission of correspondence, billing notices, and payment options to nearly half the customer base within four years after implementation.
Metric	Reduced staff time due to the ability to generate electronic billing notices and other correspondence directly to customers (30-40% time saved within four years).
Baseline	36,000,000 VR renewal paper notices annually
Target	Assuming customer adoption of electronic delivery, auto-generate for 5% of all customers in year 1, 10% in year 2, 25% in year 3, and 40 % in year 4
Measurement Method	System reports and functionality
Objective ID **5.2**	
Objectives	Provide two new communication channels regarding DMV services and delivery methods in a modernized system within 12 months of implementation.
Metric	Percentage of customers able to use customer portal for secure mail, online chat, text, email, IVR and other alternate customer-communication channels.
Baseline	Live Chat 80% and Robo Chat 25% of DMV online services.
Target	Provide email and text with coverage for secure mail, online chat, text, email, and IVR communication channels within 12 months of implementation.
Measurement Method	System reports and functionality.
Select + to add additional Objectives	
6 – Agile Development	**Adopt an Agile Product Development and delivery methodology to accelerate technology service delivery and data availability in support of operational objectives and legislative mandates.**
Objective ID **6.1**	
Objectives	Establish a sprint-based development cycle that delivers products in an iterative fashion, within 12 months of project initiation. The sprints will support a progressive elaboration of the business objectives.
Metric	Reduction in cycle time for automation changes and new service delivery.
Baseline	Change delivery timeframe currently requires 9-24 months
Target	Change delivery timeframe reduced by at least 50%, to 2-4 months, within 12 months of project initiation.
Measurement Method	Project report, product delivery progress report, change request delivery KPIs
Objective ID **6.2**	
Objectives	Establish product development, maintenance and support model for the delivery of technology services aligned with business objectives within 12 months of project initiation. This will transform IT services development and

	delivery by moving analysis, development and testing activities into product teams responsible for end-to-end product delivery and support.
Metric	Reduction in delivery cycle time for technology services
Baseline	Change delivery timeframe currently requires 9-24 months
Target	Change delivery timeframe reduced to at least 50%, to 4-6 months, within 12 months of project initiation
Measurement Method	Project reports, product delivery progress reports, change request delivery KPIs
Objective ID **6.3**	
Objectives	Improve product quality and reduce change request backlog, which necessitates manual workaround, through iterative product delivery, within 12 months of final product delivery.
Metric	Reduced change request backlog by 50%.
Baseline	Product change request backlog
Target	90% of product change request, that require manual work arounds, within 12 months of final product delivery.
Measurement Method	Project reporting and defect management dashboard
Select + to add additional Objectives	
7 – Business Operational Automation	**DMV relies on numerous manual processes to augment gaps in automated processes. The manual processes are time-consuming, introduce inconsistencies in outcomes, and are prone to human error.**
Objective ID **7.1**	
Objectives	Provide DMV customer-facing staff a single streamlined portal designed to support interoperability of customer service transactions within 12 months of project Implementation.
Metric	Reduced number of separate computer programs requiring toggles between separate systems required to complete customer interactions
Baseline	Approximately 10 programs
Target	75% reduction in programs requiring toggling between programs within 12 months of implementation.
Measurement Method	Production system document and report of programs managed in the system
Objective ID **7.2**	
Objectives	Incorporate the functionality of each VR, DL, and OL program into a workflow system within 12 months of implementation.
Metric	Increased number of programs in the workflow system
Baseline	50% of business functionality being processed by the current system
Target	75% of the business functionality processed by the new workflow solution within 12 months of the implementation.
Measurement Method	Production system document and report of programs managed in the system
Objective ID **7.3**	
Objectives	Reduce the number of transactions that require paper, manual keying, and allow forms for all transactions to be submitted electronically.
Metric	Increased number of forms submitted electronically for all transactions
Baseline	25% of forms currently submitted via paper

