



Special Project Report #2

ON

Digital Experience Platform Project

DXP

Project # 2740-227

Information Systems Division


February 3, 2026



Version 3.25

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1.0 EXECUTIVE PROJECT APPROVAL TRANSMITTAL & IT ACCESSIBILITY CERTIFICATION

Information Technology Project Request				
Special Project Report #2 v3.0 Executive Approval Transmittal				
Agency/state entity Name				
Department of Motor Vehicles				
Project Title (maximum of 75 characters)				Project Acronym
Digital Experience Platform				DxP
Project ID	Approval Date	State entity Priority	Agency Priority	
2740-227	06/06/2024	1	1	
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.</p> <p>I certify:</p> <ul style="list-style-type: none"> The SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2, my agency/state entity has considered the cost benefits analysis associated with the proposed project changes and the changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS). The acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 7405 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page). The document(s) being submitted are accessible to persons with disabilities based on the requirements specified in Section 508 of the federal Rehabilitation Act of 1973, as amended, the Government Code section 11135, and the Web Content Accessibility Guidelines (WCAG 2.0). <p>I have reviewed and agree with the information in the attached Special Project Report.</p>				
California Department of Technology SPR Transmittal SIMM Section 30A				1 July 2021

APPROVAL SIGNATURES		
Chief Information Officer		Date Signed
Prashant Mittal	Digitally signed by Prashant Mittal Date: 2025.10.31 16:32:31 -07'00'	
Printed name:	Prashant Mittal	
Budget Officer		Date Signed
Lee P. Scott	Digitally signed by Lee P. Scott Date: 2025.10.31 14:49:19 -07'00'	
Printed name:	Lee P. Scott	
State Entity Director		Date Signed
Steve Gordon	Digitally signed by Steve Gordon Date: 2025.11.01 03:53:28 -07'00'	11-1-2025
Printed name:	Steve Gordon	
Agency Chief Information Officer		Date Signed
	Digitally signed by Marcie Kahbody Date: 2025.11.11 15:35:30 PST	12/11/2025
Printed name:	Marcie Kahbody	
Agency Secretary		Date Signed
	Digitally signed by James Hacker Date: 2025.11.11 15:35:30 PST	12/11/2025
Printed name:	Toks Omishakin	

**Executive Approval Transmittal
IT Accessibility Certification**

Yes or No

Yes	The Proposed Project Meets Government Code 7405 / Section 508 Requirements and no exceptions apply.
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Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
No	The IT project meets the definition of a national security system.
No	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office Exception.")
No	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
No	Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources). Explain:

	Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.
No	No commercial or solution is available to meet the requirements for the IT project (does not require a fundamental alteration) or provides for accessibility. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

2.0 INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

2.1 SECTION A: EXECUTIVE SUMMARY

1. **Submittal Date**

01/09/2026

2. **Type of Document**

SPR **PSP ONLY** **Other:** Enter a description if you selected Other

Project Number: 2740-227

3. **Project Title**

Digital Experience Platform

Project Acronym

DXP

Estimated Project Dates

Start: 07/01/2021 End: 03/30/2029

4. **Submitting Agency/state entity**

Department of Motor Vehicles (DMV)

5. **Reporting Agency/state entity**

California State Transportation Agency (CalSTA)

6. **Project Objectives**

Objective: 1.1 Transform DMV customer-facing business processes to improve customer experience and overall operational efficiencies within 12 months of implementation.

Objective: 1.2 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.

Objective: 1.3 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.

Objective: 2.1 Transition DMV automated services to technology that is flexible, scalable, usable, supportable, and secure upon project completion.

Objective: 2.2 Eliminate the Department's dependency on Event Driven Language (EDL), Assembler and Natural obsolete and unsupported coding languages upon project completion.

Objective: 2.3 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.

Objective: 2.4 Transform DMV technical expertise and competencies to align with the availability of skilled professionals in the industry at project completion.

Objective: 3.1 Enhance the departmental data management strategy to identify data-driven operational opportunities within 12 months of project initiation.

Objective: 3.2 Establish a customer-centric master data management strategy to create "golden records" for DXP's core data elements within 12 months of project initiation.

Objective: 3.3 Transition of data availability to a customer-centric presentation layer within 12 months of implementation.

Objective: 3.4 Normalize DMV data to improve data availability, accuracy, and usability within 12 months of implementation.

Objective: 4.1 Develop enterprise report management strategy and roadmap within 12 months of project implementation.

Objective: 4.2 Establish and maintain DMV public data-sharing portal in accordance with the State Open Data Portal initiative, supporting operational transparency, upon project completion.

Objective: 4.3 Establish DMV Business Partner Report and Dashboard Self-Services portal within 12 months of implementation.

Objective: 4.4 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.

Objective: 4.5 Automate enterprise report management for the Account Management Unit (AMU) within 12 months of implementation.

Objective: 4.6 Improve operational outcomes and effective workload assignment by establishing automated workload management reporting and dashboards designed to track and monitor Key Performance Indicators (KPIs) and identify inefficiencies in operational flows; thereby, reducing the time to assign and monitor staff work by 80% within 12 months of implementation.

Objective: 4.7 Automate fiscal tools for cashiering and banking functions to improve efficiencies and reduce staff time spent on cashiering and backing activities by 50% within 12 months of implementation.

Objective: 5.1 Automate system-generated and electronic transmission of correspondence, billing notices, and payment options to nearly half the customer base within four years after implementation.

Objective: 6.1 Establish an iterative design and development cycle logically sequencing design, development, and testing of products in an incremental fashion, within 12 months of project initiation. The incremental development will support early validation of business objectives.

Objective: 6.2 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.

Objective: 6.3 Improve product quality and reduce change request backlog, which necessitates manual workaround, through iterative product development, within 12 months of final product delivery.

Objective: 7.1 Provide DMV customer-facing staff a single streamlined portal designed to support interoperability of customer service transactions within 12 months of project implementation.

Objective: 7.2 Incorporate the functionality of each VR, DL, and OL program into a workflow system within 12 months of implementation.

Objective: 7.3 Reduce the number of transactions that require paper, manual keying, and allow forms for all transactions to be submitted electronically.

Objective: 7.4 Enable secure system access to input data, collect fees, and process OL transactions while performing remote field inspections within 12 months of implementation.

Objective: 7.5 Enable secure system access to input data, collect fees, and process Driver Safety (DS) transactions while working remotely within 12 months of implementation.

Objective: 7.6 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.

Objective: 7.7 Enable secure system access to input data, collect fees, and process Business Partner Automation (BPA) transactions in remote locations within 12 months of implementation.

Objective: 8.1 Able to connect all control cashiering, invoicing, and payment functions to Oracle AFS for balancing and reconciliation within 12 months of implementation.

Objective: 8.2 Able to allocate overpayments to designated fee code that will simplify and issue refunds within 12 months of implementation.

Objective: 8.3 Allow payments to be keyed directly into the system within 12 months of implementation.

Objective: 8.4 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.

Objective: 9.1 Coordinate and manage customer flow based on DMV staff availability within 12 months of implementation.

Objective: 9.2 Automate customers flow based on service request complexity and staff expertise within 12 months of implementation.

Objective: 9.3 Reduce the administrative time required to establish and update manual scheduling of staff coverage within 12 months of implementation.

7. Proposed Solutions

Platform-as-a-Service (PaaS) involves having a service provider deliver a cloud service that provides environments for the development and running of software applications, enabling the DMV to develop, run, and manage business applications without the need to build and maintain the infrastructure such software development processes typically require.

8.

Major Milestones	Estimated Completion Date	Actual Completion Date
Phase 1 OL SI Contract Award	09/10/2021	09/10/2021
Release 1 (R1) Go-Live	02/28/2022	02/28/2022
R1 Hyper-Care	04/28/2022	04/28/2022
R1 M&O	09/08/2022	09/08/2022
Release 2 (R2) Go-Live	10/03/2022	10/03/2022
R2 Hyper-Care	11/28/2022	11/28/2022
R2 M&O Transition to DMV	09/13/2023	09/13/2023
Phase 2 VR former SI Contract Award	08/30/2022	08/30/2022
DPP (SB 611)	08/28/2023	08/28/2023

Major Milestones	Estimated Completion Date	Actual Completion Date
Pre-Design Phase	03/08/2024	03/08/2024
Design Phase	01/31/2025	02/12/2025
Iteration 1 Delivery	10/04/2024	09/20/2024
Iteration 2 Delivery	12/24/2024	05/30/2025
Iteration 3 Delivery	04/04/2025	05/30/2025
Iteration 4 Delivery	05/30/2025	05/30/2025
Primary VR former SI Contract Terminated	12/31/2025	12/31/2025
Revised VR Go-Forward Plan		
New Vendor(s) Contract Award	01/09/2026	TBD
Development	03/26/2026	TBD
Final Iteration Delivery	03/26/2026	TBD
System Integration Testing	06/11/2026	TBD
User Acceptance Testing	07/31/2026	TBD
VR Go-Live	09/14/2026	TBD
Completion of VR Hyper-Care	12/04/2026	TBD
VR M&O Transition to DMV	09/14/2027	TBD
Phase 3 DL		
DL Transitional Architecture		
DL/ID Pilot Go-Live	10/06/2025	11/17/2025
AAMVA Modernization - United States Passport Verification (USPV) Go-Live	10/06/2025	10/5/2025
AAMVA Modernization – Social Security Verification (SSV) Go-Live	10/06/2025	10/5/2025
AAMVA Modernization – Problem Driver Pointer System (PDPS) Go-Live	09/02/2026	TBD
DL Workstream 3 Primary Contract Award	07/06/2026	TBD

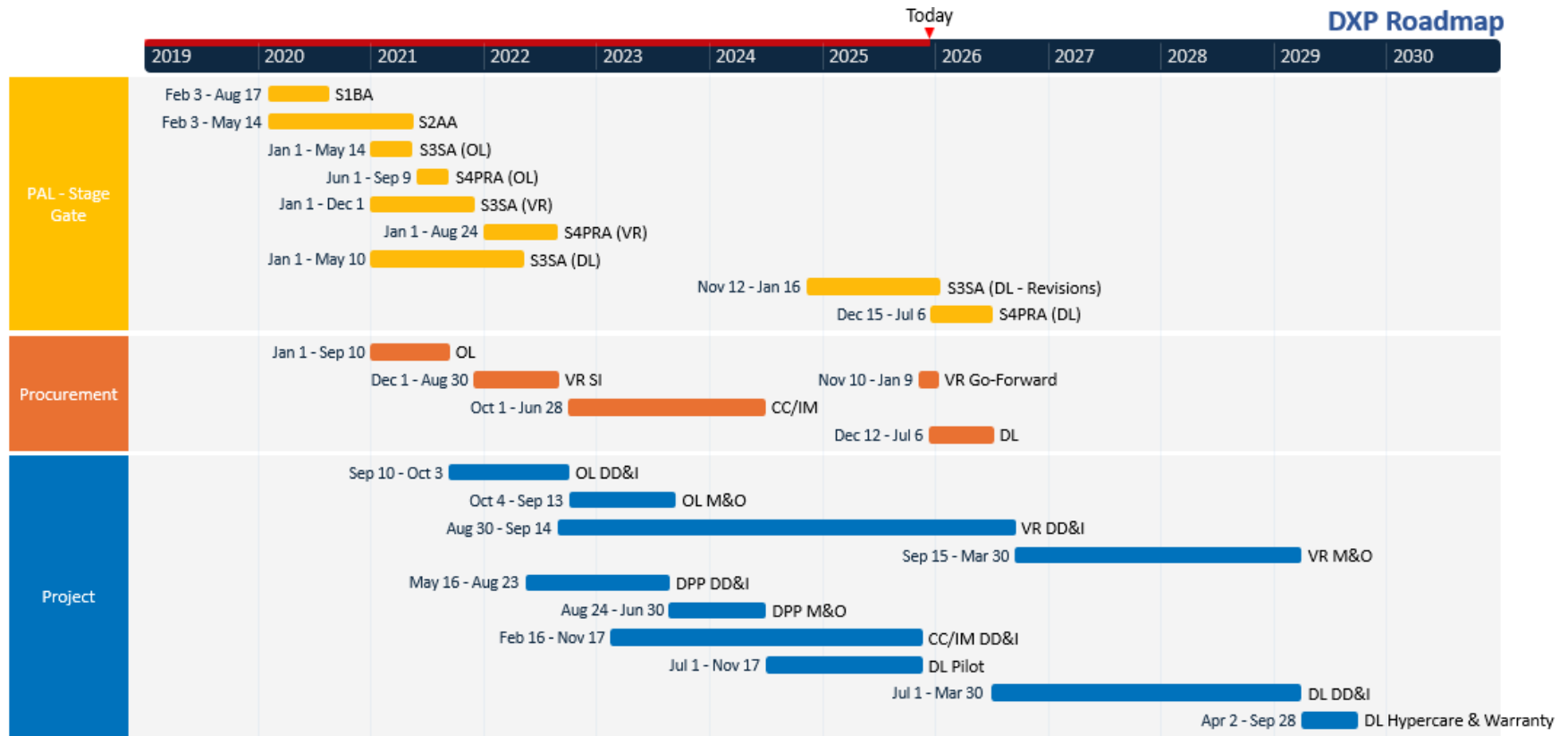
Major Milestones	Estimated Completion Date	Actual Completion Date
Workstream 0: Human-Centered Design / Process Optimization and Implementation Planning	03/31/2028	TBD
Workstream 1: Foundation	10/31/2028	TBD
Workstream 2: Front End	03/30/2029	TBD
Workstream 3 Back End (Primary SI)	03/30/2029	TBD
DL Go-Live	03/30/2029	TBD
DL Hyper-Care/Warranty	09/28/2029	TBD
Project Completion	09/28/2029	TBD

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Key Deliverables	Estimated Completion Date	Actual Completion Date
OL Deliverables		
Configuration Change Management Plan	11/08/2021	11/08/2021
Schedule Management & Solution Document Plans	11/09/2021	11/09/2021
Testing, Training & Information Security Management Plans	11/10/2021	11/10/2021
Continuous Delivery/Continuous Integration Plan	11/16/2021	11/16/2021
Risk Mitigation Plan	11/17/2021	11/17/2021
Project Agile Management Plan	11/30/2021	12/09/2021
Quality Management Plan	12/06/2021	12/06/2021
OL Project Schedule	07/15/2022	07/15/2022
Software Design Document	11/22/2022	01/30/2023
Training Materials Delivery	11/30/2022	01/09/2023
Solution Architecture Document	12/23/2022	12/23/2022
Features Delivery Document	01/19/2023	02/16/2023
System Test Acceptance & Transition Plan	10/02/2023	10/02/2023

Key Deliverables	Estimated Completion Date	Actual Completion Date
VR Deliverables		
Training Plan	07/30/2024	07/30/2024
Updated Training Plan	02/28/2026	TBD
Organizational Change Management Plan	07/30/2024	07/30/2024
Updated Organizational Change Management Plan	03/31/2026	TBD
Information Security Management Plan	08/02/2024	08/02/2024
Transition Entry and Interaction Plan	08/06/2024	08/06/2024
Maintenance & Operations Plan	08/06/2024	08/06/2024
Updated Maintenance & Operations Plan	05/31/2026	TBD
Project Management Plan	08/07/2024	08/07/2024
Updated Project Management Plan	02/28/2026	TBD
DevSecOps Plan	08/22/2024	08/22/2024
Updated DevSecOps Plan	03/31/2026	TBD
Quality, Testing and Production Release Plan	09/12/2024	09/12/2024
Updated Quality, Testing and Production Release Plan	02/28/2026	TBD
Feature Delivery (Iteration 1, Sub 6 only, no other approvals)	11/06/2024	11/06/2024
Solution Architecture Document	02/03/2025	04/10/2025
Software Requirements and Design Document (Sub 7)	02/11/2025	02/11/2025
Updated Software Requirements and Design Document	04/30/2026	TBD
Conversion, Integration, and Implementation Approach	02/12/2025	02/11/2025
Updated Conversion, Integration, and Implementation Approach	03/31/2026	TBD
Maintenance Monthly Reports (Rprt) and M&O Services (Rprt 18)	03/19/2025	03/19/2025
Transition Exit and Interaction Delivery (Sub 1)	04/10/2025	04/10/2025
Updated Solution Architecture Document	05/31/2026	TBD
Training and OCM Delivery (Sub 4)	06/23/2025	06/24/2025

Key Deliverables	Estimated Completion Date	Actual Completion Date
Technology Recovery Simulation Plan and Execution (S4)	07/03/2025	07/03/2025
Project Schedule (Submission [Sub] 11)	07/09/2025	07/09/2025
Updated Project Schedule Baseline	12/5/2025	12/5/2025
Pre-Production Readiness and Hypercare Delivery	04/08/2026	N/A
DL Pilot Deliverables		
Senior/Regular ID Original and Renewal	08/29/2025	11/17/2025
AAMVA Modernization Deliverables		
USPV	02/28/2025	4/4/2025
SSV	08/29/2025	11/21/2025
PDPS	8/17/2026	TBD
DL Deliverables		
Project Management & Release Plans, Implementation Approach	03/01/2027	TBD
Information Security Management, DevSecOps Plan, OCM Plan, Testing Plans, and Production Training Plans	12/01/2026	TBD
Draft Solution Architecture Document	12/01/2026	TBD
Draft Software Requirements and Design Document	12/01/2026	TBD
Data Synchronization Plan	12/01/2026	TBD
Human-Centered Design/ Process Optimization/Implementation Plan	12/01/2027	TBD
Final Pre-Production Readiness Plan and Technology Recovery Plan	03/01/2028	TBD
Transition Entry and Interaction & Hyper-Care Delivery Plan	03/01/2028	TBD
Final Solution Architecture Document	11/01/2028	TBD
Final Software Requirements and Design Document	11/01/2028	TBD
Maintenance & Operations Plan	02/01/2029	TBD



NOTE: Dates are tentative for the remainder of the VR Phase and are subject to change after assessment.

2.2 SECTION B: PROJECT CONTACTS

Project # 2740-227
Doc Type SPR

Executive Contacts

	First Name	Last Name	Area Code	Phone #	E-mail
Agency Secretary	Toks	Omishakin	916	323-5400	Toks.Omishakin@calsta.ca.gov
State Entity Director	Steve	Gordon	916	657-6941	Steve.Gordon@dmv.ca.gov
Budget Officer	Lee	Scott	916	997-3467	Lee.Scott@dmv.ca.gov
CIO	Prashant	Mittal	916	404-7648	Prashant.Mittal@dmv.ca.gov
Project Sponsor	Ajay	Gupta	916	244-6754	Ajay.Gupta@dmv.ca.gov

Direct Contacts

	First Name	Last Name	Area Code	Phone #	E-mail
Document prepared by	Tammy Susan	Navarrete Chan	916	914-2549 964-9063	Tammy.Navarrete@dmv.ca.gov Susan.Chan@dmv.ca.gov
Primary contact	Lynn	Chan	916	404-7644	Lynn.Chan@dmv.ca.gov
Project Manager	Badri	Ganesan	916	301-3525	Badri.Ganesan@dmv.ca.gov

2.3 SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENTAL PLANS

Project # 2740-227
Doc Type SPR

- 1. What is the date of your current Technology Recovery Plan (TRP)? **Date:** 10/25/2024
- 2. What is the date of your current Agency Information Management Strategy (AIMS)? **Date:** 08/31/2025
- 3. For the proposed project, provide the page reference in your current AIMS and/or strategic business plan. **Doc.:** Strategic Plan **Page #** 10, 17
- 4. Is the project reportable to control agencies? **Yes** **No**

If YES, CHECK all that apply:

<input checked="" type="checkbox"/>	a) The project involves a budget action.
<input type="checkbox"/>	b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.
<input checked="" type="checkbox"/>	c) The estimated total development and acquisition costs exceed the Department of Technology's established Agency/state entity delegated cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).
<input checked="" type="checkbox"/>	d) The project meets a condition previously imposed by the Department of Technology.



2.4 SECTION D: BUDGET INFORMATION

Project # 2740-227
Doc Type SPR

Budget Augmentation Required? No Yes

If yes, indicate fiscal year(s) and associated amount:

Fiscal Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Original Augmentation	\$54,360,000	\$69,295,000	\$69,850,000	\$60,268,000	\$53,107,000	\$91,780,085	\$99,300,150	\$78,024,725	\$29,335,581	\$605,320,541
FY 22/23 Reappropriation¹	-\$35,582,000	\$35,582,000								\$ 0
FY 23/24 Reappropriation²		-\$30,016,000	\$30,016,000							\$ 0
FY 26/27 Reappropriation³		-\$9,827,063	-\$22,470,392			\$32,297,455				\$ 0
Reversion⁴	-\$1,406,552									-\$1,406,552
Amount	\$17,371,448	\$65,033,937	\$77,395,608	\$60,268,000	\$53,107,000	\$124,077,540	\$99,300,150	\$78,024,725	\$29,335,581	\$603,913,989
Cumulative	\$17,371,448	\$82,405,385	\$159,800,993	\$220,068,993	\$273,175,993	\$397,253,533	\$496,553,683	\$574,578,408	\$603,913,989	

Project Costs

1. Fiscal Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
2. One-Time Cost	\$36,142,915	\$80,911,498	\$86,442,656	\$79,261,493	\$87,421,057	\$143,415,258	\$113,778,095	\$86,813,615		\$714,186,587
3. IT Continuing Costs								\$6,870,404	\$39,276,936	\$ 46,147,340
4. TOTAL PROJECT BUDGET	\$36,142,915	\$80,911,498	\$86,442,656	\$79,261,493	\$87,421,057	\$ 143,415,258	\$113,778,095	\$93,684,019	\$39,276,936	\$760,333,927

Project Financial Benefits

5. Cost Savings/Avoidances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Revenue Increase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

¹ Funds reappropriated from FY 2021/22 to FY 2022/23 (\$35m).