Target	Assuming customer adoption, form data is updated directly into the system for 50% of all transactional forms in year 1, 70% in year 2, and 90% in year 3
Measurement Method	Report of number of forms submitted by the system
Objective ID **7.4**	
Objectives	Enable secure system access to input data, collect fees, and process OL transactions while performing remote field inspections within 12 months of implementation.
Metric	Number of inspection offices with user access permissions
Baseline	0% user access to input data into system at remote inspection offices
Target	99.8% user access to input data into system at remote inspection offices within 12 months of implementation.
Measurement Method	Demonstration of each inspection office system user to transmit information to OL Branch headquarters in Sacramento, CA.
Objective ID **7.5**	
Objectives	Enable secure system access to input data, collect fees, and process DS transactions while working remotely within 12 months of implementation.
Metric	Number of DS offices with user access permissions
Baseline	0% user access to input data into system while working remotely
Target	99.8% user access to input data into system while working remotely within 12 months of implementation
Measurement Method	Demonstration of each DS office to transmit information to DMV headquarters in Sacramento, CA.
Objective ID **7.6**	
Objectives	Enable secure system access to review data or forms, input data, collect fees, and process INV transactions by Investigation users at office locations or working remotely within 12 months of implementation.
Metric	Number of Investigation users with user access permissions
Baseline	0% user access to review or input data into system at office locations or working remotely
Target	99.8% user access to review or input data into system at office locations or working remotely within 12 months of implementation
Measurement Method	Demonstration of each Investigation user can review or transmit information to DMV headquarters in Sacramento, CA.
Objective ID **7.7**	
Objectives	Enable secure system access to input data, collect fees, and process BPA transactions in remote locations within 12 months of implementation.
Metric	Number of BPA offices with user access permissions
Baseline	0% user access to input data into system at remote offices
Target	99.8% user access to input data into system at remote offices within 12 months of implementation
Measurement Method	Demonstration of each BPA office to transmit information to DMV headquarters in Sacramento
Select + to add additional Objectives	

8 – Payment Processing	**Ability to integrate all control cashiering, invoicing, and payment functions into the Oracle AFS.**
Objective ID **8.1**	
Objectives	Able to connect all control cashiering, invoicing, and payment functions to Oracle AFS for balancing and reconciliation within 12 months of implementation.
Metric	Increased information linked to the Oracle AFS
Baseline	75% of information is currently linked to the Oracle AFS
Target	100% within 12 months of implementation
Measurement Method	Manual report
Objective ID **8.2**	
Objectives	Able to allocate overpayments to designated fee code that will simplify and issue refunds within 12 months of implementation.
Metric	Increased ability to allocate and issue refunds for overpayments
Baseline	0% ability currently
Target	100% ability within 12 months of implementation
Measurement Method	Manual report
Objective ID **8.3**	
Objectives	Allow payments be keyed directly into the system within 12 months of implementation.
Metric	Increased ability to key payments in the system
Baseline	0% ability currently
Target	100% of payments keyed directly within 12 months of implementation
Measurement Method	Manual report.
Objective ID **8.4**	
Objectives	Produce and automate itemized invoices that can be generated and emailed to customers. Invoices should include a detailed summary of all transactions for the invoice dates, within 12 months of implementation.
Metric	Increased system ability to generate detailed invoices.
Baseline	0% ability currently
Target	100% of invoices generated and emailed to customers within 12 months of implementation
Measurement Method	Manual report.
9 – Customer Service Flow Managment	**Improve customer satisfaction through modernization of customer flow management across all DMV support channels.**
Objective ID **9.1**	
Objectives	Coordinate and manage customer flow based on DMV staff availability within 12 months of implementation.
Metric	Reduce consumer wait time to receive in person, online chat and phone services.
Baseline	Average wait time for Field Office visit 36, online chat 7 and Phone 45 minutes.
Target	Reduce customer wait time to 10 minutes within 12 months of implementation.
Measurement Method	Manual report
Objective ID **9.2**	