² Funds reappropriated from FY 2022/23 to FY 2023/24 (\$30m).

³ Reappropriation requested from FY 2022/23 (\$16.8m) and FY 2023/24 (\$22.5M) to FY 2026/27 due to the cancellation of the Deloitte VR SI contract.

⁴ FY 2021/22 funds not expended were reverted back to the Motor Vehicle Account.

2.5 SECTION E: VENDOR PROJECT BUDGET

Project #	2740-227
Doc Type	SPR

Vendor Cost for SPR Development (if applicable)	N/A
Vendor Name	N/A

Vendor Project Budget

1.	Fiscal Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
2.	Primary OL Vendor	\$7,026,868	\$674,578	\$0	\$0	\$0	\$0	\$0	\$0	\$7,701,446
	Primary VR Vendor	\$0	\$25,754,937	\$0	\$0	\$21,500,000	\$18,000,000	\$0	\$0	\$64,754,937
	Primary DL Vendor	\$0	\$0	\$0	\$0	\$0	\$33,000,000	\$27,500,000	\$14,000,000	\$74,500,000
3.	Independent Oversight Budget	\$478,349	\$334,956	\$710,529	\$674,317	\$685,654	\$600,000	\$600,000	\$600,000	\$4,683,805
4.	IV&V Budget	\$307,365	\$1,081,775	\$575,000	\$436,750	\$137,457	\$500,000	\$500,000	\$375,000	\$3,913,347
5.	Other Budget	\$16,232,739	\$31,668,524	\$65,186,398	\$44,358,939	\$31,245,082	\$49,328,377	\$47,712,336	\$39,361,835	\$325,594,230
6.	TOTAL VENDOR BUDGET	\$24,045,321	\$59,514,770	\$66,471,927	\$45,470,006	\$53,568,193	\$101,428,377	\$76,312,336	\$54,336,835	\$481,147,765

Primary Vendor History Specific to this Project

	Primary Vendor	Contract Start Date	Contract End Date (projected)	Amount
7.	OL SI – Deloitte Consulting Limited Liability Partnership (LLP)	09/10/2021	09/13/2023	\$7,794,490
8.	VR former SI – Deloitte Consulting LLP	08/30/2022	Cancelled 12/31/2025	\$25,754,937

Primary Vendor Contacts

	Vendor	First Name	Last Name	Area Code	Phone #	E-mail
9.	Deloitte Consulting LLP	Umesh	Jadhav	626	664-7682	UJadhav@deloitte.com
10.						

2.6 SECTION F: RISK ASSESSMENT INFORMATION

Project # 2740-227

Doc Type SPR

RISK ASSESSMENT**Has a Risk Management Plan been developed for this project?** Yes No**General Comment(s)**

The DXP project has a current approved Risk Management Plan with a revision version of v0.6. The Risk Management Plan follows industry standard practices and California Project Management Framework (CA-PMF) guidelines with an approach that focuses on proactive decision-making and action to identify, assess, and mitigate risks. All project team members are expected to identify potential risks and resolve them at the lowest level. Team level meetings focused on potential risks are held weekly and escalated to the Risk Manager if they need to be elevated to a project level risk. The Risk Manager is the central point of contact for identified risks and will consolidate, document, and communicate risks, mitigation strategies, and status with the project team. Risks will be assigned to risk owners according to their areas of expertise. Project level risks will be discussed in a RAID (Risk, Action, Issue, Decision) meeting forum at a bi-weekly cadence. Discussion will include new risks captured, mitigation activities, and retirement of risks that are no longer a threat. Communication of these risks will be a consistent component of team meeting agendas and reporting to the Executive Steering Committee and CDT.

3.0 PROPOSED PROJECT CHANGE

3.1 Project Background/Summary

The DXP Project is a multi-year comprehensive replacement of all DMV legacy systems to modernize business processes and service delivery. DXP will provide the platform and technology for Vehicle Registration (VR), Occupational Licensing (OL), and Control Cashiering/Inventory Management (CC/IM), in addition to Driver's License (DL) and Identification (ID) card services and programs. The new technology will provide the flexibility to adapt business and technology processes to comply with changing legislation and new mandates in a timely manner.

DMV was approved in Fiscal Year (FY) 2021/22 Budget Change Proposal (BCP) to expend \$193.5 million over a three-year period to implement the OL and VR components of the DXP Project. DMV was approved in FY 2024/25 BCP to expend \$60.3 million to complete the VR phase and continue through the DL phase of the DXP Project. The last approved one-time DXP Project cost was estimated to be \$388.9 million over a five-year period. Ongoing maintenance and operations costs were estimated to be \$20.6 million for information technology (IT) staff and operating expenses and equipment (OE&E).

The DXP budget request plan was developed in 2021 with the necessary requirements to modernize DMV core systems, which include OL, VR, and DL services. The first DXP phase, OL, was initiated with a challenge-based procurement process. The challenge-based procurement included a significant effort in evaluating available platforms and their capabilities through vendor demonstrations of the platform's features and functions. The California Department of Technology (CDT) and DMV jointly agreed to adjust the challenge-based procurement schedule to provide the required time for bidders to develop product demonstrations designed to showcase each platform's capabilities. The OL phase went live in October 2022 and is currently in the Maintenance and Operations (M&O) phase.

The second phase, VR, also followed a challenge-based procurement process and the contract was awarded in August 2022. To address several challenges that impacted the project schedule, scope and methodology changes from Agile to iterative Waterfall were made and presented in a Special Project Report (SPR #1) that was submitted and approved by CDT on May 17, 2024. This allowed the Department to proceed with a contract amendment to modify the scope, schedule and cost of the VR former SI vendor contract to align with the Go-forward plan. As part of that plan, the VR former SI vendor included scope related to up to 200 business process re-engineering flows and shifted responsibility of some or partial scope to DMV for Control Cashiering/Inventory Management, Customer Portal, Motor Carrier Permit, Business Partner Automation, Specified Interface Transactions, Reports, Correspondence, ABBYY Scanning, Occupational License Maintenance and Operations, Fee Computation Module, Clean Air Decals Program, and Environmental License Plate Program. The amended VR former SI contract was executed on May 21, 2024.

After careful consideration, the Department elected to terminate the DXP VR SI contract on December 31, 2025. As a result, the VR phase will have an adjusted timeline. The project team is currently evaluating the remaining work and developing a revised timeline. The previously anticipated VR Go-Live date of November 2025 has passed, and a new proposed Go-Live date of September 2026 is anticipated.

The third phase, DL, is in the last stage of planning and procurement. During both solicitations, it was clear that there was a lack of competition, which resulted in only one bid being received. The bid was significantly higher than expected and the full scope was not included in the proposal. The intent was to award the DL System Integrator (SI) contract; however, the two (2) attempts to identify an SI partner through DL solicitation were canceled due to only one bid coming in significantly higher than the approved budget. The proposed solution from the bidders for a big-bang delivery approach to DL modernization was deemed as a non-viable solution. This necessitated cancelling the DL procurement and restarting DXP DL Project Approval Lifecycle (PAL) Stage 3 to develop a plan for a more viable DL modernization approach. Lessons learned from OL, VR, and the initial DL procurement will also be incorporated into this DL effort. These lessons learned include:

OL:

- Plan a longer lead time to complete and finalize the OL Business Process Reengineering (BPR) flows, which define scope and improve business processes, prior to the start of the procurement process.

VR:

- Plan a longer lead time to complete and finalize the VR BPR flows, which define scope and improve business processes, prior to the start of the procurement process.
- Improve alignment of IT and business staff resource within the project.
- Include language in the solicitation of any excluded Service Level Agreements applicable to assuming responsibility for maintenance and operations of a solution implemented by another contractor.

DL (Initial Procurements):

- Plan a longer lead time to complete and finalize the DL BPR flows, which define scope and improve business processes, prior to the start of the procurement process.
- Improve alignment of IT and business staff resource within the project.
- Avoid a single point of failure; align with contractor capabilities by dividing the procurement into small/medium modules.

- Modify mandatory qualifications to enable smaller companies that lack years of experience to bid.
- Include language in the solicitation that requires the bidder to include information to lower costs and optimize value tailored to the effort being bid.
- Increase the timeline between DXP phases to allow dedicated focus and application of lessons learned from prior phases.
- Utilize an Incremental approach to implementation/modernization versus a single go-live (big bang) approach.
- Utilize multiple solicitations so more vendors can bid for different work
- Using sprint-level deliverables and fixed story points to provide scope adjustment flexibility

The DXP Project will continue efforts to streamline DMV business and technology more efficiently by implementing products and services incrementally, while providing DMV's customers with a better beginning-to-end experience. The DXP Project will ensure DMV meets and exceeds customer needs in a dynamic environment.

3.2 Project Status

Phase 1, OL, Current Status:

The OL system, DMV's first large scale modernization project using the Salesforce Platform, went live in October 2022. The implementation enabled businesses and professionals to apply for, renew, and update occupational licenses online. This online self-service channel included a chatbot to answer questions, ability to record complaints, and payment capabilities. Work was streamlined and processing timeframes improved with features such as Optical Character Reading of paper applications and Salesforce Omni-Channels routing work to the appropriate staff while providing management visibility into the workflow. Field inspections were simplified with the use of mobile devices enabling inspectors to access and record information during the inspection.

The OL M&O phase was transitioned to the VR former SI Team in October 2023 to continue enhancement activities. OL M&O has been fully transitioned from the VR former SI to the DMV Team in March 2025.

- The benefits of the OL system include, but are not limited to:
 - live scan automation;
 - touchless salesperson renewal;
 - streamlined processes to reduce processing times;
 - new licensee applications; and
 - instant download of a digital temporary occupational license.
- As of December 2025, DXP OL has processed:
 - 108,067 DXP OL accounts

- 109,502 Individual Applications
- 69,956 Business License Applications

Phase 2, VR, Current Status:

In August 2023, the Disabled Persons Placard (DPP) Program, which provides parking privileges to qualified individuals, was implemented in DXP. The implementation, which complies with the fraud prevention measures mandated in Senate Bill 611, modernized DPP allowing the ability to apply for or renew placards online with an enhanced experience while increasing security and validating addresses.

Since the modernization of the DPP program to Salesforce, DMV has processed approximately 1.8 million DPP permanent, temporary, and travel transactions. For 2025 DPP renewals, DMV processed 2.1 million renewals through the new system.

The VR planned implementation will modernize over one hundred end-to-end transactions supporting processes, such as, vehicle and vessel registration, renewal, and transfer of title. This phase also includes other major features such as control cashiering, which will integrate payment/refund information and processing as well as inventory management of plates and stickers for VR related transactions. The control cashiering function being developed with VR is critical to the collection of revenue and will bridge code between the legacy system and DXP until the final phase is implemented.

The DMV, in collaboration with the VR contractors, will continue the DD&I activities through Go Live. The project experienced several challenges that impacted the project schedule and scope. SPR #1 changed the project methodology from Agile to Iterative Waterfall, extended the implementation timeline, and adjusted scope. A contract amendment to address these changes was executed on May 21, 2024. The primary VR former SI contract was terminated on December 31, 2025. Currently, DMV is assessing the remaining work and developing a revised project timeline.

The DMV is submitting a Budget Change Proposal with a request to reappropriate approximately \$39 million of project funding from FY 2022/23 and FY 2023/24 FY to FY 2026/27 for the VR Phase of the DXP Project that was previously approved in FY 2021/22.

The project teams, in collaboration with business divisions, are actively assessing the remaining tasks required to achieve a successful go-live. Following a comprehensive review of progress and dependencies, the project schedule has been re-baselined to reflect a revised go-live date of September 14, 2026. This adjustment ensures adequate time for completion of outstanding work and alignment across all stakeholders.

Phase 3, DL, Current Status:

Transitional Architecture Changes/Foundation work is being done to prepare for the next phase and moving off the legacy mainframe. These milestones reflect significant progress in both projects, keeping us on track with our modernization goals. This foundation work includes:

- DXP DL Pilot, EASE Transitional Foundation; Leveraging the existing Front-End (FE)/Back-End (BE) Legacy services and Data as a Transitional Architecture to Sync the future state Salesforce Services and Data.

DXP DL Pilot Status:

User Acceptance Testing (UAT): Completed with sign-off on 11/12/2025.

Go-Live: Successfully launched on 11/17/2025.

Hypercare Period: Conclude on 12/12/2025, ensuring system stability and user support.

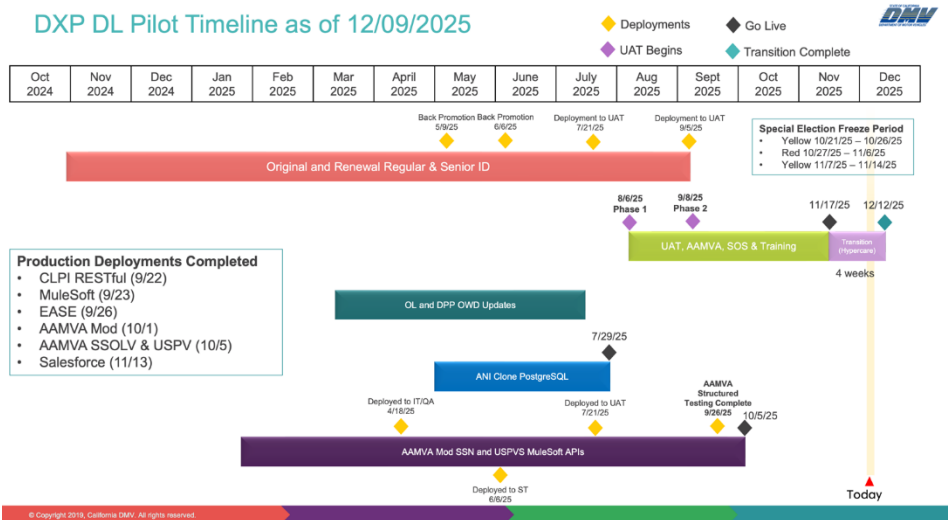
Project Closure: Scheduled for 12/31/2025, marking the formal completion of the DL Pilot initiative.

- AAMVA Modernization (Mod), moving DMV off the Mainframe UNI before the end of AAMVA support (January 2028) and preparing for State-2-State (S2S).

AAMVA Mod Status:

Phase 1 Completion (05/22/2025): Successfully completed development and delivery of the United States Passport Verification API using the Pentaho platform. Final approval and sign-off for Phase 1 achieved.

Phase 2 Completion (11/19/2025): Delivered the Social Security Online Verification API using the MuleSoft platform. Final approval and sign-off for Phase 2 completed. Additionally, the United States Passport Verification API was redeveloped using MuleSoft and signed off on the same date.



The DL phase is still in the planning stage and has not completed the PAL process.

Due to budget constraints, only funding to complete DXP Phase 2 VR was approved for FY 25/26. The DXP DL Phase is deferred until funding can be secured. In order to continue the DXP Project in FY 25/26 and in subsequent years, this SPR#2 is being submitted to complete Phase 2 VR and provide the future roadmap for the DXP DL journey. We plan to submit additional BCPs in subsequent years to secure the necessary funds to complete the DXP Project.

3.3 Reason for Proposed Changes

The DXP project is transitioning from a big bang approach to an incremental delivery strategy to mitigate risk and apply lessons learned that include dividing the project into smaller efforts allowing for better control over costs, schedules, and potential challenges. This method ensures steady progress with opportunities for adjustments along the way, avoiding the risks associated with a single, large-scale launch. The details of this high-level approach are outlined in section 3.4.

Reason for Proposed Change	Reason for Deviation
<p>Scope Deviation – 53% (Functional/Non-Functional DL requirements only)</p>	<ul style="list-style-type: none"> • Incorporating Legislative Mandates • Integrating Human-Centered Design • Adding Business Processes • Additional Self-Service Options • Lessons Learned from previous Phases
<p>Schedule Deviation – 58%</p>	<ul style="list-style-type: none"> • Two prior DL solicitations were attempted and cancelled • BCP for DL funding denied for FY 25/26 delaying start of DL Phase • Lessons Learned from VR Phase to have more lead time for DL BPR flows
<p>Costing Deviation – 82%</p>	<ul style="list-style-type: none"> • Initial estimates completed in 2020 • Bid response received for prior solicitation was 56% higher than budgeted • Staff salaries and benefits have increased significantly since initial estimates • Additional software needed that was not known prior to contractor onboarding • Market conditions

Reason for Scope Deviation:

VR Phase

There has been no change to the original scope of the VR project as defined in the last approved requirements. The DMV will be transitioning to a new approach to ensure alignment with project objectives and timelines. Differences in interpretation of scope and deliverables have created

challenges in confirming completeness and quality, which could impact system readiness at go-live. To address these challenges, the DMV is focusing on ensuring that requirements remain the foundation for final system validation and approval. Additional considerations include completing design work, training, and data conversion to deliver a fully operable business system. This transition will allow the DMV to engage resources that can support the successful completion of the VR system and meet go-live expectations.

DL Phase

There is a 53% deviation in DL scope from the last approved DL PAL Stage 3. This was calculated by the difference in the functional and non-functional requirements counts from the previously approved DL PAL Stage 3. Due to the delay in VR Phase 2 and the unsuccessful procurement for Phase 3 DL, the scope of DL now must also encompass the integration and/or additional scope of legislative mandates, such as AB796, AB3, AB1800, AB287, and AB2746, as the operational deadlines are rapidly approaching. Full discovery of the impact to DXP DL will need to be assessed after the approval of this SPR and BCP. Based on the lessons learned from VR, DL will also integrate Human-Centered Design (HCD) into the project. Incorporating HCD will ensure that the technology is intuitive, user-friendly, and enhances the overall customer experience.

The scope of modernization has also adjusted over time as DMV progresses further into the journey of transforming business processes and technologies from a forward-looking approach. Scope adjustments include additional business processes and historical technical issues identified for SPR 2 that were not originally planned. Additionally, scope adjustment includes building additional self-service capabilities to enhance the customer journey in the DMV digital channel experience (such as Virtual Field Office and Online).

The Phase 3 DL is incorporating lessons learned from the previous phases of OL and VR. The DL scope will continue to streamline business and technology processes while enhancing the experience for customers and staff.

Based on the lessons learned from OL and VR, having the primary SI providing M&O support along with modernization activities created a lot of distraction for the primary SI. DMV is proposing a separate M&O contract for VR support and not include it in the primary DL contractor scope of work.

Reason for Schedule Deviation:

VR Phase

The VR schedule deviation does not affect the overall project schedule. However, due to the cancellation of the primary VR former SI contract, the VR Phase implementation date will be delayed. DXP VR Phase current timeline will be revised to reflect a structured and phased approach to ensure vendor transition, system development, testing, training, and deployment readiness

across all operational and organizational dimensions. DMV is targeting September 2026 go-live date for VR and is currently working to baseline the VR project schedule.

DL Phase

The DL Phase is the last phase of the DXP project which drives the overall project schedule. The overall project schedule from start to final implementation deviated by 58% from the last approved schedule. The initial delay caused by the two (2) DL solicitation cancellations and replanning necessary to complete the DXP project requires additional time. Due to Budget constraints, funding to begin the Phase 3 DL DD&I was not approved for FY 2025/26, causing further delay.

Based on lessons learned from the initial procurements, planning a longer lead time to complete and finalize the DL BPR flows, which define scope and improve business processes, will help to ensure a successful outcome.

Completion of DL will be the final step for creation of a One-Stop Customer Portal, which is a key objective of the project. It enables the public to query data quickly without staff intervention, perform transactions online rather than through paper or office visits, and ultimately, a more efficient experience that empowers customers to have on-demand access to information and services,

Reason for Costing Deviation:

The one-time project cost has a deviation of 82% from the last approved cost. DMV's original costing of the DXP project was completed in 2020. Since then, costs have increased an average of 60% over what was planned for the SIs and other required professional service vendor partners. Several factors have contributed to this, such as higher demand and limited supply of technology professionals; inflation; and increased risk premiums by SIs and vendors due to complexities of the solutions. This was evidenced by the DXP-DL RFPs, which was issued two times and received only one bid on the second solicitation with a cost proposal of 56% higher than the original budget. The latest bid received for DXP DL was \$72.6M (in addition to 15% for unanticipated tasks). In addition to the cost, the bid proposed to shift scope to the State. In summary, across all three phases of DXP modernization (OL, VR, and DL), there is an approximate net 40% cost increase in the market's ability to deliver the modernization for the System Integrator. This does not take into consideration the increase from redirected staff, maintenance and operations, and new staff costs.

The additional software costs were also over our initial estimate (such as Mulesoft, Eposly, Autorabit, Ownbackup, Tricentis Tosca, Burp, Jaws, Melissa Data, Talend, Deque Axe, RedHat Decision Manager, Axsy, etc.)

In addition, staff salaries and benefits, as well as several rate changes to support project activities have increased. To align with market conditions as evidenced by the last few years of the modernization journey, the DMV

requires adjustments to the DXP budget and timelines to complete the remaining DXP modernization. The increased schedule and new plan for a more viable DL modernization effort will increase the overall project costs by more than 15% deviation from the last approved costs.

DMV established the cost baseline for the DL phase using the bid received from the prior DL solicitations. Although only one proposal was submitted, DMV determined it was appropriate to use this bid as the baseline for cost planning and future adjustments. This decision was based on a combination of internal analysis and contextual factors.

Specifically, DMV compared the DL bid against the costing structure of the VR phase, which provided a relevant and recent benchmark for similar modernization work. Additionally, DMV considered the economic impacts of inflation since the COVID-19 pandemic, which have significantly affected labor rates, technology costs, and vendor pricing across the public sector. These inflationary trends were factored into the evaluation to ensure the proposed costs were reasonable and aligned with current market conditions.

See Financial Analysis Worksheet (FAW) – Last Approved vs. Current Summary which details where the line items decrease/increase occurred and reason.

3.4 Proposed Project Change

VR Phase

The DMV will be pivoting from the primary VR former SI to new vendors who will support the DMV's need to complete the VR system for go-live. The DMV will utilize Time and Materials contracts to support five (5) functional groups further defined in the proposed methodology change under Functional Group Contracts (5 Total).

The project team will update the current timeline to incorporate a structured, iterative approach that supports vendor transition, system development, testing, training, and deployment readiness across all operational and organizational areas.

The iterative approach will include:

- Planning and Assessment
- Vendor Onboarding and Capacity Expansion
- Development and Iterative Testing
- Data Conversion and Cutover Preparation
- Training and Organizational Readiness
- Go-Live and Stabilization
- Transition to M&O

As part of our continued commitment to the VR modernization initiative, we are in the process of establishing the go-forward plan to provide clear strategic

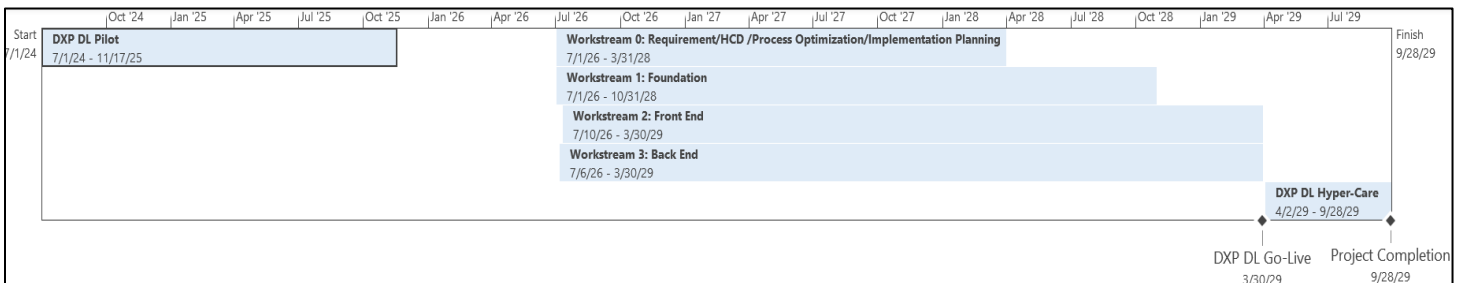
direction for upcoming phases. We have strong business alignment by identifying key business resources and selecting business champions to help define the DXP VR product vision and shape the MVP for go-live. We are actively restructuring the functional team structure to improve alignment and focus within each domain, ensuring accountability and execution. This restructuring effort is ongoing and aims to enhance delivery efficiency across all workstreams. We have re-baselined the VR schedule and the new tentative go live date is September 2026.

DL Phase

DXP DL strategy will follow these guiding principles towards stabilizing and optimizing for modernization:

- Simplify system integration asks for modernization
 - Integration design patterns
 - Architecture Pilot
 - Façade/User experience (UX) design
- Decouple external integrations from modernization efforts to reduce change management
- Prepare internal user community early by incrementally developing, providing training, and releasing modernized functionality
- Invest in upcoming change efforts towards the future architecture
 - S2S, Assembly Bill (AB) 796, AB 1766, Commercial Driver License Information System (CDLIS), Senate Bill 1046, American Association of Motor Vehicle Administrators (AAMVA) Unified Network Interface (UNI) Modernization, Driver License, Identification, Salesperson (DLIDSP) Modernization

The DMV plans to implement the DL modernization in workstreams focusing on scaling governance and process changes and tracking value along the way. In addition, these workstreams will include the integration approach for each release (i.e., integrations between the modernized front-end UI and the legacy back-end systems) and execution, in alignment with the front-end modernization schedule. The workstreams (sample shown below) will be determined based on backlog prioritization.



Workstream 0: HCD/Process Optimization, and Implementation Planning will focus on HCD, and process optimization. HCD includes identifying the user journeys for all service channels to improve the customer experience. This workstream effort will provide HCD requirements and priorities to workstreams 2 and 3 iteratively. The output of this workstream will include key findings like personas, user journeys, prioritized features and requirements, interactive prototypes, usability test results, and final design recommendations, all focused on delivering a user-centered solution. It can be integrated into the BRD by aligning the findings with the business goals and technical needs outlined in the BRD. In addition, the DL Pilot contractor will create an incremental modernization roadmap as a pilot, which will be integrated into the overall implementation plan from this workstream. As part of the DL pilot, the vendor will develop a high-level incremental modernization roadmap that outlines how transactions can be broken into manageable buckets. This roadmap will be further detailed by the WS 0 vendor, which will expand on the timelines and implementation details as part of the overall workstream plan. The WS 0 vendor will further refine and detail this roadmap by incorporating Human-Centered Design (HCD) recommendations derived from user research, usability testing, and stakeholder engagement. These insights will inform the logical grouping of transactions, ensuring that each subphase aligns with user needs and business priorities. WS0 vendor will work closely with the other vendors during the design phase to ensure the design incorporates some of the HCD recommendations.

Workstream 1: This Workstream orchestrates three concurrent contracts designed to build the Transitional Architecture necessary for incremental modernization. The scope includes: (1) Enhance and expand Foundation Services, which enhances the DL Pilot framework to support robust Salesforce/MuleSoft synchronization with Legacy systems; (2) Data Profiling, which handles the complex transformation mapping required to bridge Salesforce and Legacy data models; and (3) Legacy Service Sync and Integration, which constructs the transitional legacy and batch wrappers needed to support the incremental delivery of Workstream 2 as Workstream makes its progress, similarly DPP and OL projects have done. Collectively, these efforts mitigate the risk of a 'Big Bang' implementation by ensuring full data and service continuity across platforms. Furthermore, this foundation supports the DL Pilot and ensures readiness for future integration with DXP VR, allowing for parallel execution and iterative merging with Workstreams 2 and 3.

Workstream 2: Front-end Migration. This workstream aims to modernize the DL front-end user-facing services to Salesforce. DMV intends to leverage Salesforce out-of-the-box features to the greatest extent possible to ensure the success of this workstream. The out-of-the-box feature is a low-code development platform that helps to create custom business applications on Salesforce. It provides a suite of tools to build digital experiences without extensive coding knowledge. Additionally, the migrated Salesforce front-end services will be integrated with the Legacy Data and Service sync delivered from Workstream 1 to enable seamless operation between Salesforce and Legacy services during the transition. This approach will help DMV deliver

incremental value to the business while broader modernization is being executed iteratively. Throughout this workstream journey, all established legacy services will continue to work with the modern Salesforce user-facing front-end services until all legacy front-end services are migrated to the Salesforce solution in orchestration. This workstream can be executed parallel with workstreams 0, 1, and 3. Throughout all workstreams, there will be reconciliation steps to address the merge points from each other, which will be resolved during detailed backlog collaboration sessions. The overall implementation plan will be further refined to articulate Workstream 2 milestones, such as functional releases.

Workstream 3: Back-end batch Services, Data, Cashiering/Clearing, and other Legacy, and External Integrations will focus on the modernization of the back-end systems, ensuring a smooth transition without disrupting ongoing operations. It also includes decommissioning end-of-life legacy online services (WSI) migrated to the Salesforce Platform. This workstream will tackle the careful integration and testing of new technologies while maintaining the stability of existing processes and downstream systems. This is the most complex workstream, involving intricate work to analyze and modernize the over 40-year-old backend legacy system, including batch processes and data conversion.

This is the primary contract and given the size and complexity of this effort, this workstream involves distinct and measurable deliverables which requires clear expectations and milestones. A deliverable-based procurement method will ensure that contractors focus on tangible outcomes that directly contribute to the project's goals. DMV intends to submit a Request for Proposal (RFP) for the primary contract.

The accomplishment from this workstream will be the most beneficial in removing the monolithic and duplicative legacy processes to normalized shared functions in Salesforce. The output from workstreams 0, 1, and 2 will be iteratively merged into this workstream to finalize data migration and clean up transition architecture. The overall implementation plan will be further refined to articulate Workstream 3 milestones, such as functional releases.

In addition to the primary Workstream 3 RFP, the Department requires two ancillary support contracts: (1) Legacy Specialist (Code Review and Rule Decomposition) and (2) Legacy Integration Specialist (Legacy Data and Service Integration Architecture).

The Department has experienced significant attrition of legacy Subject Matter Experts (SMEs) due to retirements, leaving a critical shortage of in-house resources available to collaborate effectively with the Workstream 3 SI.

Based on DXP VR Project Lessons Learned, DMV has learned that supporting an SI from the legacy side requires significantly more effort than initially estimated. Previously, the internal team faced severe capacity constraints when attempting to fulfill SI requests for workflow validation and system clarification.

These two contracts will provide the essential dedicated resources to augment internal capacity and support the SI. These specialists will be responsible for decomposing complex business rules and validating workflows across legacy applications and integration layers. This approach ensures the SI has the accurate, timely information required to maintain velocity, preventing the bottlenecks and delays experienced during prior modernization efforts.

Workstream Mitigation Plan

To mitigate the risks associated with having multiple contractors working on different workstreams, specifically for DL, it's essential to have a structured approach that ensures coordination, oversight, and alignment across all parties involved. To mitigate risks, the mitigation plan will focus on the following:

1. New Centralized Program Management

DMV will hire a Program Manager (PgM) who will work with Contractors and Technical Teams. The PgM would be responsible for overseeing and coordinating all contractors, ensuring they work toward a common goal and that the various workstreams align with the overall project objectives.

The PgM will act as a bridge between all contractors, ensuring that communication is clear, timelines are met, and deliverables align with project goals. They will also manage any dependencies between workstreams and monitor the integration of outputs.

The PgM will be responsible for collaborating with staff to monitor contract, budget and burn rate, ensuring the project remains on schedule and within budget. The PgM will also be tracking progress across multiple contractors and maintaining a centralized reporting system.

DMV has a comprehensive structure in place to ensure effective coordination of requirements across multiple workstreams. The PgM will facilitate communication between vendors, manage interdependencies, monitor deliverables, and ensure that timelines and milestones are met. Through this, the DMV can maintain independent oversight and influence the right outcomes throughout the implementation period.

The complexity and scale of the DXP Project necessitate the establishment of an Information Technology Manager II (ITMII) level Program Manager (PgM) position to ensure successful delivery of the solution.

The Program Manager will be responsible for coordinating and overseeing multiple contractors and workstreams, ensuring alignment with the project's

strategic objectives. This role requires a high level of authority, decision-making capability, and leadership to:

- Integrate and align vendor activities across diverse workstreams.
- Facilitate communication between contractors and State staff to ensure clarity, consistency, and timely resolution of issues.
- Monitor and manage interdependencies, ensuring that deliverables from one stream support and do not conflict with others.
- Track progress and performance across vendors, maintaining centralized reporting and accountability.
- Collaborate with State staff to monitor contract compliance, budget utilization, and burn rate, ensuring fiscal responsibility and adherence to timelines.
- Ensure delivery milestones are met, and that the final product meets the State's expectations for quality, functionality, and integration.

Given the strategic importance of this role, the Program Manager must operate at a leadership level to effectively manage vendor relationships, resolve cross-functional issues, and make decisions that impact the trajectory of the project. The position demands a high degree of autonomy, leadership, and policy-level decision-making, which aligns with the ITM II classification. This justification supports the need for an ITM II Program Manager who will report directly to the Project Director, ensuring a clear separation of duties while maintaining executive-level oversight across both strategic and delivery domains of the modernization effort.

To support the delivery-focused leadership structure of the modernization project, four (4) distinct senior leadership roles have been established, each with a specialized focus:

The Application Development (AppDev) Manager oversees all AppDev teams and is responsible for ensuring that technical execution is aligned with vendor delivery and program milestones. This role works closely with the Program Manager to coordinate integration, resolve technical issues, and maintain delivery momentum.

Key responsibilities include, but not limited to:

- Collaborate with enterprise architects and security teams to ensure solutions meet performance, scalability, and security standards.
- Manage technical debt and ensure proactive planning for system upgrades, patches, and technology refreshes.
- Facilitate technical design reviews and ensure adherence to coding standards and architectural principles.
- Support vendor onboarding and technical knowledge transfer to State staff to ensure long-term sustainability.
- Monitor and report on technical KPIs, including code quality metrics, defect rates, and development velocity.
- Serve as a technical escalation point for complex issues impacting development and integration.

The Governance Manager is focused on project governance, including compliance, policy alignment, and oversight functions. This role maintains a direct reporting relationship with the Project Director to ensure separation between governance and delivery activities.

Key responsibilities include, but not limited to:

- Lead the development and implementation of governance frameworks, including decision-making protocols, escalation paths, and documentation standards.
- Coordinate with enterprise risk management and legal teams to ensure all project activities comply with state and federal regulations.
- Monitor and report on governance metrics, including audit findings, policy adherence, and risk mitigation outcomes.
- Facilitate governance board meetings, prepare materials, and ensure timely resolution of action items.
- Oversee the change management process, ensuring that proposed changes are evaluated for impact, approved appropriately, and documented.
- Support stakeholder engagement by ensuring transparency, accountability, and alignment with strategic objectives.
- Provide guidance on procurement compliance, contract amendments, and vendor performance evaluations.
- Facilitate lessons learned sessions and incorporate feedback into future phases or projects.
- Collaborate with Organizational Change Management (OCM) and Training teams to ensure UAT outcomes inform end-user training materials and support a smooth transition to new systems and processes.
- Coordinate readiness activities for major milestones, including go-live planning, stakeholder communications, and contingency planning.

The Program Manager serves as the central point of coordination across all contractors and workstreams. This role facilitates communication, manages interdependencies, monitors deliverables, and ensures that timelines and milestones are met. The Program Manager ITM II also collaborates with State staff to monitor contracts, budgets, and burn rates.

Key responsibilities include, but not limited to:

- Develop and maintain integrated program schedules, identifying critical paths, dependencies, and resource constraints.
- Lead cross-functional planning sessions to align vendor activities with State priorities and timelines.
- Monitor and manage risks and issues across workstreams, ensuring timely mitigation and escalation when needed.
- Establish and maintain centralized dashboards and reporting tools to provide real-time visibility into project status and performance.
- Support continuous improvement by identifying process gaps and implementing best practices across delivery teams.

- Provide strategic oversight and governance for UAT planning and execution across multiple teams and projects.
- Guide UAT managers and leads in developing comprehensive test strategies aligned with business objectives and project timelines.
- Ensure cross-functional coordination between business units, technical teams, and quality assurance to support effective UAT delivery.
- Monitor progress, escalate risks, and ensure timely resolution of critical issues impacting UAT outcomes.
- Establish standards, best practices, and performance metrics to ensure consistency, accountability, and continuous improvement in UAT processes.

The Data, Performance, Environments Manager provides oversight to data conversion, performance testing, environments/infrastructure, and security domains. This includes ensuring system scalability, reliability, and compliance with enterprise standards. Responsibilities also encompass coordinating cross-functional technical teams, managing infrastructure readiness for application deployments, and implementing quality assurance practices to support successful system integration and operational stability.

Key responsibilities include, but not limited to:

- Lead the planning and execution of data conversion activities, including mapping, cleansing, validation, and migration strategies.
- Develop and manage performance testing plans, including load testing, stress testing, and capacity planning to ensure system reliability.
- Oversee the provisioning, configuration, and maintenance of all technical environments (development, test, staging, production), ensuring readiness and stability.
- Collaborate with infrastructure teams to ensure scalability, high availability, and disaster recovery capabilities.
- Lead security planning and implementation, including identity and access management, vulnerability assessments, and compliance with state cybersecurity policies.
- Coordinate environment refresh schedules and ensure alignment with project timelines and testing cycles.
- Monitor infrastructure health and performance, proactively addressing issues to minimize downtime and disruptions.
- Manage the CI/CD pipeline for all deployments for the Salesforce Org.
- Manage the strategy and availability of test data availabilities.

This structure ensures clear delineation of responsibilities while promoting collaboration across technical, governance, and delivery domains to support the successful execution of the modernization effort.

2. Define Clear Contractual Expectations

DMV will ensure that all contracts with contractors have standardized terms regarding deliverables, timelines, and quality standards. This reduces confusion and provides a framework for performance expectations.

Each contract will include clauses that mandate coordination between contractors, potentially through regular meetings or reporting to the PgM. This ensures alignment across workstreams.

Each contractor's role will be defined explicitly within the contract, including how they interact with other workstreams and who they report to. This reduces the risk of duplication or gaps in work. The PgM will need to follow DMV's established Project Manager process and procedures.

3. Effective Communication Strategy

The PgM should organize regular status meetings with all contractors, ensuring that any issues are identified early, dependencies are managed, and progress is tracked.

A centralized document repository will be established where all contractors can upload status reports, updates, and deliverables. This ensures everyone has access to the latest information and reduces the risk of miscommunication or misalignment.

Communication protocols will be established between contractors and the PgM. Defined escalation paths, reporting timelines, and feedback loops will aid to quickly address issues.

4. Risk Management Framework

The PgM will lead the risk management process, identifying potential risks related to the coordination between contractors (e.g., misalignment of workstreams, delayed dependencies) and regularly update a risk register and mitigate issues before they escalate.

The PgM will develop contingency plans for key risks, including delays in one workstream that may affect others, quality issues, or communication breakdowns between contractors. The PgM has the authority to implement these plans swiftly.

5. Integration and Alignment

The PgM will ensure that each contractor's workstream is not operating in isolation. The PgM will regularly review integration points between workstreams, ensuring that outputs are aligned and properly coordinated.

All contractors' milestones and timelines will be aligned under one cohesive schedule, which the PgM oversees to ensure that dependencies are accounted for, and that no contractor is working out of sync with others.

6. Regular Contract Review and Adjustment

The PgM should work with DMV State staff to periodically review each contract to ensure they are still aligned with the overall project goals and that any changes in scope or deliverables are reflected in the contracts.

If any contractors are found to be falling behind or if their work is not aligning with the overall project plan, the PgM should have the authority to recommend adjustments, whether it's reallocating resources, extending timelines, or revising deliverables.

7. Performance Metrics and Accountability

For each contractor, clear performance metrics will be defined that will be tracked throughout the project. This helps to ensure accountability and allows for quick intervention if performance issues arise.

The PgM should monitor these metrics and conduct regular performance evaluations of all contractors, identifying any potential issues early and addressing them with the relevant contractor.

Adding a program manager to oversee the coordination of contractors can help streamline the management of multiple contracts, reducing risks of misalignment, delays, and communication breakdowns. A strong focus on standardized contracts, centralized communication, and integration between workstreams will help to ensure that the project progresses smoothly, and that the product is cohesive. Additionally, ongoing risk management and performance tracking will allow for proactive mitigation of issues before they become major problems.

Proposed Scope Change:

VR Scope Change

There has been no change to the original scope of the VR project as defined in the approved requirements. The project continues to be guided by the original business objectives, functional specifications, and performance expectations established at the outset. The current efforts are focused on validating that the system design aligns with those original requirements and meets the operational needs of the DMV. This includes a thorough review of the design artifacts and deliverables to ensure they are complete, accurate, and capable of supporting DMV's business processes as intended.

DL Scope Change

The DL scope will now need to integrate with the Control Cashier and Inventory Management System and VR/OL designs. The DXP modernization project is using a temporary, intermediate design known as transitional architecture to support the shift from legacy systems to a target future-state architecture. This approach enables phased implementation, minimizes disruption, and ensures compatibility between old and new technologies during the transition. It is especially valuable when implementing legislative mandates—such as new compliance requirements or digital service standards—by allowing DMV to integrate new capabilities incrementally while maintaining operational continuity. Transitional architecture helps ensure that legal obligations are met on schedule, even as underlying systems evolve.

DL will be built upon the transitional architecture that was established for the DL Pilot and AAMVA Modernization. In addition, legislative mandates, identified business processes and historical technical issues, as well as capabilities for customers to complete work through digital channels, will be part of the DL scope changes. With VR still in development, the DMV has

already documented the lessons learned thus far and integrated them into the proposed DL solution to ensure successful outcomes.

Due to the DXP VR schedule delay, DMV will need to incorporate the following legislative mandates within the DXP DL project scope:

Systems in Scope – DL	Brief Description	Comments
<i>Legislative Mandates</i>		
AB 796	Motor Voter: Integrate with and incorporate the legacy DL changes to the DXP DL scope; effective 7/1/2025.	This solution is being built as an interim approach to meet required mandates. DMV will work closely with the vendor to decide where any needed changes should be made, whether in Salesforce, MuleSoft, existing or other applications.
AB 3	Suspension Requirement for Exhibition of Speed: incorporate requirements to suspend a person's DL for 90 days to 6 months upon conviction, effective 1/1/2029.	This solution is being built as an interim approach to meet required mandates. DMV will work closely with the vendor to decide where any needed changes should be made, whether in Salesforce, MuleSoft, existing or other applications.
AB 1800	Bone Marrow Donor: incorporate requirements effective on the date to be established via Memorandum of Understanding with the National Marrow Donor Registry and DMV. AB 1800's operative date will be 1/1/2027.	This solution is being built as an interim approach to meet required mandates. DMV will work closely with the vendor to decide where any needed changes should be made, whether in Salesforce, MuleSoft, existing or other applications.
SB 287	Class C and Restricted Class A Trailer Towing: incorporate requirements for Class C towing weight limits and Restricted Class A issuance for recreational purposes, effective 1/1/2029.	This solution is being built as an interim approach to meet required mandates. DMV will work closely with the vendor to decide where any needed changes should be made, whether in Salesforce, MuleSoft, existing or other applications.