Objectives	Automate customers flow based on service request complexity and staff expertise within 12 months of implementation.
Metric	Improve productivity and quality of service.
Baseline	40% of overall customer interactions require a return visit to complete services request.
Target	Reduction in customer return visits to 10% within 12 months of implementation.
Measurement Method	System reports
Objective ID **9.3**	
Objectives	Reduce the administrative time required to establish and update manual scheduling of staff coverage within 12 months of implementation.
Metric	Automate the coordination and management of staffing to improve customer service flow
Baseline	Administrative hours required to establish and update manual scheduling.
Target	80% reduction in administrative time spent on staff scheduling within 12 months of implementation.
Measurement Method	System reports and dashboards
Select + to add additional Objectives	
Select + to add additional Problems	

Project Approval Lifecycle Completion and Project Execution Capacity Assessment

1. Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

(•) Yes ( ) No ( ) Clear

2. Does the Agency/ state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

( ) No ( ) New Processes ( ) Existing Processes (•) Both New and Existing ( ) Clear

1.7 Project Management

Project Management Risk Score:	1.1
Attach completed Statewide Information Management Manual (SIMM) Section 45 Appendix A:	Include the completed SIMM 45 Appendix A as an attachment to your email submission.

Existing Data Governance and Data

1. Does the Agency/state entity have an established data governance body with well-defined roles and responsibilities to support data governance activities? If an existing data governance org chart is used, please attach.	( ) Unknown ( ) Yes (•) No ( ) Clear	If applicable, include the data governance org chart as an attachment to your email submission.

2. Does the Agency/state entity have data governance policies (data policies, data standards, etc.) formally defined, documented, and implemented? If yes, please attach the existing data governance plan, policies or IT standards used.	○ Unknown ○ Yes ◉ No ○ Clear	If applicable, include the data governance policies as an attachment to your email submission.
3. Does the Agency/state entity have data security policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented security policies, standards, and controls used.	○ Unknown ◉ Yes ○ No ○ Clear	If applicable, include the documented security policies, standards, and controls as an attachment to your email submission.
4. Does the Agency/state entity have user accessibility policies, standards, controls, and procedures formally defined, documented, and implemented? If yes, please attach the existing documented policies, accessibility governance plan, and standards used, or provide additional information below.	○ Unknown ◉ Yes ○ No ○ Clear	If applicable, include the documented accessibility policies, standards, and controls as an attachment to your email submission.
5. Do you have existing data that you are going to want to access in your new solution?	○ Unknown ◉ Yes ○ No ○ Clear	If applicable, include the data migration plan as an attachment to your email submission.
6. If data migration is required, please rate the quality of the data.	No information available	

1.8 Criticality Assessment

Business Criticality

Legislative Mandates:	N/A ☐	
Bill Number(s)/Code(s):		
Language that includes system relevant requirements:		
Business Complexity Score	2.6	See attachment

Noncompliance Issues

Indicate if your current operations include noncompliance issues and provide a narrative explaining the how the business process is noncompliant.

Programmatic Regulations	HIPPA/CJIS/FTI/PII/ PCI	Security	ADA	Other	N/A
☐	☐	☐	☐	☒	☐

1. What is the proposed project start date?	7/1/2021
2. Is this proposal anticipated to have high public visibility?	(•) Yes ( ) No ( ) Clear

If "Yes," please identify the dynamics of the anticipated high visibility below:

This proposal is highly visible to the public since it affects DMV transactions processed for the public and business customers. The media, CA legislature, business and public stakeholders will pay attention as implementation may impact them individually, if there is a delay or outage of DMV services.

3. If there is an existing Privacy Information Assessment, include as an attachment to your email submission.

4. Does this proposal affect business program staff located in multiple geographic locations?	(•) Yes ( ) No ( ) Clear

If "Yes," provide an overview of the geographic dynamics below and enter the specific information in the space provided.

This proposal will affect business programs related to188 FOs (Inspections-16, Driver Safety-17, Driver License Processing Centers (DLPCs)-3, Industry Business Centers (IBC)-10); 3 Contact Centers, 186 auto clubs (AC) and 5,454 business partner (BP) locations throughout the state see below.