Systems in Scope – DL	Brief Description	Comments
AB 2746	Repeal Suspension Requirement and Terminate Suspensions for Failure to Appear (FTA): remove requirements to suspend driver's licenses for FTA and incorporate requirements to terminate FTA suspensions and change the penalty for driving without a valid license from a misdemeanor to an infraction for first or second offenses, and a misdemeanor for subsequent violations, effective 1/1/2027.	This solution is being built as an interim approach to meet required mandates. DMV will work closely with the vendor to decide where any needed changes should be made, whether in Salesforce, MuleSoft, existing or other applications.
<i>Technical and Business Processes</i>		
DL Back end	All DL legacy back-end Services, Integrations, and Data.	In scope for DXP
Decommission WSI	Web Site Infrastructure (WSI) (DMV's Internet Portal) - a managed environment at OTech / CDT that hosts many of DMV's public-facing online applications.	In scope for DXP
P2Daily Modernization	The P2Daily stream processes work from the following areas under DMVA HQ viz., Internet Environmental License Plate (ELP), Internet DL Renewal, Web Renew (VRIR), Remittance, Corrections, Avias, Series/1 DMVA, International Registration Plan (IRP) mCarrier, MCP Oracle, Vehicle Financial Responsibility (VFR) Reinstatements (Insurance). The P2Daily processes transactions that account for revenue and allocation of money to DMV Accounting and creates audit trails. Some transactions create updates to the VR Database.	Integration needed for DXP DL; modernization within scope of DXP
ANI	Automated Name Index - a DMV home grown CICS application that uses a last name first SOUNDEX structure to allow fast Name Searches with links to DMV's DL and VR databases. The CICS region is named MVCICS.	Integration needed for DXP DL; modernization within scope of DXP

Systems in Scope – DL	Brief Description	Comments
DataPower IBM Xi50	DataPower is a message translator and Encryption, and security appliance. Devices at DMV for EASE DL, DLID, FODI, CAMERA and Fingerprint. Devices at CDT for BPA's and WSI.	Integration needed for DXP DL; modernization within scope of DXP
CCFMAS	Centralized Customer Flow Management Appointment System - CCFMAS - Qmatic The system provides both queueing and appointment management for customer flow within the Field Offices. Each office will have a Qmatic Hub installed that will manage the queues and appointments allowing customers to be entered into the waiting queues so that they may be called by the technicians when ready. Having the Qmatic Hub onsite means that the system will allow customers to be served regardless of the connection to the Central Server.	Integration only, will not be replaced by DXP.
Hewlett Packard (HP) Output Server	EASE DL Printing - HP Output Server - has Primary and Secondary servers. TCP/IP Bi-directional. HPOS handles print for EASE DL from the Field Offices.	Integration only, will not be replaced by DXP.
MCSIA – CDL	Motor Carrier Safety Improvement Act (MCSIA) - allows for the sharing of commercial drivers' convictions and withdrawal history between U.S, Canada & Mexico. System devoted to sharing traffic violation conviction information.	Integration only, will not be replaced by DXP.
MedCert – CDL	The Commercial Driver's License Information System (CDLIS) 5.2 modifications require California to support a new Medical Certification and Self Certification database. Commercial Drivers are required to comply with periodic medical certification and submit documentation.	Integration only, will not be replaced by DXP.

Systems in Scope – DL	Brief Description	Comments
National Driver Registry (NDR)/Problem Driver Pointer System (PDPS)	Federal regulations require the Department of Motor Vehicles (DMV) to verify through the National Driver Registry (NDR) / Problem Driver Pointer System (PDPS) any type of driver license application that results in the issuance of a driver license.	Integration only, will not be replaced by DXP.
Organ Donor	Donate Life CA	Integration only, will not be replaced by DXP.
SAVE – LPV	Systematic Alien Verification Entitlement - SAVE - LPV - Legal Presence Information system used to verify Birth Date/Legal Presence (BD/LP) documents for the issuance of Driver Licenses and/or Identification Cards (DL/ID). Online access to Department of Homeland Security. Verification Information System (VIS) database.	Integration only, will not be replaced by DXP.
Smart EDL/eDL44	An On-line electronic application of a DMV DL or ID. Alice uses an Amazon Web Services (AWS) hosted table that stores customer DL/ID application and voter registration data entered by the DMV customer into the Alice application. Wizard-style questionnaire app available in 10 languages. DMV Express for Real ID was a project to modify this process.	Integration only
AAMVA Absent Services	AAMVA is used as the middleman for SSN inquiry and also US Passport Inquiry. It is included in scope for Pilot as well as DL DXP	Integration only, will not be replaced by DXP.
DMVA – Extended Name Field	Extended Name (EN) is updated via the EN2 TCode that updates ANI Database (DB). It is included in scope for Pilot as well as DL DXP.	Integration only, will not be replaced by DXP.





High-level scope:

The roadmap below outlines all potential workstreams for DL. The incremental approach will give us the flexibility to release all transactions within a workstream into smaller releases. This will be further detailed during the planning phase of each workstream.

Incremental Modernization Roadmap (Draft):

The following incremental modernization roadmap is a preliminary estimate developed by the DL Pilot vendor and DMV based on the current understanding of the existing DL system. It is intended to serve as a starting point for planning and discussion. However, this roadmap is subject to change as the WS0 vendor conducts a more in-depth analysis and design effort, in coordination with the WS2 vendor. As the DL Phase progresses, updates to the roadmap may be necessary based on several factors, including (but not limited to) vendor recommendations, Human-Centered Design (HCD) insights, resource availability, and evolving legislative or policy mandates. The roadmap should be viewed as a living document that will be refined to ensure alignment with user needs, technical feasibility, and strategic priorities.

DMV will evaluate the results of the initial DL pilot rollout to assess performance, user experience, and operational readiness. Based on this assessment, DMV will determine and finalize the statewide schedule and implement the rollout within the 2026 calendar year to ensure a smooth and efficient implementation.

WORKSTREAM 0 HCD		Human-Centered Design, Process optimization, User Journey, Experience Map, Workflows/User flows					
WORKSTREAM 1 Foundation Data, CC/IM & Legacy Sync		Foundational User & Data Profiling, Modeling, CC/IM Integration & Legacy Data/Services Sync to enable incremental deliverable vs Big Bang approach					
Key:     WORKSTREAM 2 Frontend The workstreams are not sequential, may consist of multiple contracts, and may be adjusted depending on the assessment of user journeys during the Discovery and Design phase and Pilot outcomes.		Regular & Senior ID	Non-Commercial DL	Commercial DL	Miscellaneous		
		Original	Original	Original	Reissue Fee Payment	Misc Fixed Fee	Misc Driver Record Update
		Renewal	Renewal	Renewal	Transit Training Payment	Misc Varied Fee	Service of Order Update
		Correction	Duplicate	Duplicate	Special Certificate Payment	State of Record Inquiry	FTA/FTP Fine Payment/Clearance
		Photo Retake	Renewal By Mail With Photo	Renewal By Mail With Photo	Add Court Restriction Payment	DL Information Request	Proof Filing
		ID Card Cancellation	Change/Correction	Change/Correction	Remove Court Restriction Payment	Medical Report Update	Counselor Inquiry
			Photo Retake		FR Penalty Fee Payment	Automated DL22	Data Communication System
			DL Cancellation		NOTE: The workstreams are not sequential and may be adjusted depending on the assessment of user journeys during the Discovery and Design phase and Pilot outcomes.		
		WSI Services/Shopping Cart, S2S, PDPS, CDLIS, and other COTS Integrations					
	WORKSTREAM 3 Data, Mainframe Services, & Integrations		Real-Time & Batch Mainframe Services (also includes Revenue Collections & Dishonored Payment), Data (tech stack example: Various DB2 tables and VSAM files, EASE tables and files, and Adabas), Cashiering/Clearing (including Dishonored Payment), Internal/External Inquiries and Integrations (including Accounting P2Daily update through mainframe batch service)				

Workstream 0

Product/Services	Description
The foundational to all DL transactions and workflows	
Human-Centered Design Process Optimization Implementation Plan	Human-Centered Design Process optimization User journey Experience map Workflows/User flows Business Goals and Technical Specifications Personas High-level product backlog User Stories High-level sprint planning

Workstream 1

Product/Services	Description
The foundational to all DL transactions and workflows	
User & Data Profiling and Modeling Legacy Data/Service Syn and Integration CC/IM Integration	User & Data Profile Report User & Data Models to cover Salesforce, S2S, and CDLIS Legacy/MuleSoft Integration Sync Framework Legacy Data/Service Sync Framework CC/IM Integration Framework

DL Pilot

DL/ID Transaction	Description
Regular & Senior ID Original (Pilot)	Issuing a new regular or senior ID
Regular & Senior ID Renewal (Pilot)	Renewing an existing regular or senior ID

Workstream 2.1

DL/ID Transaction	Description
Regular & Senior ID Correction	Making corrections to an existing regular or senior ID
Regular & Senior ID Photo Retake	Used when a customer's photo was either not clear enough for identification or the customer made inappropriate gestures during the photo
Non-Commercial DL Duplicate	Issuing a duplicate non-commercial Driver's License
Non-Commercial DL Renewal by Mail With Photo	Customer requesting to take a photo for a non-commercial Driver's License renewal
Non-Commercial DL Change/Correction	Making changes or corrections to an existing non-commercial Driver's License
Non-Commercial & Commercial DL Photo Retake	Used when a customer's photo was unsuccessful or unacceptable in the field office during initial processing or reported by the customer on a subsequent day from an original DL transaction

Workstream 2.2

DL/ID Transaction	Description
Non-Commercial DL Original	Issuing a new non-commercial Driver's License
Non-Commercial DL Renewal	Renewing an existing non-commercial Driver's License
Commercial DL Original	Issuing a new commercial Driver's License
Commercial DL Renewal	Renewing an existing commercial Driver's License
Commercial DL Duplicate	Issuing a duplicate commercial Driver's License
Commercial DL Renewal by Mail With Photo	Customer requesting to take a photo for a Commercial Driver's License renewal
Commercial DL Change/Correction	Making changes or corrections to an existing Commercial Driver's License

Workstream 2.3

DL/ID Transaction	Description
ID Card Cancellation	Cancellation or voluntary surrender of an ID
Non-Commercial & Commercial DL Cancellation	Cancellation or voluntary surrender of a Driver's License
Reissue Fee Payment	Collecting payment for a Reissue Fee which is required before any DL may be issued, reissued, or reinstated after a DMV suspension or revocation becomes effective.
Transit Training Payment	Issuing and collecting the fees for applicants that qualify for a Verification of Transit Training (VTT) certificate
Special Certificate Payment	Issuing and collecting the fees for applications that qualify for the following Special Certificates: <ul style="list-style-type: none"> · Ambulance Driver (DL 61) · Hazardous Agricultural Materials (DL 64) · Tow Truck Driver Clearance (DL 71)
Add Court Restriction Payment	Collecting the payment for adding court restrictions when the customer submits a Court Referral Form by the "Last Day to Report to DMV" for violations.
Remove Court Restriction Payment	Collecting the payment to remove court restrictions for the customer
Financial Responsibility Penalty Fee Payment	Collecting a Financial Responsibility (FR) penalty fee. FR is the ability of an owner and/or driver to compensate another party for property damage, bodily injury, or death caused by the operation and/or ownership of a motor vehicle

DL/ID Transaction	Description
Misc Fixed Fee	Collecting miscellaneous fixed fee items that include the following: <ul style="list-style-type: none"> • 01 – AMBULANCE DRIVER HANDBOOK • 30 – CIVIL JUDGMENT SERVICE FEE • 70 – DELEGATED TESTING FEE • 20 – DEPARTMENTAL REVIEW FEE • 33 – EMPLOYER AUTHORIZATION FEE • 34 – JUNIOR PERMIT • 35 – MATURE DRIVER CERTIFICATE • 36 – STUDENT LICENSE • 37 – TRAFFIC VIOL SCHOOL CERT • 18 – VEHICLE CODE BOOK • 19 – VEHICLE CODE BOOK – GOVT
Misc Varied Fee	Collecting miscellaneous varied fee items that include the following:
State of Record Inquiry	Inquiry made by Headquarters to review an applicant's history of actions (e.g. violations, convictions, withdrawals) against an out of state license
DL Information Request	Prints the sale of Driver record or Vehicle or Vessel registration data based on the requested information. It also allows no-fee requests to be processed.
Medical Report Update	Medical reports are required to be on file for license classes A – E. These medical reports must be submitted every two (2) years. The Medical Examination Report (DL 51), Health Questionnaire (DL 546) and Physician's Health Report (DL 546A) forms are the most often used for DMV DL transactions.

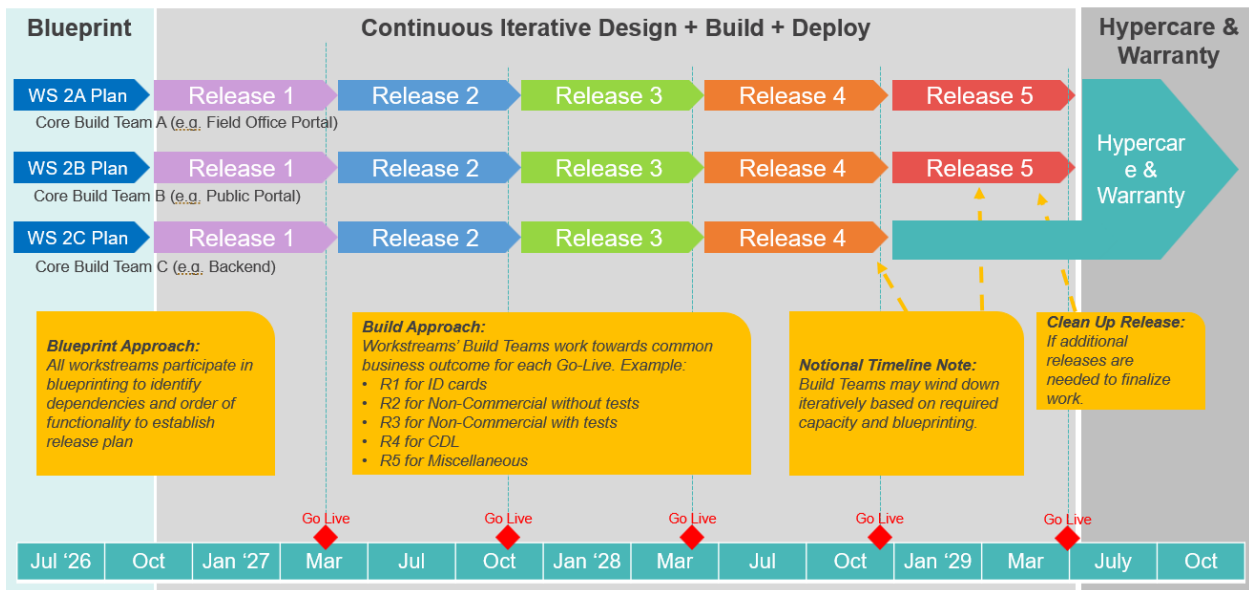
DL/ID Transaction	Description
Automated DL22	The Automated DL 22 covers the process of issuing DL 22 (temporary Driver's License) automatically
Misc Driver Record Update	<ul style="list-style-type: none"> • Course Of Employment Restriction • DL Photo Retake • ID Photo Retake • Military Extension • Set Review Status • Surrender License to DMV • Delete Review Status
Service of Order Update	When a withdrawal action (e.g. suspension, revocation, probation, cancellation) has been applied to a driver's record, the driver is notified of the action (in person or by mail). The purpose of the Service of Order process is for DMV to record the driver's acknowledgement of the notification.
FTA/FTP Fine Payment/Clearance	<p>The Courts for the State of California are authorized to impose monetary fines against drivers who are convicted of driving rule violations. There are certain scenarios where the driver fails to carry out the court order and may not appear in <u>court</u>, or pay the mandatory court-imposed fines. There are also additional monetary penalties for failing to pay the initial fines. This process is intended to ONLY update 3 specific transactions into the driver's record which include:</p> <ul style="list-style-type: none"> • Receipt of an Abstract of Court Record Release for Failure to Appear (FTA) • Abstract of Court Record for Failure to Pay fines. (FTP) • Fine payment of an FTA or FTP

DL/ID Transaction	Description
Proof Filing	<p>The Proof Filing process is used to:</p> <ul style="list-style-type: none"> • Record proof of filing insurance coverage • Record insurance company information • Validate the insurance provider is licensed to do business in California
Counselor Inquiry	<p>DMV Authorized Users must be allowed to perform a Counselor Inquiry by submitting any one of the following types of data:</p> <ul style="list-style-type: none"> · Driver's License/Identification Card (DL/ID) Number · Applicant's full name and Birth date
Data Communication System	The DCS Inquiry process is used whenever Vehicle, Vessel, Trailer, Driver or Personal information needs to be retrieved from the backend system, in varying detail depending on the Trans Code, Info Code and other criteria provided by the requestor.

Workstream 2.4

DL/ID Transaction	Description
WSI & eGov Services, Shopping Cart & Other Integrations	<p>Online customer portal services and shopping cart</p> <p>DWOIO ECM FOP eDL44 POS FP IDEMIA AKTE DAD AAMVA FDV etc</p>

Workstream 2 Draft Timeline



The above Work Stream 2 Estimate Timeline is subject to change following further refinement and ongoing discussions with the vendors to ensure alignment with project scope, priorities, and delivery strategy. DMV, working in conjunctions with the vendors, will further refine the release schedule and explore the possibility of breaking down the iterative releases even further.

To ensure a coordinated and efficient rollout of functionality, the project is structured into two key phases: Blueprinting and Build, each designed to align workstreams toward common business outcomes.

Blueprint Approach

All workstreams actively participate in the blueprinting phase to:

- Identify cross-functional dependencies.
- Sequence functionality based on business priorities.
- Establish a notional release plan that guides build and deployment activities.

This collaborative planning ensures that each release is strategically aligned and technically feasible.

Build Approach

Workstreams transition into build mode, forming dedicated teams focused on delivering specific business outcomes for each Go-Live. The build phase is structured into five releases. The current plan is to release certain functionalities every six months. However, this timeline will be reviewed and confirmed with vendors during the discovery and planning phases and coordinated with the other applications within the DXP Salesforce Org:

- Release 1 (R1): ID Cards
- Release 2 (R2): Non-Commercial Transactions (excluding tests)
- Release 3 (R3): Non-Commercial Transactions (including tests)
- Release 4 (R4): Commercial Driver's License (CDL)
- Release 5 (R5): Miscellaneous Functionality

Each release is developed with a shared understanding of business goals, ensuring consistency and quality across workstreams.

Notional Timeline

Build teams may wind down iteratively based on capacity needs and blueprinting outcomes. This flexible approach allows for resource optimization while maintaining momentum toward Go-Live milestones.

Workstream 3

Product/Services	Description
The foundational to all DL transactions and workflows	
Data Conversion/Migration Integrations Batch process Notices Online Portal	Data Staging Environment Data Cleansing Data Conversion/Migration Pipeline External Inquiry Integration DL/ID, RCS, and HODC Batch Services Court Actions/Abstract Services and Integration Notices/ECM Integrations Cashiering/Clearing Integrations Legacy Batch Integrations Online Service Portal batch services and integration External Name Search Service (ANI) Mid-tier and Integrations

Proposed Schedule Change:

Change the overall Project Completion date from June 30, 2026, to March 30, 2029.

VR Phase

The schedule for the VR Phase will be adjusted to accommodate the transition to a new vendor. This will include internal and external reviews to finalize scope and identify gaps; onboarding new vendor(s); additional development iterations, followed by comprehensive system integration testing (SIT) and user acceptance testing (UAT); updating data models and ETL processes; performance testing, developing and delivering training; VR system deployment will change from November 17, 2025, to September 2026,

followed by a six (6)-month hyper care and warranty period to support stabilization; and system transition to regular M&O in 2027.

DL Phase

Due to State Budget shortfalls, the DXP project only received FY 25/26 funding to continue the Phase 2 VR implementation and support the maintenance and operation of the Phase 1 OL in operation and Phase 2 VR post implementation. The approach for DL will extend the DL Go-Live date by thirty-three (33) months due to VR and initial DL procurement delays. The extension will facilitate the completion of the BPRs prior to the start of the procurement process and allow dedicated focus in applying lessons learned from prior phases.

Although the Phase 3 DL will go live on March 30, 2029, the project will include a hyper-care and warranty period. The project end date will be upon full system acceptance, which is scheduled to be September 28, 2029.

Proposed Costing Change:

The DMV is submitting a Budget Change Proposal with a request to reappropriate \$32.3 million of project funding from FY 2023/24 FY to FY 2026/27 for the VR Phase of the DXP Project that was previously approved in FY 2021/22. There is no request for additional funding for the VR phase. This request is solely to reallocate previously approved funds to a future fiscal year to align with the revised project timelines and ensure continuity of the project. This reappropriation will allow the DMV to complete the original intent of the funding.

To align with market conditions as evidenced by the last few years of the modernization journey, the DXP budget needs to be adjusted to complete the remaining DXP modernization. Since the market remains dynamic, the DMV also requires a 10% budget contingency over the adjusted budget to cover future market and risk factor changes.

The requested budget increase would be allocated across the next four (4) fiscal years. To ensure successful delivery of the DXP project, the DMV will monitor project expenditures and communicate any cost increases in future BCPs.

Resources:

The DMV acknowledges that the delay in the VR phase introduces a 3–9 months (including Hypercare and Warranty VR period) overlap with the planned start of the DL phase. While the original project plan anticipated a sequential transition from VR to DL, the revised timeline now requires both phases to operate concurrently for a limited period. To mitigate the impact of this overlap and address the existing resource constraints, DMV will implement the following strategies:

Internal Resource Redirection:

DMV will utilize internally redirected staff to initiate the DL phase in parallel with the wrap-up of VR. These DL redirect staff members will support early DL activities such as vendor onboarding, planning, and initial design workstreams.

Phased Transition of VR Staff:

As VR scope items are completed, DMV will begin transitioning select VR team members, particularly from the PMO and technical teams, to support DL activities. This phased approach ensures continuity of knowledge and minimizes disruption to either project.

Shared Governance Support:

The existing VR governance structure will be leveraged to support both VR and DL during the overlap period. This includes shared leadership, reporting, and decision-making processes (such as Project Reporting, Change Control Board, etc.) to ensure alignment and efficient use of resources.

Technical Staff Overlap:

The only significant overlap in staffing is expected among technical resources. DMV will address this by prioritizing internal redirection of technical staff and adjusting workloads to ensure critical DL milestones are met without compromising the completion of VR.

At the beginning of the DL phase, DMV will rely heavily on governance structures to establish the foundational framework for the project. This includes working closely with business stakeholders to clarify requirements and define the scope, as well as collaborating with the PMO to initiate detailed project planning and schedule development. These early activities are critical to ensuring that the DL phase is launched with clear direction, alignment, and readiness, even as VR activities are being finalized. There will be no overlap in the business SMEs. DMV remains committed to maintaining momentum on both initiatives and will continue to monitor resource availability closely. Adjustments will be made as needed to ensure that both VR and DL phases are delivered successfully, even with the revised timeline.

Proposed Methodology Change:

The methodology utilized will vary by DXP phase. Although the DL pilot and ancillary contracts will continue to utilize Agile approach, DL workstream contracts will utilize a combination of Agile and iterative Waterfall approach. The VR phase will continue to utilize a hybrid approach with the VR contractor(s). The CC/IM, Master Receipts, Industry Business Centers Virtual Field Office, and OL phase M&O, and DPP M&O, will continue to utilize the Agile approach. In accordance with PMBOK Guide, Development Approach and Life Cycle Performance Domain Section, the hybrid approach includes traditional Waterfall methodologies with the flexibility and iterative delivery of Agile practices. This model enables teams to tailor project execution based

on specific needs, balancing predictability with adaptability. By combining detailed upfront planning for infrastructure, compliance, and governance with Agile's iterative development cycles, the hybrid approach supports faster delivery of value, improved stakeholder engagement, and enhanced responsiveness to changing requirements.

VR Phase

The methodology utilized will vary by DXP phase. Although the DL pilot and ancillary contracts will continue to utilize Agile approach, DL workstream contracts will utilize a combination of Agile and iterative Waterfall approach. The VR phase will continue to utilize a hybrid approach with the VR contractor(s). The CC/IM, Master Receipts, Industry Business Centers Virtual Field Office, and OL phase M&O, and DPP M&O, will continue to utilize the Agile approach.

To support the successful delivery of DMV's DXP VR modernization project, a total of approximately nine (9) or ten (10) new Time and Material (T&M) contracts will be established. These contracts collectively ensure that all critical aspects of system development, integration, testing, deployment, and organizational readiness are addressed. This structure enables focused expertise, streamlined execution, and alignment with DMV's strategic goals.

DMV is proposing T&M contracts to complete the VR Project. This procurement model is the most practical and effective approach for completing the remaining work. The project is already underway, with significant development and design work initiated by the previous SI. Pursuing a new deliverable-based contract presents substantial challenges to this stage of the project. Specifically, it would be extremely difficult to identify a new vendor willing to assume responsibility for completing another SI's partially finished work and particularly within the constraints of the existing budget and timeline. Any vendor taking on such a contract would be required to absorb considerable risk, including unknown defects and incomplete or missing requirements, which would likely result in additional Change Request (causing inflated costs and extended timelines). A T&M contract provides the flexibility needed to address these challenges. It allows DMV to bring in qualified resources to resolve outstanding defects, complete unfinished development, and build out any remaining requirements that were not completed by the previous SI.

Based on the currently known scope of remaining work, DMV will be issuing the following contracts to support the continuation of the modernization project. However, due to potential uncertainties, contingency has been built into the new T&M RFOs. This approach is intended to mitigate the risk of needing to extend timelines or increase funding should actual work exceed initial estimates.

Functional Group Contracts (5 Total)

Each of the five contracts will support a specific business domain and include services for development, architecture/design, product owner/business analysis, and system/integration testing (SIT) and defect resolution:

- *Functional Group 1 – Registration and Titling*

Focuses on vehicle registration and titling processes, including DXP VR Original Title and Registration, NMVTIS, Non-Original Transfers, Title Only, Dual Registration, and Goldenrod transactions.

- *Functional Group 2 – Revenue, Compliance, and Transaction Management*

Supports revenue and compliance functions such as DXP VR Junk and Salvage, Vehicle Stop maintenance, SMOG, Parking and Toll Violations, payment processing, Dishonored Payments, P35 Refunds, and ADM399 transactions.

- *Functional Group 3 – Renewals and Indicia*

Covers vehicle renewal and indicia services, including DXP VR Renewals, Remittance Renewal/Reinstatement, Partial Year Registration, Replacement Plates/Stickers/Documents/Titles, and plate request/conversion transactions.

- *Functional Group 4 – Industry, PRU, PNO, and Garage*

Addresses specialized services including Confidential PRU, Confidential Address/Self Suppression/Safe at Home, Information Requests, Customer Online Account management, and IBC bundle transactions.

- *Functional Group 5 – Cross-Functional and Integration Services*

Provides enterprise-wide capabilities such as the Transaction Management Framework, Unified Audit Management (including Void/Refund processes), Digital Notification processing, and frameworks for Cashiering, Inventory Management, and backend Accounting and Financial Reconciliation.

Additional T&M Contracts (4-5 Total)

- *Conversion and Release Management Support*

This contract will provide services for data conversion and defect resolution/support related to those efforts. It will also support release management, including code merge activities and conflict resolution

to ensure smooth and coordinated deployments across all applications within the DXP Salesforce Org.

- *Training, Organizational Change Management (OCM), and Project Management Office (PMO)*

Separate contracts will deliver training development and delivery, OCM planning and execution, Readiness, and PMO support. This includes stakeholder engagement, communications, readiness assessments, and governance support to ensure successful adoption and oversight of the modernization program. The Training contract will be a deliverable-based contract. OCM, Readiness, and Project Management contract will be issue if needed. DXP VR currently has existing contracts the project is utilizing.

- *Quality Assurance*

A separate contract will support quality assurance activities, such as automation and performance testing. These contracts will help augment current State staff resources, which are limited due to competing priorities and ongoing modernization efforts. The additional support will ensure timely execution of performance testing cycles, defect resolution, and readiness for production deployment. Two separate contracts are necessary because performance testing and automation require distinct skill sets and expertise. Performance testing uses NeoLoad, while automation relies on Tosca, and vendors may not have senior resources proficient in both tools. Combining these roles under one contract could create a resource gap and introduce significant risk to project timelines and quality.

DL Phase

The scope of the DL pilot will focus on processing both original and renewal ID card applications for regular and senior applicants. This includes tasks such as collecting and scanning identity documents, verifying legal presence (LPV), validating U.S. passports, conducting name-based searches, transitioning between REAL ID and Federal Non-Compliant (FNC) statuses, and handling additional forms like reduced or no-fee applications. The pilot will be limited to ID cards in functionality and will be introduced statewide to all field offices. This approach allows for collection of a larger, more diverse set of data, which is useful for understanding how the project will scale and how different demographics, regions, and offices respond to the new process.

The DMV plans to use a deliverable based contract for Workstream 3, as the primary contract, and multiple leveraged deliverable-based procurement contracts for all other workstreams, except in specific circumstances approved by the CDT OSTP. DMV has successfully implemented projects using this procurement methodology (VFO, Employer Pull Notice (EPN), Driver Safety

(DS), Case and Resource Investigative Management System (CRIMS), DPP, etc.).

DMV is using historical data to determine resource effort, timelines, and integration challenges (from previous projects and DXP phases). This includes the complexity of the program and the external system interfaces. By leveraging this baseline, DMV developed a budget that reflects risks already encountered.

DMV will collaborate with the DXP DL workstream contractors to review the modernization roadmap and strategy developed, so we can create an effective incremental rollout plan for DL.

3.5 Accessibility

The development of the applicable information technology product(s) or service(s) required by DMV will meet the requirements of California Government Code section 7405, which incorporates Section 508 of the federal Rehabilitation Act of 1973, as amended (29 United States Code section 794d) and implementing regulations (36 Code of Federal Regulations (CFR) section 1194), in California law. 36 CFR section 1194 encompasses the Web Content Accessibility Guidelines (WCAG) 2.0. The proposed DXP system will be designed, developed, and tested to ensure it meets WCAG guidelines. The Department's current reasonable accommodations policy for employees with disabilities will still apply.

3.6 Impact of Proposed Change on the Project

Impact of Proposed Scope Change:

DXP Phase 3 - DL will reduce the reliance on obsolete and unsupported technology. It will transform and streamline the delivery of DMV services providing customers with a One-stop shop where they can access information and perform transactions online. It also will reduce the paperwork and inefficiencies that customers, partners, and technicians currently experience. The proposed scope change, which includes the addition of legislative mandates and addressing historical technical issues, will likely increase the project's scope, timeline and costs, as these new requirements will require additional resources and development effort. This change will impact the overall project delivery, potentially delaying milestones and altering resource allocation, requiring careful management to stay on track.

Impact of Proposed Schedule Change:

The proposed schedule change extends the completion of the DXP Project and when DL will migrate to DXP from 2026 to 2029, which extends the decommissioning of supporting legacy systems. It also impacts DMV resources who will be needed for DXP, legacy sustainability, maintenance, and operations support.

The scheduled VR Phase implementation will be delayed to ensure the system is performing as intended and meets all requirements.

Impact of Proposed Costing Change:

The proposed change will increase the overall project cost from \$414,676,034 to \$767,138,511. The impact of the proposed cost change will require Budget approval on an annual basis.

DMV plans on submitting future Budget Change Proposals (BCPs) for FY 2026/27, FY 2027/28, FY 2028/29 and ongoing to request the remaining funds to complete the DL phase of the project. No additional funding will be requested for the remaining VR phase. The estimated additional funding needed to complete the modernization journey are projected at this time based on current market costs, and the DMV plans to reassess costs on an annual basis to provide more accurate figures.

In order to maintain the current legacy systems through the end of the DXP modernization journey, additional cost will be required. To ensure successful delivery of the DXP project, the DMV will monitor project expenditures and communicate any cost increases in future BCPs.

Following the Cost Management Plan, DMV will monitor project expenditures by recording and analyzing actual expenditures as they occur and comparing expenditures to the project budget baselines. DMV will provide the cost tracking information via the monthly Project Status Report (PSR). Any potential projected or actual cost overruns, for the fiscal year and for the overall project, will be reported in the monthly PSR and presented at the monthly Project Steering Committee status meeting for recommendation and action.

3.7 Feasible Alternatives Considered

DMV considered the following alternatives:

1. Scope reduction – reducing scope would prevent the project from achieving the project objectives.

Scope Reduction – Reducing the project scope would prevent DMV from achieving the core objectives of the modernization effort. Additionally, this approach would not reduce costs. In fact, it would increase them, as DMV would continue supporting both the outdated legacy system and the partially modernized system in parallel. This dual-system maintenance would require additional resources and funding, without delivering the full benefits of modernization.

2. DMV assuming responsibility for some of the scope. This alternative has a significant impact on resources and requires specialized skills.

DMV Assuming Responsibility for Some Scope – While this option was considered, it is not feasible due to the significant impact on DMV's internal

resources. The work requires highly specialized technical skills, particularly in legacy mainframe systems. Unfortunately, DMV no longer has in-house staff with the necessary expertise, and even external consultants, including IBM and other mainframe specialists, have struggled to understand the complexity of our decades-old codebase.

Our current system is the oldest in the state, and it has reached a point where any additional postponement of its modernization will inevitably lead to catastrophic outages that will disrupt services across the entire state. This system is not just an internal system. It is essential to law enforcement operations, social programs, business functions, and constituent services. Its failure would impact the safety of our community and lead to a significant economic downturn.

While DMV has already dedicated considerable time and resources to stabilize the system, we have exhausted all viable options for repair and improvement. The only solution now is to replace it with a modern, reliable system that can ensure the continued operation of essential state functions.

Delaying this investment will not only cost more in the long run but also jeopardize the security and effectiveness of our state's services. Delaying the modernization project now will only lead to more rework when it eventually picks up again, resulting in wasted time and effort. The longer DMV waits, the higher the costs will increase, and without DMV legacy subject matter experts, who will soon be unavailable, contractors will face added challenges and inefficiencies. Moving forward now ensures DXP stays on track, avoiding these complications and securing a smoother transition to a modern system.

3.8 Implementation Plan

The initial phase of the DXP development was completed for OL followed by DPP. The VR project schedule is being updated to reflect a structured and iterative approach to ensure vendor transition, system development, testing, training, and deployment readiness. As the DMV approaches the final phases of the VR system modernization effort, the focus is on ensuring that all remaining business requirements are met and that system functionalities are fully operational to support DMV's business needs. To achieve this, the DMV is engaging vendors with specialized expertise aligned to specific areas. This approach enables targeted support, enhances accountability, and ensures that each functional group receives the attention needed to complete implementation, validation, and readiness activities. By aligning vendor efforts with defined tasks, the DMV is positioned to complete the modernization with greater precision, quality, and operational effectiveness.

Based on the lessons learned from OL and VR having the primary SI providing M&O support along with modernization activities created a lot of distraction for the primary SI. DMV is proposing a separate M&O contract for VR support

and not include it in the primary DL contractor scope of work. DMV plans to onboard the M&O contractors three months prior to the expiration of the VR warranty period to ensure proper transition of the maintenance and operation activities.

The transitional architecture effort will guide the DMV in developing an intuitive strategy for the project's DL/ID workstreams. It will outline the types of transactions or applications included in each workstream. The department will rely on the transitional architecture contractor to propose this modernization roadmap. Additionally, the department plans to implement pilot programs in various field offices and business partners to verify that data synchronization is effective, transactions are processed within acceptable timeframes, and both legacy and modern systems handle transactions properly.

The work done in the transitional architecture will feed directly into the foundation framework, which will lay the groundwork for the subsequent incremental modernization approach. This approach will help DMV effectively manage cost, time, and scope throughout the modernization journey. The transitional architecture, foundation, and HCD work will provide the necessary framework for DXP to incrementally modernize our systems, which in turn allows DMV to have better control over the cost. In addition, ongoing maintenance of OL and DPP will continue as well as VR implementation and post Go-Live support.

DMV will divide the complete DL scope into four (4) manageable smaller modules (Workstreams 0 through 3) of logical scope and technology to enable the deployment of functionality based on business value. The new approach will involve multiple parallel efforts within each workstream to facilitate the transition to an incremental model, rather than a big bang, sequential implementation. To support the successful execution of multiple parallel workstreams, the DMV will engage several vendors, each selected for their specialized expertise aligned to specific areas of focus. This resourcing strategy allows for targeted delivery, improves accountability, and ensures that each workstream receives the dedicated support necessary to complete its implementation, validation, and readiness efforts. Additionally, DMV will hire a manager who will serve as the overall program manager. This individual will provide centralized coordination across all vendors, facilitate communication, and ensure alignment of timelines, dependencies, and deliverables across workstreams.

Workstream 0 focuses on the priority journeys to establish a clear framework that sets and supports the overall vision and prioritization for modernization. This workstream will also provide ongoing design consultation throughout other workstream activities to integrate learnings while adhering to HCD principles and completing remaining user journey designs. Depending on the recommendation from HCD, the BRD may need to be updated. To ensure the quality of the design, the HCD contractor will work in parallel with the design contractor. In collaboration with internal stakeholders, the contractor will also

conduct a comprehensive review of the existing modernization roadmap, assessing current-state capabilities, future-state goals, and user experience gaps. Based on this analysis, the contractor will define a clear, incremental and phased approach, prioritizing high-impact features and workflows. This will include identifying key milestones, dependencies, and resource requirements to ensure alignment with the broader digital transformation strategy, while maintaining agility to adapt to evolving business needs and user feedback throughout the implementation lifecycle.

Workstream 1 focuses on data and user profiling and rationalizing the interdependencies between all data models in the legacy systems and Salesforce. It aims to synchronize legacy data and services with the Salesforce business services to support incremental delivery and iteration. This workstream will build upon and expand the existing DL Pilot application to enhance DXP data and service synchronization iteratively, laying the groundwork for sustained incremental value delivery established during the Pilot. The approach will ensure business operation continuity across the legacy and modernized services. This creates a foundation for allowing gradual business adoption of the new technology, which will help spread OCM activities throughout all workstreams. This workstream will also integrate with CC/IM.

For Workstream 2, DMV elects for leveraged deliverable base procurements with sprint level deliverables to provide deliverable flexibility and possible scope swap options. With leveraged procurements, DMV can adjust the scope as the project moves forward, making changes quickly without being tied to fixed deliverables. This works well with an agile or iterative approach, where the project needs to adapt to changing requirements and priorities. This model also lets us organize tasks as needed and focus on delivering value step by step, instead of being stuck with a rigid list of deliverables. It helps avoid constant change requests and minimizes debates with the contractor about what's in or out of scope. During the design phase of Workstream 2, DMV plans to work closely with the HCD contractor, getting their input on design solutions that focus on the user and using their expertise throughout the development process. Sprint level deliverable will allow flexibility in adjusting delivery scope by fixing the effort (determined via fixed story points agreed upon upfront and protected by third-party⁵ estimate validation). Workstream 2 will take foundational input from Workstream 0, following the strategy, analysis, and priorities already defined from DXP DL Pilot. Its main focus will be bringing those plans to life by designing, developing, and rolling out the front-end UI/UX within the Salesforce platform. This means creating user-friendly screens, intuitive flows, and interactive elements that not only meet business needs but also improve the overall user experience. To support this effort, we'll bring in external contractors to help migrate specific transactional processes from our legacy system into Salesforce. These contractors will work closely with our

⁵ Workstream 0 vendor

internal teams to make sure everything functions smoothly, and the transition feels seamless for end users.

Workstream 3 will initially focus on implementing well-defined specifications from DXP VR, S2S, and AAMVA Modernization for the DL program, including key components such as Cashiering, AAMVA Representational State Transfer (REST) Services, CLETS integration, mDL, ECM FODI, and printing functions. It will build upon the DXP DL Pilot data model and benefit from early backend documentation prepared by ISD SMEs.

Then it will gradually modernize legacy back-end systems, ensuring a smooth transition without disrupting ongoing operations. This workstream will leverage the insights gained from the upfront discovery across all three workstreams to implement a phased approach for gradually repointing the modernized front-end to the modernized back-end. This will involve phased testing and the release of new technologies in the background, while ensuring the stability of existing processes and downstream systems. DMV will also perform and finalize the data migration objectives and address any remaining data quality (i.e., accuracy, completeness, consistency) issues and the governance around all common data between OL, VR, DPP, and DL in this workflow.

Continuous Testing & Validation:

Each workstream will conduct regular testing and validation of their code within their own development sandboxes before being merged into the master branch. This ensures that issues are identified early and that each workstream's code is aligned with the overall project goals. The Quality Manager will oversee the testing process, ensuring all tests are thorough and meet the required standards, and will perform quality reviews to verify that the code is functioning as expected.

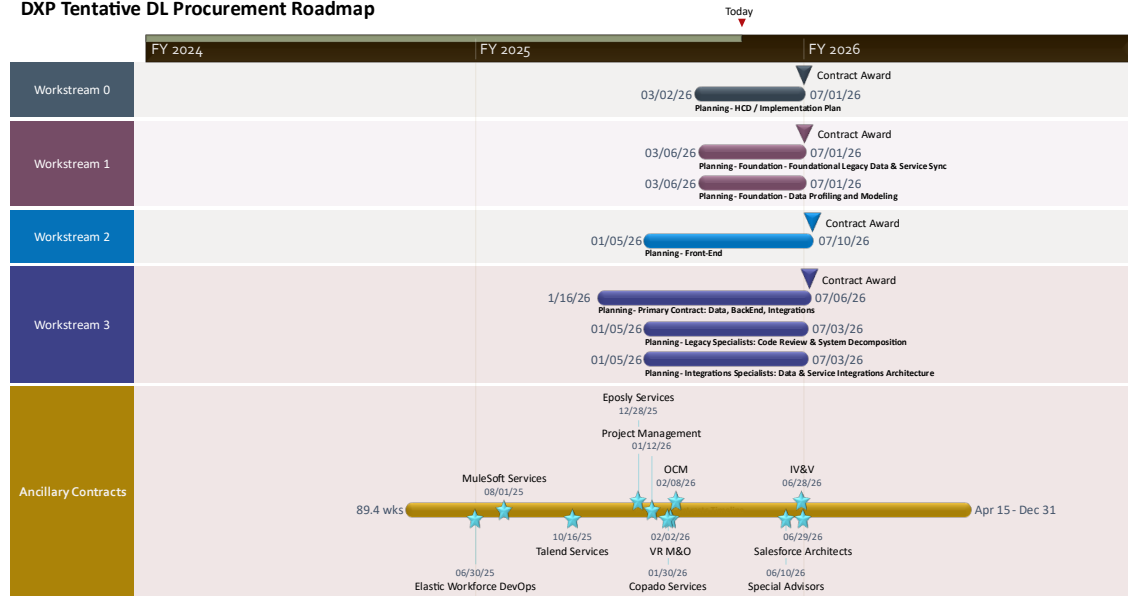
Integration with Copado Pipeline:

Through Copado, we can integrate built-in checks and automated testing into the CI/CD pipeline. This allows us to continuously validate the quality of the code and the progress of each workstream. Each code change undergoes thorough validation before moving through the pipeline, and any issues are flagged immediately.