City	State	Number of Locations	Approximate Number of Staff
Sacramento HQ	CA	1	1,000
Sacramento Contact Center	CA	1	138
Riverside Contact Center	CA	1	184
Fresno Contact Center	CA	1	160
Region I Field Office	CA	30	497
Region II Field Office	CA	23	872
Region III Field Office	CA	27	903
Region IV Field Office	CA	27	586
Region V Field Office	CA	22	711
Region VI Field Office	CA	18	877
Region VII Field Office	CA	21	866
Region VIII Field Office	CA	20	810
Auto Clubs	CA	186	1,500
Business Partners	CA	5,454	16,000

Select + to add Locations

1.9 Funding

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to complete the project approval lifecycle?	(•) Yes ( ) No ( ) Clear
2. Will the state possibly incur a financial sanction or penalty if this proposal is not implemented? If yes, please identify the financial impact to the state below:	( ) Yes (•) No ( ) Clear

3. Has the funding source(s) been identified for this proposal?		◉ Yes ○ No ○ Clear
FUNDING SOURCE		**FUND AVAILABILITY DATE**
General Fund	☐	Date Picker
Special Fund	☒	7/1/2021
Federal Fund	☐	Date Picker
Reimbursement	☐	Date Picker
Bond Fund	☐	Date Picker
Other Fund	☐	Date Picker
If "Other Fund" is checked, specify the funding:		

1.10 Reportability Assessment

1. Does the Agency/state entity's IT activity meet the definition of an IT Project found in the State administrative Manual (SAM) Section 4819.2? If "No," this initiative is not an IT project and is not required to complete the Project Approval Lifecycle.	◉ Yes ○ No ○ Clear
2. Does the activity meet the definition of Maintenance or Operations found in SAM Section 4819.2? If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report. And provide an explanation below.	○ Yes ◉ No ○ Clear
3. Has the project/effort been previously approved and considered an ongoing IT activity identified in SAM Section 4819.2, 4819.40? If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.	○ Yes ◉ No ○ Clear

4. Is the project directly associated with any of the following as defined by SAM Section 4812.32? Single-function process-control systems; analog data collection devices, or telemetry systems; telecommunications equipment used exclusively for voice communications; Voice Over Internet Protocol (VOIP) phone systems; acquisition of printers, scanners and copiers. If "Yes," this initiative is not required to complete the Project Approval Lifecycle. Please report this workload on the Agency Portfolio Report.	○ Yes ◉ No ○ Clear
5. Is the primary objective of the project to acquire desktop and mobile computing commodities as defined by SAM Section 4819.34, 4989? If "Yes," this initiative is a non-reportable project. Approval of the Project Approval Lifecycle is delegated to the head of the state entity. Submit a copy of the completed, approved Stage 1 Business Analysis to the CDT and track the initiative on the Agency Portfolio Report.	○ Yes ◉ No ○ Clear
6. Does the project meet all of the criteria for Commercial-off-the-Shelf (COTS) Software and Cloud Software-as-a-Services (SaaS) delegation as defined in SAM 4819.34, 4989.2 and SIMM 22 If "Yes," this initiative is a non-reportable project. Approval of the Project Approval Lifecycle is delegated to the head of the state entity; however, submit an approved SIMM Section 22 form to CDT.	○ Yes ◉ No ○ Clear
7. Will the project require a Budget Action to be completed?	◉ Yes ○ No ○ Clear
8. Is it anticipated that the project will exceed the delegated cost threshold assigned by CDT as identified in SIMM 10?	◉ Yes ○ No ○ Clear
9. Are there any previously imposed conditions place on the state entity or this project by the CDT (e.g., Corrective Action Plan)? If "Yes," provide the details regarding the conditions below.	○ Yes ◉ No ○ Clear
10. Is the system specifically mandated by legislation?	○ Yes ◉ No ○ Clear

Department of Technology Use Only		
Original "New Submission" Date	8/17/2020	
Form Received Date	8/17/2020	
Form Accepted Date	8/17/2020	
Form Status	Completed	
Form Status Date	8/17/2020	
Form Disposition	Approved	If "Other," specify:

Form Disposition Date	8/17/2020