Regular Collaboration and Syncs:

DMV holds regular collaboration sessions between workstream teams to ensure alignment on progress, address any potential roadblocks, and discuss shared requirements. This helps maintain a unified approach and ensures that any cross-functional dependencies are tracked and managed effectively.

DXP Tentative DL Procurement Roadmap



Workstream 0-3 Contracts:

- DMV plans to use multiple time and materials contracts for all workstreams with the primary contract being deliverable -based. May be MSA/SLP/RFP (approx. 3 -9 months to procure).

Ancillary Contracts:

- Existing contracts to be renewed for the overall DXP project that is also required to support DL.

DXP will adopt a Rollout Strategy to release the system incrementally, organized by function and geography (e.g., Local field offices, AAA, and BPA), to mitigate risks and facilitate staged technical rollouts.

DXP will capture on-the-ground learnings, refining future development plans, integration strategies, and resourcing requirements to incorporate iterative learning throughout all workstreams.

DMV will proactively conduct Product Management by defining the integrated development roadmap (e.g., across the system and non-system changes, different contractors, and DMV teams) with clear milestones, roles, and responsibilities, continuously track progress against the roadmap, and proactively mitigate risks and cross-functionality dependencies.

4.0 UPDATED PROJECT MANAGEMENT PLAN

4.1 Project Manager Qualifications

The DMV Project Manager qualifications are aligned with the following Project Manager Level:

DMV Project Manager Level: 4

Experience: 5+ years working as Project Manager or Project Director on large IT projects. Technical experience commensurate with the proposed technology.

Professional Knowledge: Strong working knowledge of the CA-PMF; CA Budgeting, Procurement and Contracting processes; DMV's methodology; and System Development Life Cycle.

The DL primary contractor's qualifications are as follows:

DL Primary Contractor Project Manager

Experience: Five (5) of the last ten (10) years of experience managing a project with a contract value of at least twenty million dollars (\$20M) involving hybrid system development, managing third-party and internal cross-functional teams, and managing multiple teams. The Project Manager is also required to have five (5) of the last ten (10) years of experience leading teams for projects of a similar size and scope.

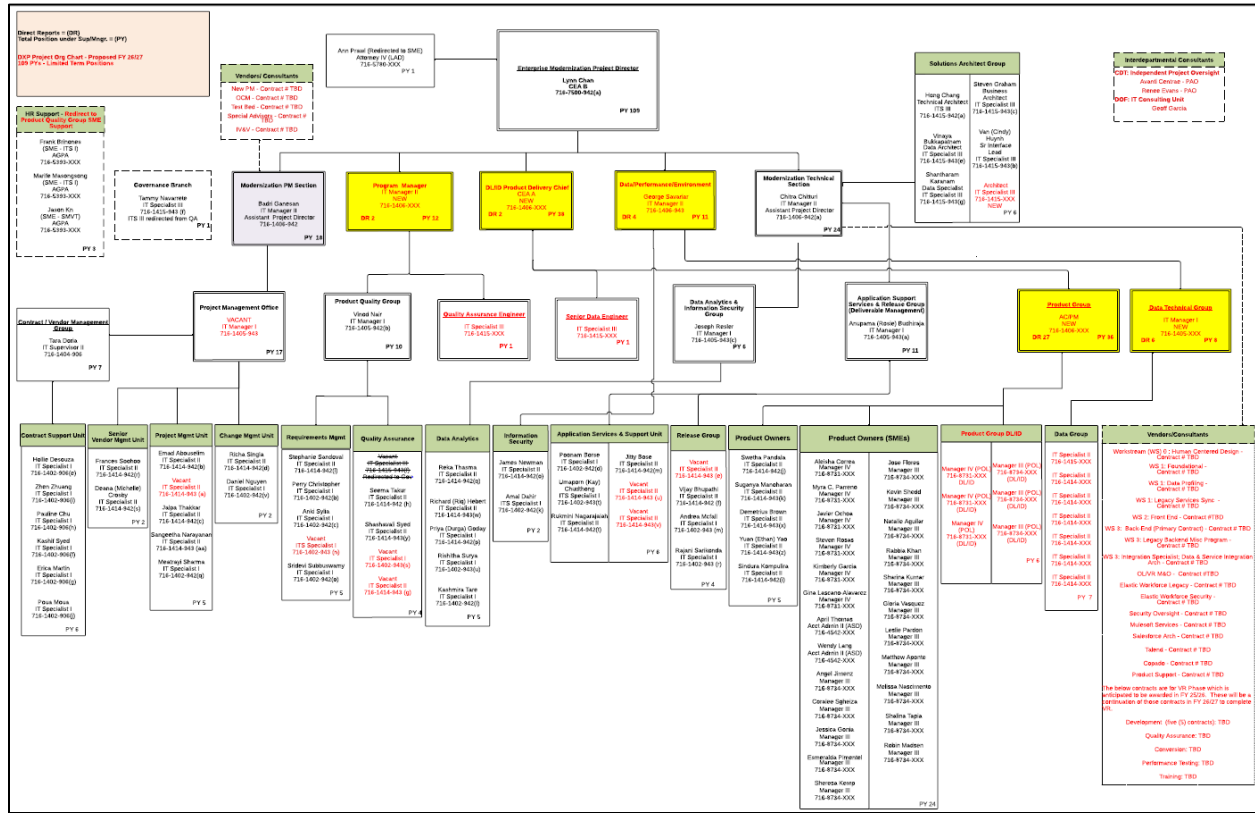
Education: A bachelor's degree or equivalent four-year combination of industry related professional experience and education.

Certification: A current Project Management Institute (PMI) Project Management Professional (PMP) certification or other PM certification by a nationally recognized educational body.

4.2 Project Management Methodology

The Project Management methodology will differ by phases and comply with the CDT CA-PMF and other industry standard project management practices, such as Institute of Electrical and Electronics Engineers (IEEE) and the Project Management Body of Knowledge (PMBOK). Previously, the DXP project was using an Agile approach; however, based on lessons learned during VR, the DL Phase will utilize a hybrid approach to allow the department to develop an architecture and design that are flexible and scalable for modular, incremental modernization. Hybrid methodology (a mix of Waterfall and/or Agile) will be used with an incremental delivery strategy instead of a Big Bang. This will allow better alignment with the Hybrid/Agile methodologies and offer more flexibilities, allowing DMV to adjust scope from sprint to sprint, as needed. This approach minimizes restrictions and avoids the delays associated with change orders from the traditional large deliverable based SI. The department will be able to progressively modernize the system while the existing system remains operational. This approach will minimize risk and allow for adaptation to any unforeseen changes that may arise. The department will choose a flexible project management methodology to adapt easily to changing needs and unforeseen challenges throughout the project. The flexibility of the hybrid methodology ensures the project remains responsive and efficient, ultimately leading to more successful project outcomes.

4.3 Project Organization



4.4 Project Priorities

Decisions are guided by the following project trade-off matrix:

Schedule	Scope	Resources	Quality
3	2	4	1

- 1 = Most important/constrained factor – the factor cannot be changed.
- 2 = Next most important factor – the factor is somewhat flexible to the project circumstance.
- 3 = Factor can be adjusted.
- 4 = Most flexible of the four factors.

4.5 Project Plan

See Section 4.5.5 for full high-level DXP Project Schedule.

4.5.1 Project Scope

VR-

The scope of the DXP VR phase remains unchanged. To ensure successful completion of the remaining work and alignment with the original scope, DMV will be onboarding new consultants to support efforts leading up to go-live.

DL-

The proposed project scope includes:

In a high-level description, the DL DXP project scope consists of services that are essential to maintain the integrity and compliance with Federal Governing Rules and California Vehicle Codes concerning California Driver's License and Identification:

- All current DL front-end systems and integrations related to COTS, internal/external systems, and entities to enable the entire comprehensive user/customer journey lifecycle.
- Back-end system batch and real-time services, data, and integrations to all internal/external systems and entities to fulfill the entire and comprehensive user journey lifecycle down to both paper and digital notices to DMV customers.
- Control Cashier, Inventory, and all back-office operations to support all methods of payments and payment clearing processes (i.e., Accounting integration, and Dishonored Payment Collections).
- DL Information Request Services and the supporting Payment/Accounting and Billing processes and integration where appropriate.
- Court Actions, DUI IID program, and Abstract Updates and Clearing.
- All DL-Related Reports and Reporting Architecture
- Paper and Digital Notices Enterprise Content Management integration.
- All security-related services, i.e., Fraud Prevention/Detection Controls, User Activity Logging and Auditing.

4.5.2 Project Assumptions

- Assume Phase 2 – VR staff will transition to Phase 3 DL effort to assist with DD&I.
- Assume project funding will be approved as requested.
- Assume funding will be approved for OL and VR M&O while DL is undergoing modernization activities.

- Assume DL solicitation will result in procuring a contractor with the appropriate skillsets and within the approved budget.
- Assume DL will be implemented in an incremental approach with multiple releases based on the workstreams.
- Assume DL Legacy systems will be frozen from any further changes to keep them stable and release human capital to assist with DXP.
- Assume key legacy resource will be available throughout the project lifecycle.
- Assume stakeholders will actively participate in project design, discussion, and key milestone.
- Assume the project scope is clearly defined and agreed upon, with minimal changes during execution and not impacted by upcoming legislative mandates.

4.5.3 Project Phasing

Project Phase	Phase Deliverables
Phase 1 - OL	Licensing, monitoring, and regulating of motor vehicle-related businesses and professions.
Phase 2 - VR	Licensing, monitoring, and regulating vehicles, trailers, and vessels.
Phase 3 - DL	Licensing, monitoring, and regulating driver's licenses and identification cards.

4.5.4 Project Roles and Responsibilities

Stakeholder	Role	Responsibility
DMV Directors <ul style="list-style-type: none"> • Primary – Director • Designee - Chief Deputy Director 	Executive Sponsor – Level 6	<ul style="list-style-type: none"> • The Executive Sponsor has the ultimate responsibility for overseeing DXP Project Governance and budget. • Ensuring a project's goals are aligned with the overall

		<p>enterprise strategic goals and objectives.</p> <ul style="list-style-type: none"> • Gathering support, communicating goals, and overcoming resistance from internal and external stakeholders. • Removing impediments, making quick decisions, and influence executive buy-in. • Informing and making recommendations to California State Transportation Agency (CalSTA) leadership, Department of Finance (DOF) and California Department of Technology (CDT). • Providing organizational leadership to influence enterprise change and the transformation of the DMV's operational, technology and service modernization. <p>Two key components of leadership provided by the Executive Sponsor are:</p> <ul style="list-style-type: none"> • Communication — Employees impacted by change want organizational leaders to be transparent. frequent and concise communication is an important tool for an executive sponsor to clearly communicate why business process, technology, and organizational change is important. • Coalition — Building and maintaining momentum, enthusiasm and participation of leaders who support change and are willing to legitimize the modernization objectives is essential to the success of DXP project.
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Stakeholder	Role	Responsibility
<p>Project & Divisional Leaders</p> <p>Voting Members:</p> <ul style="list-style-type: none"> • Chief Digital Transformation Officer, Executive Division, (Co-Chair) • Chief Information Officer, Deputy Director, (Co-Chair) • Policy Deputy Director • Field Operations Division, Deputy Director • Chief Information Security Officer • Chief Data Officer, Executive Division • DXP Project Director • Administrative Services Division, Deputy Director • Customer Services Division, Deputy Director • Operations Division, Deputy Director • Investigations Division, Deputy Director • Digital Services Division, Deputy Director <p>Advisory Members:</p> <ul style="list-style-type: none"> • Chief Deputy Director • Legal Affairs Division, Deputy Director • LEG Deputy Director • OPA Assistant Deputy Director • Chief Budget Officer, Budget and Fiscal Analysis Branch • Chief, Human Resources Branch • Chief, Audits Branch 	<p>Steering Committee (SC) – Level 5</p>	<ul style="list-style-type: none"> • The Steering Committee has the authority and responsibility of high-level decision-making for the DXP Project. The Steering Committee is entrusted with the decisions that ultimately determine how the project will look upon conclusion and serving as the advocate for the enterprise modernization and the DXP project. • The Co-Chairs establish subcommittees; identifies membership, objectives and due dates for reporting findings and recommendations back to the full body. <p>Voting Members:</p> <ul style="list-style-type: none"> • Providing strategic input, guidance, alignment, and support for the DXP Project. • Attending and participating in committee meetings, offer help and support to complete action items. • Making decisions as a collective group and hold joint responsibility for decisions and actions taken by the committee. • Providing alignment of DXP modernization initiatives with enterprise strategic plan to ensure that decisions achieve enterprise objectives. • Establishing how the project benefits are defined and measured. • Selecting business subject matter expertise to work on and contribute to the project assignments. • Reviewing and approving Project Director's recommendations for the acceptance or rejection of

Stakeholder	Role	Responsibility
<ul style="list-style-type: none"> • Chief, Registration Policy Branch • Assistant Deputy Director, ISD Enterprise Applications Branch • Assistant Deputy Director, ISD Infrastructure Branch • Assistant Chief Deputy Director <p>DMV Think Tank (Subject Matter Experts (SMEs) Policy Division (POL), Operations Division (OPS), Information Systems Division (ISD), Legal Affairs Division (LAD), Field Operations Division (FOD), Digital Services Division (DSD), Customer Services Division (CSD), Administrative Services Division (ASD), Investigations Division (INV)</p>		<p>project plans, changes that impact project scope, schedule, budget, resources, and quality.</p> <ul style="list-style-type: none"> • Creating and delegating to lower-level decision making authority to work groups. • Monitoring progress against project management plan. • Proposing alternatives and recommending solutions to any strategic shortcomings. • Resolving conflicts between vested parties. <p>Advisory Members/SMEs:</p> <ul style="list-style-type: none"> • Advisory members and SMEs are made available depending on the area of decisions. • Composed of accomplished experts offering innovative advice and dynamic perspectives to provide “wise counsel” on issues raised by the Steering Committee, project team, oversight agencies or other stakeholders. • Providing unbiased insights and ideas from an objective point-of-view. • Encouraging and supporting the exploration of new business and technology modernization ideas. • Acting as a resource for Executive Sponsor, Steering Committee and Project Team. • Decisions: Made at scheduled meetings by a simple majority vote of members present. They may also be determined outside of meetings by a simple majority of the total membership via written responses. A quorum for a regularly scheduled meeting

Stakeholder	Role	Responsibility
		<p>will be a 70% majority of the voting members.</p> <ul style="list-style-type: none"> Decision Process: To work flexibly and quickly, most decisions will be made in the Committee. Certain types of decisions such as significant changes in scope, budget or schedule will be elevated to the DMV Directorate via the Executive Steering Committee (ESC) for decision. The Steering Committee will adhere and is guided by the Digital Experience Platform (DXP) Steering Committee Charter
DXP Project Director	Project Director – Level 4	<ul style="list-style-type: none"> Makes decisions on scope, schedule, changes when these elements change within specified percentage thresholds. Provides input to project decisions related to technologies the project will employ. Escalates decisions that cannot be made at the Project Director level to the Steering Committee level. Provides analysis on decisions that cannot be resolved by the DXP Project Director. Establishes and maintains communication with external stakeholders. Participates in identification of risks and issues. Oversees the establishment and implementation of governance processes and structures. Ensures the project obtains the resources needed to proceed with project planning and execution.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> • Clarifies priorities among schedule, cost, and project scope. • Ensures timely resolution of project issues. • Reviews and approves materials submitted for project approval. • Reviews and approves funding documents. • Advocates for project funding and approval. • Approves business outcomes and measurable objectives. • Makes decisions per the Governance Plan.
DXP Assistant Project Directors	DXP Assistant Project Directors – Level 3	<ul style="list-style-type: none"> • Makes decisions on scope, schedule, changes when these elements change below a specified percentage threshold. • Provides input to project decisions related to technologies the project will employ. • Escalates decisions that cannot be made at the Assistant Project Director level to the DXP Project Director level. • Provides analysis on decisions that cannot be resolved by the DXP Assistant Project Director. • Establishes and maintains communication with external stakeholders. • Participates in identification of risks and issues. • Manages governance processes and structures. • Clarifies priorities among schedule, cost, and project scope. • Ensures timely resolution of project issues.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> Reviews and approves materials submitted for project approval.
DXP Senior Project Leads	DXP Senior Project Leads – Level 2	<ul style="list-style-type: none"> Makes decisions on scope, schedule, changes when these elements change below a specified percentage threshold. Escalates decisions that cannot be made at the Senior Project Lead level to the DXP Assistant Project Director level. Provides analysis on decisions that cannot be resolved at the DXP Senior Project Lead level. Participates in identification of risks and issues. Follows governance processes and structures. Ensures timely resolution of project issues. Reviews and approves materials submitted for project approval.

Stakeholder	Role	Responsibility
<p>DMV Project Team</p> <ul style="list-style-type: none"> • PMO/Project Managers • Product Owners • Scrum Masters • Technical Architects • Agile Development/Test Team • Deliverable Management Team • Production Operation 	<p>DXP Project Team – Level 1</p>	<ul style="list-style-type: none"> • Ensures that the project outcomes solve existing problems. • Enhances operational performance, modernizes business processes and technology. • Gathers, defines, and develops use cases, scenarios, epics, and process flows from business units, subject matter experts and the user community. • Drives the business process reengineering and technology modernization design. • Policy Division SMEs to provide overall guidance and support. • Ensures the deliverable products / systems / platform meet project objectives. • Verifies that project deliverables meet the requirements. • Performs acceptance testing of the vendor deliverables and products. • Ensures the end-to-end design, development, integration, testing, implementation, and maintenance of DXP products. • Escalates decisions that cannot be made at the Core Project Team level to the DXP Senior Leads level. • Provides analysis on decisions that cannot be resolved at the DXP Core Project Team level.
<p>California Department of Technology (CDT)</p>	<p>Technology Project Approval and Oversight</p>	<ul style="list-style-type: none"> • Conducts independent project oversight and embedded in the project, review and monitor project health. • Create oversight reports, escalate project risks and issues, and assist project staff in developing appropriate risk and issue mitigation strategies.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> • Independent Project Oversight Report (IPOR) is issued on monthly basis to the project steering committee and project sponsor as well as prepare score cards. • Providing project oversight and guidance including but not limited to contract awarding. • Keeping track of approved project scope, complexity, timeline, and management needs and requirements. • Providing internal oversight to ensure that all PMP plans, and processes are being followed and that there are sufficient resources to execute plans. • Evaluating project management practices, processes, and deliverables. • Identifying, reporting, and escalating project observations, risks, and issues. • Reviews and provides feedback on project approval requests and project planning documents.
Independent Verification and Validation (IV&V)	DMV Project Oversight	<ul style="list-style-type: none"> • Providing project oversight and guidance. • Conduct independent project compliance validation and verification services, which is to assess the quality of technical deliverables, as the check and balance role for the project oversight. • Identifying and quantifying issues and risks. • Evaluate the strength and health of the project.
ISO/IPO	Information Security Officer/Information Privacy Officer	<ul style="list-style-type: none"> • Guiding DMV Information Security policies and practices to help ensure DXP Project alignment.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> Guiding DMV Information Privacy policies and practices to help ensure DXP Project alignment. Supporting System Security Testing to ensure DXP products and services are safe and secure.
California State Transportation Agency (CalSTA)	Management Oversight	<ul style="list-style-type: none"> Approving projects when initiated. Providing ongoing project support and oversight. Advocating for budget requests as needed. Supporting project resources via a Budget Change Proposal or Spring Finance Letter as necessary. Reviewing and approving all PAL Documentation. Monitoring the project status and health for successful outcomes.
California Department of Technology (CDT), Statewide Technology Procurement (STP), CDT Project Approval & Oversight (PAO), DMV Contracts and Procurement Administration Vendor Management Team	Procurement Oversight, Approval & Execution	<ul style="list-style-type: none"> Assisting in conducting IT procurements. Approving IT contracts and related amendments. Providing ongoing project support and oversight. Analysis and recommendations for all BCP's and SFL's. Analysis and approval for IT Projects. Analysis and approval for IT Special Project Reports (SPR's). Reviewing, approving, or rejecting contract changes that result in additional project costs.
Department of Finance (DOF) IT Consulting Unit (ITCU)	Financial Oversight	<ul style="list-style-type: none"> Approving project resources, via a Budget Change Proposal (BCP) or Spring Finance Letter (SFL), for inclusion in the sponsoring organization's budget. Advocating for the budget request before the Legislature.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> Preparing notification of changes to contracts for the Legislature, per Section 11.00 of the Budget Act.
California Legislature	Legislation and State Budget Changes	<ul style="list-style-type: none"> Approving the sponsoring organization's budget, including resources supporting the project. Reviewing Section 11.00 requests to increase future costs via a contract. Requesting the Department of Finance to approve or reject project contract amendments.
OCM/Training Team	OCM & Training	<ul style="list-style-type: none"> Assess OCM and training needs based on the entire solution and its impacts Recommend and deliver OCM & training needs considering DMV and State compliance requirements.
<See Stakeholder Management Plan>	External Stakeholders	<ul style="list-style-type: none"> Providing advice regarding issues that are the subject of pending decisions related to corresponding entities.

4.5.5 Project Schedule

Schedule dates are predicated on what is known to date. The impact of future legislation, specifically bills with associated fees, could have a critical impact to the schedule.



Tasks/Milestones	Last Approved Start Date	Last Approved End Date	SPR #2 Start Date	SPR #2 End Date
DXP Project				
Project Approval Lifecycle				
Stage 1 Business Analysis (S1BA) - Completed	2/3/2020	8/17/2020	2/3/2020	8/17/2020
Stage 2 Alternative Analysis (S2AA) - Completed	2/3/2020	5/14/2021	2/3/2020	5/14/2021
Stage 3 Solution Development (S3SD) Occupational Licensing (OL) - Comp	1/1/2021	5/14/2021	1/1/2021	5/14/2021
S3SD Vehicle Registration (VR) - Completed	1/1/2021	12/1/2021	1/1/2021	12/1/2021
S3SD Driver License (DL) - Completed	1/1/2021	5/10/2022	1/1/2021	5/10/2022
Stage 4 Project Readiness and Approval (S4PRA) Approval OL - Complete	6/1/2021	9/9/2021	6/1/2021	9/9/2021
S4PRA Approval VR - Completed	1/1/2022	8/24/2022	1/1/2022	8/24/2022
S4PRA Approval DL	8/22/2022	TBD	12/8/2025	1/29/2026
Special Project Report (SPR) 1- Completed	3/1/2024	5/17/2024	3/1/2024	5/17/2024
SPR 2	N/A	N/A	6/17/2024	1/9/2026
Develop SPR #2	N/A	N/A	6/17/2024	2/4/2025
Finalize SPR #2 Draft for Review	N/A	N/A	2/5/2025	2/6/2025
Executive Review	N/A	N/A	2/13/2025	3/13/2025
CalSTA Review	N/A	N/A	3/14/2025	4/17/2025
Submit SPR #2 to CDT	N/A	N/A		4/18/2025
SPR #2 Revisions	N/A	N/A	6/2/2025	7/11/2025
SPR #2 Concurrent Review	N/A	N/A	7/14/2025	7/17/2025
SPR #2 Executive Review	N/A	N/A	7/17/2025	8/18/2025
Update SPR #2 per CDT Critical Partner Feedback	N/A	N/A	8/29/2025	9/19/2025
Submit Updated SPR #2 to CDT and Updated Copy to CalSTA	N/A	N/A		9/19/2025
SPR #2 Changes for v3.0	N/A	N/A	10/1/2025	10/10/2025
SPR #2 v3.0 Concurrent Review	N/A	N/A	10/17/2025	10/22/2025
SPR #2 v3.0 Executive Review	N/A	N/A	10/23/2025	11/1/2025
SPR #2 v3.0 CalSTA Review	N/A	N/A	11/25/2025	12/12/2025
Update SPR #2 with latest information	N/A	N/A	12/12/2025	12/15/2025
Submit SPR #2 v3.1 to CDT	N/A	N/A		12/15/2025
Respond to Critical Partner feedback	N/A	N/A	12/23/2025	1/9/2026
Submit SPR #2 v3.2 to CDT	N/A	N/A		1/9/2026
SPR #2 CDT Review and Approval	N/A	N/A	12/12/2025	1/9/2026
Revised/Updated DxP S3SD for DL	N/A	N/A	11/12/2024	1/16/2026
S3SA Revisions	N/A	N/A	11/12/2024	3/25/2025
Primary Solicitation Revisions/Review (not part of Stage 3 pkg)	N/A	N/A	11/12/2024	3/25/2025
Detailed Solution Requirements Revision/Review (not part of Stage 3 pkg)	N/A	N/A	11/12/2024	3/25/2025
IT Acquisitions - Upload Solicitation Builder	N/A	N/A	8/28/2025	10/27/2025
Stage 3 Concurrent Review	N/A	N/A	3/26/2025	3/28/2025
Stage 3 Executive Review	N/A	N/A	4/2/2025	4/7/2025
STP Review of Primary Solicitation Package		N/A		10/27/2025
Advance Draft Stage 3 to CDT		N/A		4/8/2025
Stage 3 CalSTA Review and Approval	N/A	N/A	4/8/2025	4/11/2025
Re-submit Stage 3 to CDT		N/A		4/30/2025
Submit Revised Stage 3 to CDT - minor changes		N/A		12/12/2025
CDT Review and Approval	N/A	N/A	4/30/2025	1/15/2026
Release Solicitation		N/A		1/16/2026
S4PRA Approval DL	N/A	N/A	12/15/2025	7/6/2026
Stage 4 Draft Development	N/A	N/A	12/15/2025	5/22/2026
Concurrent Review	N/A	N/A	5/26/2026	5/29/2026
Stage 4 Executive Review	N/A	N/A	6/1/2026	6/4/2026
Email Advanced Draft Stage 4 to Agency		N/A		6/1/2026
CDT Advanced Draft Review	N/A	N/A	6/4/2026	6/18/2026
CalSTA Review & Approval	N/A	N/A	6/4/2026	6/18/2026
CDT Review Approval	N/A	N/A	6/19/2026	7/3/2026
DL Primary Contract Award		N/A		7/6/2026

PAL schedule dates are projected at this time. DMV will review the PAL schedule with STP and true-up in DL Stage 4.



Tasks/Milestones	Last Approved Start Date	Last Approved End Date	SPR #2 Start Date	SPR #2 End Date
DXP Project				
Project Execution				
Phase 1: OL				
OL System Integrator (SI) Contract Award	9/10/2021	9/10/2021	9/10/2021	9/10/2021
Project Start	9/15/2021	9/15/2021	9/15/2021	9/15/2021
Project Kick-off	9/23/2021	9/23/2021	9/23/2021	9/23/2021
Release 1 (R1)				
R1 Discovery	9/28/2021	12/8/2021	9/28/2021	12/8/2021
R1 Product Development and Incremental Release	10/6/2021	2/17/2022	10/6/2021	2/17/2022
Program Increment 1	10/6/2021	12/7/2021	10/6/2021	12/7/2021
Program Increment 2	11/18/2021	1/4/2022	11/18/2021	1/4/2022
System Integration Testing	12/7/2021	1/19/2022	12/7/2021	1/19/2022
User Acceptance Testing	1/3/2022	2/17/2022	1/3/2022	2/17/2022
R1 Integrations	10/19/2021	1/28/2022	10/19/2021	1/28/2022
Web Application Penetration Testing	1/18/2022	2/8/2022	1/18/2022	2/8/2022
Performance Testing	1/27/2022	2/24/2022	1/27/2022	2/24/2022
Security Role Testing	1/27/2022	2/24/2022	1/27/2022	2/24/2022
R1 Production Setup	9/24/2021	11/4/2021	9/24/2021	11/4/2021
R1 Production Deployment	2/25/2022	2/28/2022	2/25/2022	2/28/2022
R1 Hyper-Care	3/1/2022	4/28/2022	3/1/2022	4/28/2022
R1 M&O	4/29/2022	9/8/2022	4/29/2022	9/8/2022
Release 2 (R2)				
R2 Discovery	10/19/2021	5/19/2022	10/19/2021	5/19/2022
R2 Product Development and Incremental Release	10/4/2021	9/30/2022	10/4/2021	9/30/2022
Program Increment 3	11/1/2021	3/2/2022	11/1/2021	3/2/2022
Program Increment 4	3/2/2022	4/15/2022	3/2/2022	4/15/2022
Program Increment 5	4/12/2022	6/22/2022	4/12/2022	6/22/2022
Program Increment 6	6/9/2022	7/21/2022	6/9/2022	7/21/2022
R2 Integrations	11/12/2021	9/30/2022	11/12/2021	9/30/2022
Data Migration	12/11/2021	9/2/2022	12/1/2021	9/2/2022
System Integration Testing	6/15/2022	8/19/2022	6/15/2022	8/19/2022
User Acceptance Testing	9/4/2022	9/30/2022	9/4/2022	9/30/2022
ADA Compliance Testing	5/3/2022	9/30/2022	5/3/2022	9/30/2022
Security Assessment	8/8/2022	9/12/2022	8/8/2022	9/12/2022
Automation Testing Suite	3/28/2022	8/16/2022	3/28/2022	8/16/2022
R2 Production Deployment	8/17/2022	10/3/2022	8/17/2022	10/3/2022
R2 Hyper-Care	9/26/2022	11/28/2022	9/26/2022	11/28/2022
R2 M&O	11/29/2022	9/13/2023	11/29/2022	9/13/2023
Extended Support (Change Orders & New Product)	10/3/2022	9/30/2023	10/3/2022	9/30/2023
Phase 2: VR				
VR SI Vendor Contract Award	8/30/2022		8/30/2022	
Project Start	9/12/2022	11/17/2025	9/12/2022	11/17/2025
Vendor Onboarding	9/12/2022	9/26/2022	9/12/2022	9/26/2022
Sprint 0: Functional Task				
Prepare for Discovery	9/12/2022	11/2/2022	9/12/2022	11/2/2022
Define Templates	9/12/2022	9/16/2022	9/12/2022	9/16/2022
Define/Confirm Discovery Approach	9/12/2022	10/19/2022	9/12/2022	10/19/2022
Discovery Planning	9/12/2022	11/2/2022	9/12/2022	11/2/2022
Discovery				
Discovery Sprint 1	10/12/2022	11/1/2022	10/12/2022	11/1/2022
Discovery Sprint 2	11/2/2022	11/22/2022	11/2/2022	11/22/2022
Discovery Sprint 3	11/23/2022	12/13/2022	11/23/2022	12/13/2022
Discovery Sprint 4	12/14/2022	1/3/2023	12/14/2022	1/3/2023
Discovery Sprint 5	1/4/2023	1/24/2023	1/4/2023	1/24/2023
Discovery Sprint 6	1/25/2023	2/14/2023	1/25/2023	2/14/2023
Discovery Sprint 7	2/15/2023	3/7/2023	2/15/2023	3/7/2023
Discovery Sprint 8	3/8/2023	3/28/2023	3/8/2023	3/28/2023

Tasks/Milestones	Last Approved Start Date	Last Approved End Date	SPR #2 Start Date	SPR #2 End Date
DXP Project				
Project Execution				
Project Sprints				
Sprint 1	10/17/2022	10/27/2022	10/17/2022	10/27/2022
Sprint 2	11/2/2022	11/17/2022	11/2/2022	11/17/2022
Sprint 3	11/23/2022	12/6/2022	11/23/2022	12/6/2022
Sprint 4	12/14/2022	1/3/2023	12/14/2022	1/3/2023
Sprint 5	1/4/2023	1/24/2023	1/4/2023	1/24/2023
Sprint 6	1/27/2023	2/28/2023	1/27/2023	2/28/2023
Sprint 7	2/24/2023	3/10/2023	2/24/2023	3/10/2023
Business Rule Template for Refinement				
Business Rule Template Requirement for PI-1	11/28/2022	12/6/2022	11/28/2022	12/6/2022
Business Rule Template Requirement for PI-2	12/7/2022	1/9/2023	12/7/2022	1/9/2023
Business Rule Template Requirement for PI-3	1/17/2023	3/6/2023	1/17/2023	3/6/2023
Business Rule Template Requirement for PI-4	2/13/2023	3/13/2023	2/13/2023	3/13/2023
Business Rule Template Requirement for PI-5	3/14/2023	5/22/2023	3/14/2023	5/22/2023
Business Rule Template Requirement for PI-6	5/8/2023	6/9/2023	5/8/2023	6/9/2023
Refinement				
Program Increment (PI)-1	11/23/2022	2/15/2023	11/23/2022	2/15/2023
Program Increment (PI)-2	2/22/2023	7/3/2023	2/22/2023	7/3/2023
Program Increment (PI)-3	3/8/2023	8/18/2023	3/8/2023	8/18/2023
Program Increment (PI)-4	2/7/2023	10/20/2023	2/7/2023	10/20/2023
Program Increment (PI)-5	4/17/2023	1/2/2024	4/17/2023	1/2/2024
Program Increment (PI)-6	3/1/2023	1/29/2024	3/1/2023	1/29/2024
Disabled Person Placard (DPP) SB 611 Go-Live	N/A		8/28/2023	
Decision to change to iterative Waterfall Approach (to include design, development (four iterations), system integration testing, user acceptance testing, cutover, implementation and post implementation support.)	1/29/2024	1/29/2024	1/29/2024	1/29/2024
Pre-design	1/29/2024	3/8/2024	1/29/2024	3/8/2024
Design				
First Functional Group	3/18/2024	5/17/2024	3/18/2024	5/17/2024
Second Functional Group	5/20/2024	7/19/2024	5/20/2024	7/19/2024
Third Functional Group	7/22/2024	1/31/2025	7/22/2024	2/12/2025
Development				
Iteration 1	5/29/2024	10/4/2024	6/17/2024	9/20/2024
Iteration 2	7/26/2024	12/24/2024	8/5/2024	2/7/2025
Iteration 3	10/21/2024	4/4/2025	11/1/2024	4/4/2025
Iteration 4	1/27/2025	5/30/2025	1/27/2025	5/30/2025
Expand Development Capacity				
Planning & Assessment	N/A	N/A	9/16/2025	1/9/2026
Final Iteration	N/A	N/A	10/21/2025	3/26/2026
Vendor Onboarding & Capacity Expansion	N/A	N/A	1/12/2026	2/6/2026
Development & Iterative Testing	N/A	N/A	3/5/2026	9/3/2026
System Integration Testing (End-to-End) Execution	1/13/2025	7/25/2025	10/20/2025	6/11/2026
User Acceptance Testing (UAT) Execution	5/5/2025	10/17/2025	10/20/2025	7/31/2026
Data Conversion & Cutover Preparation	N/A	N/A	10/15/2025	9/10/2026
Training & Organizational Readiness	N/A	N/A	10/20/2025	9/10/2026
Cutover	10/20/2025	11/14/2025	6/2/2026	7/27/2026
Go-Live	11/17/2025		9/14/2026	
VR Hyper-Care	11/18/2025	2/17/2026	9/15/2026	12/4/2026
VR M&O	N/A	N/A	9/15/2026	9/14/2027
Transitional Changes/Foundation Work	N/A	N/A	10/25/2023	6/30/2025
DL Data Sync POC	N/A	N/A	10/25/2023	2/28/2024
ID Card Inquiry	N/A	N/A	10/25/2023	2/28/2024
ID Card Renewal	N/A	N/A	12/19/2023	2/2/2024
ID Card Original	N/A	N/A	1/24/2024	2/26/2024
ID Card Original Pending	N/A	N/A	2/2/2024	2/26/2024
ID Card Cancel	N/A	N/A	2/12/2024	2/26/2024
AAMVA Mod System	N/A	N/A	8/5/2024	12/1/2025
Discovery and Requirements - United States Passport Verification (USPV)	N/A	N/A	8/5/2024	9/30/2024
Design and Development - USPV	N/A	N/A	9/16/2024	11/8/2024
Testing - USPV	N/A	N/A	11/25/2024	2/28/2025
Go-Live - USPV	N/A		2/28/2025	
Discovery and Requirements - Social Security Verification (SSV)	N/A	N/A	2/18/2025	9/4/2025
Design and Development - SSV	N/A	N/A	10/9/2024	9/30/2025
Testing - SSV	N/A	N/A	1/29/2025	10/3/2025
Go-Live - SSV	N/A		11/21/2025	
Discovery and Requirements - Problem Driver Pointer System (PDPS)	N/A	N/A	8/5/2025	3/12/2026
Design and Development - PDPS	N/A	N/A	12/15/2025	2/12/2026
Testing - PDPS	N/A	N/A	2/13/2026	8/6/2026
Go-Live - PDPS	N/A		8/17/2026	

Tasks/Milestones	Last Approved Start Date	Last Approved End Date	SPR #2 Start Date	SPR #2 End Date
DXP Project				
Project Execution				
DL Pilot	N/A	N/A	7/1/2024	10/6/2025
Pre-Discovery	N/A	N/A	7/1/2024	8/16/2024
Strategy Discovery	N/A	N/A	8/19/2024	9/20/2024
Pilot Discovery	N/A	N/A	9/23/2024	11/27/2024
Pilot Build	N/A	N/A	12/2/2024	11/6/2025
Pilot UAT and Training	N/A	N/A	9/4/2025	11/12/2025
Pilot Go-Live Prep	N/A	N/A	11/13/2025	11/15/2025
Pilot Go-Live		N/A		11/17/2025
Phase 3: DL	TBD	TBD	7/1/2026	3/30/2029
DL Primary Contract Award		N/A		7/6/2026
DL Incremental Sub-Phases			7/1/2026	3/30/2029
Workstream 0: HCD, Process Optimization, Implementation Planning	N/A	N/A	7/1/2026	3/31/2028
Workstream 1: Foundation	N/A	N/A	7/1/2026	10/31/2028
Workstream 2: Front End	N/A	N/A	7/10/2026	3/30/2029
Workstream 3: Back End	N/A	N/A	7/6/2026	3/30/2029
Workstream 0 Completion		N/A		3/31/2028
Workstream 1 Completion		N/A		10/31/2028
Workstream 2 Completion		N/A		3/30/2029
Workstream 3 Go-Live		N/A		3/30/2029
DL Phase Go-Live		N/A		3/30/2029
Transition to M&O	N/A		3/31/2029	9/28/2029
Hypercare & Warranty	N/A	N/A	3/31/2029	9/28/2029
Transition to DMV (OL/VR/DL/CC)	TBD	TBD	3/31/2029	9/28/2029
Full System Acceptance		N/A		9/28/2029

4.6 Project Monitoring and Oversight

4.6.1 Project Monitoring

DMV follows the standard requirements and CA-PMF status tracking and reporting requirements for project deliverables, schedule, and budget.

The Criticality/Risk Rating of this project is considered high, and the Project Status Reports (PSR) are required to be submitted monthly per the CDT Stage 4 approval letter.

4.6.2 Oversight

The CDT performs the Independent Project Oversight services on the DXP project throughout the project lifecycle. The independent review and analysis are being conducted to determine if the project is on track to be completed within the estimated schedule, scope and cost as defined in the approved PAL documents, and in compliance with the CDT CA-PMF and other industry standard project management practices, such as Institute of Electrical and Electronics Engineers (IEEE) and the Project Management Body of Knowledge (PMBOK). CDT PAO will identify and quantify any issues and risks affecting these project components.

CDT PAO completes the IPOR monthly for the project. The IV&V consultant is contracted and submits monthly IV&V Reports that contain technical assessments of the system's development to ensure the requirements, quality and customer needs are met.

4.7 Project Quality

In conjunction with the steps outlined in the Project Monitoring section above, the project team will:

1. Review the status of tasks, milestones, and deliverables at weekly status meetings. In the event of unanticipated tasks or delays in return of required information from outside groups or agencies, contingency plans will be developed and delivered to keep project on track.
2. Conduct at least one review of each deliverable to assure adherence to the identified business needs, objectives, and scope, including meeting any measurable requirements, and documenting feedback, questions, and action items.

4.8 Change Management

DMV will adhere to the DMV Change Management standards noted in the Change Control Management Plan last updated on March 12, 2025, which complies with CA-PMF.

The following are the tools used in the Change Control Process.

Change Request (CR) Tracking Tool – DMV approved Project & Portfolio Management (PPM) tool will be used to manage approved, cancelled, or deferred CRs.

Change Request Form Template – This form is used to capture the information about the change request.

To initiate a CR, the requestor uses the template to create the initial CR form. The form is then used to populate the initial record of the CR in DMV approved PPM tool. The form is progressively elaborated, and the latest version of the form must always be attached to the corresponding DMV approved PPM tool CR record.

Project SharePoint Site – Initial reviews and collaboration are performed in the Change Request library in the Project SharePoint site. All CR approval/rejection emails, collaterals created during CCP are stored in this location as well.

CR Process

The high-level Change Control Process (CCP) includes the following activities:

- CR Initiation and Processing
- CR Analysis
- CR Approval
- CR Implementation (including Scheduling and Coordination)

Please see Change Management Plan for additional details regarding the process.

4.9 Authorization Required

The project requires the following entities to review and approve this SPR:

1. DMV Project Sponsor (initial)
2. DMV Chief Information Officer (signature)
3. DMV Budget Officer (signature)
4. DMV Director (signature)
5. CalSTA Agency Information Officer (AIO) (signature)
6. CalSTA Agency Secretary (signature)
7. California Department of Technology (approval letter)

5.0 UPDATED RISK MANAGEMENT PLAN

The Risk Management Plan will adhere to the DMV standards and complies with CA-PMF. An updated Risk Management Plan was approved by DMV and approved by CDT on February 21, 2023.

The Risk Management Plan includes:

- Identification Process

- Analysis Process
- Response Planning Process
- Monitoring and Controlling Process
- Escalation Process
- Closeout Process

Additionally, DMV will ensure the following are established, properly documented, and monitored during DL.

- DMV plans to perform Business Process Re-engineering and define detailed requirements prior to initiating development.
- Ensure development and architectural efforts are well documented, and that DXP maintains a strong knowledge base to support long-term continuity.
- Ensure MuleSoft functionality remains current to support both existing and future DXP requirements.
- Establish rollback plans to mitigate the risk of service disruption from code migration to the production environment.
- Conduct periodic reviews with CDT to share updates and maintain alignment.
- DMV will utilize a leveraged, deliverables-based procurement model with multiple vendors, structured around sprint-level deliverables to allow for flexibility and potential scope adjustments, except in specific circumstances approved by CDT STP.

5.1 Risk Register

The Risk Register is used to document and manage known risks in accordance with the Risk Management Plan. This includes tracking information such as probability, impact, triggers, mitigation plans, and contingency plans. The Project and/or Risk Manager are responsible for maintaining the project risks. The Project team uses a risk register and Octane Application Lifecycle Management (ALM) tool to track and control project risks, which includes information such as:

- Identification
- Analysis
- Severity
- Probability
- Triggers
- Response
- Mitigation and Contingency Action Plans
- Owner
- Review cadence

The DXP Project Risk Register is maintained and stored in the DXP SharePoint application at the following location: [Risks and Issue Log](#)

6.0 FINANCIAL ANALYSIS WORKSHEETS (FAWs)

Please refer to the attached FAWs SPR 2 v3.2 dated 1/9/2026 for details.

EXECUTIVE COST SUMMARY COMPARISON		Last Approved	Current			Comments:
Project Name:	Digital eXperience Platform (DXP) Project	SPR #1 v3.2	SPR #2 v3.2	Amount (Over) Under	% (Over) Under	<p>Costs from the last approved SPR 1v3.2 only accounts for five (5) years of project, which was the original estimates from 2020/21. The current estimates reflects a total of eight (8) years of project costs. Cost have increased due to the additional years and inflation year over year.</p> <p>Please note: The last approved SPR 1 v3.2 6/6/2024 costs remain the same as the Stage 4 OL. Under the advisement of CDT, DMV was to only show cost moving from Contingency to cover the VR SI amendment.</p>
Department Name:	Department of Motor Vehicles					
Project Number:	2740-227	Date: 6/6/2024	1/9/2026			
PROJECT COSTS						
Planning Costs (One-Time)		\$ 5,576,492	\$ 6,804,584	(\$1,228,092)	(22.02%)	
Project Costs (One-Time)		\$ 388,913,106	\$ 714,186,587	(\$325,273,481)	(83.64%)	
Future Operations IT Staff & OE&E Costs (Continuing)		\$ 20,186,436	\$ 46,147,340	(\$25,960,904)	(128.61%)	
TOTAL PROJECT COSTS:		\$ 414,676,034	\$ 767,138,511	(\$352,462,477)	(85.00%)	
Annual Fut. Ops. IT costs (M&O)		\$ 20,186,436	\$ 39,276,936	(\$19,090,500)	(94.57%)	
BUDGET						
Project Costs (One-Time)						
Staff (Salaries & Benefits)		\$ 133,209,252	\$ 225,817,794	(\$92,608,542)	(69.52%)	Salary & Benefits rates changes plus additional staff since last estimates. Redirect staffing true-up.
Staff OE&E Rollup		\$ 4,097,310	\$ 8,280,150	(\$4,182,840)	(102.09%)	Standard Complement rates increased.
Consulting & Prof. Services: Interdepartmental		\$ 838,477	\$ 6,957,275	(\$6,118,798)	(729.75%)	Oversight rate increase and billing method changes.
	CDT - Office of Statewide Project Delivery (Oversight)	\$ 838,477	\$ 4,683,805	(\$3,845,328)	(458.61%)	CDT Oversight charges flat monthly rate.
	CDT - Statewide Technology Procurement (STP)	\$ -	\$ 2,094,993	(\$2,094,993)		STP charges % of total contract value.
	CDT - Project Approval Lifecycle (PAL)	\$ -	\$ 178,477	(\$178,477)		
Consulting & Prof. Services: External		\$ 163,095,690	\$ 311,792,354	(\$148,696,664)	(91.17%)	Platform moved to Information Technology
	Project Manager - (Closed TC19-029)	\$ 231,999	\$ 231,999	\$0	0.00%	
	Project New Manager - TC21-029	\$ 3,150,000	\$ 8,601,231	(\$5,451,231)	(173.05%)	Due to inflation, cost increased and length of services needed to be extended.
	Business Process Reengineering - (Closed TC19-063)	\$ 1,500,000	\$ 1,500,000	\$0	0.00%	
	IV&V (Closed TC20-053) TC23-094	\$ 2,350,000	\$ 3,999,187	(\$1,649,187)	(70.18%)	Due to inflation, cost increased and length of services needed to be extended.
	Test Strategist - (Closed TC19-043)	\$ 1,375,895	\$ 1,125,895	\$250,000	18.17%	FES funding split balance reported in LSS.



EXECUTIVE COST SUMMARY COMPARISON		Last Approved	Current	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP) Project	SPR #1 v3.2	SPR #2 v3.2			
Department Name:	Department of Motor Vehicles					
Project Number:	2740-227	Date:	6/6/2024	1/9/2026		
	SI Services	\$ 51,335,952	\$ -	\$51,335,952	100.00%	SI vendor costs grouped together in original estimate. Expanded into phases below. This version is being compared to the last approved SPR #1 v3.2 5/8/2024. The last approved version SI Services was broken down into separate line items to specifically identify the SI Vendor portion as requested. For CC/IM - see line 58.
	OL SI DD&I TC21-014	\$ -	\$ 7,701,446	(\$7,701,446)		
	OL M&O	\$ -	\$ -			Rolled into OL/VR M&O - see line 45.
	VR SI DD&I (Contract Cancelled as of 10/2/25 :TC22-010)	\$ 58,051,844	\$ 25,754,937	\$32,296,907	55.63%	
	VR Development - In progress: ISD25-3565, ISD25-3568, ISD25-		\$ 24,000,000	(\$24,000,000)		
	VR Quality Assurance		\$ 4,500,000	(\$4,500,000)		
	VR Conversion/Release Management		\$ 4,500,000	(\$4,500,000)		Items identified necessary for new Go-forward plan as defined in SPR #2 v3.2. Funding request for reappropriation of unused funds from cancelled VR SI contract.
	VR Performance Testing		\$ 2,500,000	(\$2,500,000)		
	VR Training		\$ 2,500,000	(\$2,500,000)		
	VR PMO/OCM/Readiness		\$ 1,500,000	(\$1,500,000)		
	Reports & Interface TC23-107		\$ 1,990,000	(\$1,990,000)		Previously Included in overall SI Services
	OL/VR M&O TC23-103	\$ -	\$ 15,914,670	(\$15,914,670)		
	DL SI/ DD&I Approach	\$ -	\$ -			
	Workstream 0 - HCD/Implementation Plan	\$ -	\$ 6,000,000	(\$6,000,000)		
	Workstream 1 - Foundation	\$ -	\$ 5,000,000	(\$5,000,000)		
	Workstream 1 - Data Profiling	\$ -	\$ 2,000,000	(\$2,000,000)		
	Workstream 1 - Legacy Services Synchronization	\$ -	\$ 4,500,000	(\$4,500,000)		Partially included in previous SI Services. The estimated \$76M cost of the combined workstreams 0-3 below, was based on responses to the two previous DL SI solicitation bids. See SPR #2.
	Workstream 2 - Front End	\$ -	\$ 15,000,000	(\$15,000,000)		
	Workstream 3 - Back End (DL Primary Contract)	\$ -	\$ 34,500,000	(\$34,500,000)		
	Workstream 3: Legacy Backend Misc Programs	\$ -	\$ 5,500,000	(\$5,500,000)		
	Workstream 3: Integration Specialist; Data and Service Integration Architecture	\$ -	\$ 2,000,000	(\$2,000,000)		
		\$ -	\$ -			
	CC/IM TC24-022	\$ -	\$ 4,396,265	(\$4,396,265)		Previously Included in overall SI Services
	Platform - Salesforce (Moved under IT section)	\$ -	\$ -			
	Enterprise Architecture Roadmap - (Closed TC20-049)/TA2	\$ -	\$ 1,717,284	(\$1,717,284)		Amount underestimated.
	Contract Management Support	\$ -	\$ -			Determined not necessary.



EXECUTIVE COST SUMMARY COMPARISON		Last Approved	Current	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP) Project	SPR #1 v3.2	SPR #2 v3.2			
Department Name:	Department of Motor Vehicles					
Project Number:	2740-227	Date:	6/6/2024	1/9/2026		
	Transitional Architecture and Technology	\$ 2,000,000	\$ 4,863,625	(\$2,863,625)	(143.18%)	This line item is funding for Transitional Architecture needs as they are identified and will be reduced accordingly. The identified contracts are listed below in italics on lines 63 through 78. Increase in costs due to inflation and other factors.
	Salesforce Support & Enhancements Field Offices (SB 611) TA2	\$ 550,000	\$ 5,794,893	(\$5,244,893)	(953.62%)	SB 611 not included in original estimate
	IT Advisor TA22-064	\$ 20,500,000	\$ 997,017	\$19,502,983	95.14%	Not included in Original estimate. Determined necessary based on SI vendor solution.
	<i>DPP FairFax TC22-024</i>	\$ -	\$ 98,500	(\$98,500)		DPP (SB 611) not included in original estimate.
	<i>DPP Pilot Vendor TA22-274</i>	\$ -	\$ 306,000	(\$306,000)		
	<i>OpenText Exstream Services TC22-043/TC25-011</i>	\$ -	\$ 2,778,610	(\$2,778,610)		
	<i>Snowpipes/Snowflake (Security) TA22-262</i>	\$ -	\$ 135,806	(\$135,806)		Not included in Original estimate. Determined necessary based on SI vendor solution.
	<i>Data Architecture (Cosed TC22-055)</i>	\$ -	\$ 933,600	(\$933,600)		
	<i>OpenText Exstream Salesforce Integration TA22-286</i>	\$ -	\$ 231,257	(\$231,257)		
	<i>DXP Planning and Legacy Services TC22-060</i>	\$ -	\$ 2,310,000	(\$2,310,000)		
	<i>for VR TA23-121</i>	\$ -	\$ 3,156,969	(\$3,156,969)		DPP (SB 611) not included in original estimate.
	<i>Transitional Integrations with EASE TA23-224</i>	\$ -	\$ 4,275,292	(\$4,275,292)		
	<i>AAMVA Mod System FE TC23-098</i>	\$ -	\$ 2,380,000	(\$2,380,000)		Not part of original estimate. Needed to validate and test the incremental modernization approach.
	<i>AAMVA Mod System BE TC23-106</i>	\$ -	\$ 1,543,328	(\$1,543,328)		
	<i>TC23-055) TC24-048</i>	\$ -	\$ 8,187,100	(\$8,187,100)		
	<i>IBM Kolbalt codes/business rules TC23-105/TC24-045</i>	\$ -	\$ 5,732,516	(\$5,732,516)		
	<i>Salesforce MuleSoft Java Services to Support the Department's Modern and Transitional Efforts TC24-059</i>	\$ -	\$ 3,126,600	(\$3,126,600)		
	<i>OCM - Enterprise Training for TTT (Closed TC21-056/TC22-049) TC24-023</i>	\$ -	\$ 6,154,928	(\$6,154,928)		Increase in costs due to inflation and other factors.
	<i>Test bed (Closed TA22-084) TA23-154</i>	\$ -	\$ 1,760,400	(\$1,760,400)		
	Scrum Master/Agile Coach - (Closed TA20-299/TC21-129) TC23-022	\$ 1,250,000	\$ 1,485,368	(\$235,368)	(18.83%)	We have smaller efforts such as CC/IM, Master Receipts, BC-Online that are using Agile/Scrum methodology.
	DMV IT Support Readiness	\$ 750,000	\$ -	\$750,000	100.00%	Determined not necessary. Used to fund other ancillary contracts.
	Product Manager/Tech Writers TA22-227 / TC23-099	\$ 1,500,000	\$ 2,780,528	(\$1,280,528)	(85.37%)	



EXECUTIVE COST SUMMARY COMPARISON			Last Approved	Current	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP) Project	SPR #1 v3.2	SPR #2 v3.2				
Department Name:	Department of Motor Vehicles	Date:	6/6/2024	1/9/2026			
Project Number:	2740-227						
	Business Process Reengineering for Modernization - BPR 3 TC21-034/TC21-048	\$ 1,250,000	\$ 4,499,910	(\$3,249,910)	(259.99%)	A new DL BPR contract will be awarded in the current FY. The BPR require the product support services.	
	Support Product Owner - (Closed TA-19369)	\$ 2,200,000	\$ 4,652,723	(\$2,452,723)	(111.49%)		
	PAL Acquisitions - (Closed TA-19388;TC21-028) TA23-119	\$ 6,500,000	\$ 638,421	\$5,861,579	90.18%		
	Data Migration/Data Repository TC22-050	\$ 250,000	\$ 2,500,000	(\$2,250,000)	(900.00%)	Need underestimated.	
	IRP Change Requests/Reporting Analysis	\$ 600,000	\$ -	\$600,000	100.00%	Determined IRP changes may not be needed.	
	Elastic Workforce PMO/BA (Closed TC21-053/ TC23-101) TC23	\$ 4,000,000	\$ 7,091,375	(\$3,091,375)	(77.28%)	Not included in Original estimate. Determined necessary based on SI vendor solution.	
	Elastic Workforce DevOps (Closed TA21-313)/ TC22-061/TC24-	\$ 750,000	\$ 3,784,400	(\$3,034,400)	(404.59%)		
	Elastic Workforce Security (Closed TA21-300)/ TC23-015/ TC24-058	\$ -	\$ 3,872,240	(\$3,872,240)			
	Elastic Workforce Legacy	\$ -	\$ 5,382,987	(\$5,382,987)			
	Splunk Professional Services TA23-195	\$ -	\$ 1,206,784	(\$1,206,784)			
	Security Oversight Services	\$ -	\$ 999,678	(\$999,678)			
	Special Advisors - (Closed TA20-280/TA21-189/TC22-036/TC23	\$ -	\$ 6,564,826	(\$6,564,826)			
	Salesforce Architect TA21-271/ TA23-170	\$ -	\$ 7,824,083	(\$7,824,083)		Not included in Original estimate. Determined necessary based on SI vendor solution.	
	Talend Services (Closed TA22-074)/ TA23-077	\$ 3,000,000	\$ 400,954	\$2,599,046	86.63%		
	Copado Services (Closed TA22-091)/ TA22-258	\$ -	\$ 622,215	(\$622,215)			
	Octane (Closed TA22-052) / TA22-276 / TA23-089	\$ -	\$ 670,362	(\$670,362)			
	MuleSoft Services (Closed TA21-207/TA22-07/TA23-023) TA24-	\$ -	\$ 9,431,649	(\$9,431,649)			
	Epolsy Services (Closed TA22-163/TA23-225)	\$ -	\$ 1,381,926	(\$1,381,926)			
	Rocket TA23-038	\$ -	\$ 373,650	(\$373,650)			
	Solution Architect (Closed TC22-053)/TC23-082	\$ -	\$ 2,290,600	(\$2,290,600)			
	Cloud Security Architect TA23-056	\$ -	\$ 595,000	(\$595,000)			
	Salesforce Integration services(TA22-283) TA23-161	\$ -	\$ 1,043,320	(\$1,043,320)			
	CPS HR Analysis Recruitment - (Closed 20-562) Moved to 'Other	\$ -	\$ -			Last approved \$250,000 moved to Other, as a non-IT item.	
	Quality Assurance	\$ -	\$ -			Not included in Original estimate. Determined necessary based on Lessons Learned from OL and VR phases.	



EXECUTIVE COST SUMMARY COMPARISON		Last Approved	Current	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP) Project	SPR #1 v3.2	SPR #2 v3.2			
Department Name:	Department of Motor Vehicles					
Project Number:	2740-227	Date:	6/6/2024	1/9/2026		
Consolidated Data Centers		\$ -	\$ 1,975,987	(\$1,975,987)		
	AWS Cloud Services (SharePoint) TA22-245	\$ -	\$ 981,750	(\$981,750)		Not included in Original estimate. Determined necessary based on SI vendor solution.
	AWS CDT	\$ -	\$ 994,237	(\$994,237)		Not included in Original estimate. Determined necessary based on SI vendor solution.
Information Technology		\$ 81,098,869	\$ 159,759,280	(\$78,660,411)	(96.99%)	
	IT Standard Complement (Data Processing Minor Equipment) - New Positions (Do not delete)	\$ -	\$ 1,036,600	(\$1,036,600)		Standard Complement not specified separately in original FAWs, but was included in BCP as part of Standard Complement.
	Miscellaneous Software	\$ 1,300,000	\$ 21,266,168	(\$19,966,168)	(1535.86%)	This is a cumulation of the total spent/ projected for overall project; actuals for FY 21/22 to FY 24/25 and what is planned for FY 25/26 to FY 28/29. The breakdown is the same as in the workbook. The \$9.4M workbook provided was for FY 25/26 only. Original estimate done prior to SI vendor onboard. Last Approved amount combined Miscellaneous (\$800k) and Modeling Software (\$500k) totals.
	Platform - Salesforce (TA21-062/TA22-019/TA23-018) TA24-041/TA24-042/TA24-043/TA24-044/TA24-045/TA24-046/TA24-047/TA24-048/TA24-049/TA24-050/TA24-051/TA24-052/TA24-053/TA24-054/TA24-055/TA24-056/TA24-057/TA24-058/TA24-059/TA24-060)	\$ 57,491,515	\$ 98,750,034	(\$41,258,519)	(71.76%)	Moved from Consulting External. Increase in costs due to inflation and other factors.
	Mulesoft Licenses (TA21-135/TA22-053/TA22-137/TA22-236/TA23-034/TA23-103/TA23-223/) TA24-106	\$ -	\$ 19,191,308	(\$19,191,308)		Software required for project.
	Eposly Licenses TA25-016	\$ -	\$ 9,850,795	(\$9,850,795)		Software required for CC/IM.
	Rules Engine Software	\$ -	\$ 2,364,375	(\$2,364,375)		Required for DL business rules and fee calculation.
	Power Automate	\$ -	\$ -			
	Change Orders/Unanticipated expenses	\$ 1,000,000	\$ 7,300,000	(\$6,300,000)	(630.00%)	Determined not necessary. Used to fund other miscellaneous software.
		\$ 21,307,354	\$ -	\$21,307,354	100.00%	Used Contingency for VR SI contract per SPR 1.
Misc. OE&E Rollup (Departmental Services; Central Administrative Services; Office Equipment; Other; Unclassified/Special Adjustment; Local Assistance)		\$ 12,150,000	\$ 6,408,330	\$5,741,670	47.26%	Facilities was not necessary due to Covid, when staff began working remotely. Funds were redirected to cover other contracts that were identified when SI vendor came onboard. ISD technical team platform training determined not needed during OL, funds were redirected to cover other contracts.
Total Project Costs (One-Time):		\$ 394,489,598	\$ 720,991,171	(\$326,501,573)	(82.77%)	



EXECUTIVE COST SUMMARY COMPARISON			Last Approved	Current	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP) Project		SPR #1 v3.2	SPR #2 v3.2			
Department Name:	Department of Motor Vehicles						
Project Number:	2740-227	Date:	6/6/2024	1/9/2026			
Future Ops. IT Staff & OE&E Costs (Continuing)							
Staff (Salaries & Benefits)	\$ 2,575,952	\$ 20,494,915	(\$17,918,963)	(695.62%)			Salary & Benefits rates changes plus additional staff since last estimates.
Staff OE&E Rollup	\$ 218,416	\$ 670,950	(\$452,534)	(207.19%)			Rates changes since last estimates.
Consulting & Prof. Services: Interdepartmental	\$ 60,000	\$ -	\$60,000	100.00%			Entered in error. No CDT Oversight after project completion.
CDT - Project Approval Lifecycle/Statewide Technology Procurement/Office of Statewide Project Delivery (Oversight)	\$ 60,000	\$ -	\$60,000	100.00%			
Consulting & Prof. Services: External	\$ 1,860,698	\$ 2,000,000	(\$139,302)	(7.49%)			
SI Services M&O	\$ 1,860,698	\$ 2,000,000	(\$139,302)	(7.49%)			
Platform (moved to IT)	\$ -	\$ -					
Consolidated Data Centers	\$ -	\$ -					
Information Technology	\$ 15,471,370	\$ 22,981,475	(\$7,510,105)	(48.54%)			Original estimate done prior to SI vendor onboard. Determined necessary based on SI vendor solution.
IT Standard Complement - DP Minor Equipment - New Positions	\$ -	\$ 159,725	(\$159,725)				
Miscellaneous Software	\$ 100,000	\$ -	\$100,000	100.00%			Includes Tosca, AutoRabbit, Talend, Deque Axe Devtools, Melissa Data, Redhat, Ownbackup, Jaws, Copado, Burp, Axsy, etc. This is the ongoing cost for items listed in the FY 25/26 Miscellaneous Software workbook. Original estimate done prior to SI vendor onboard. Determined necessary based on SI vendor solution.
Platform - Salesforce (TA21-062/TA22-019/TA23-018) TA24-041	\$ 15,371,370	\$ 18,742,500	(\$3,371,130)	(21.93%)			Software required for project
Mulesoft Licenses (TA21-135/TA22-053/TA22-137/TA22-236/TA23-034/TA23-103/TA23-223/) TA24-106	\$ -	\$ 4,079,250	(\$4,079,250)				Software required for project
Misc. OE&E Rollup (Departmental Services; Central Administrative Services; Office Equipment; Other; Unclassified/Special Adjustment; Local Assistance)	\$ -	\$ -					
Total Future Ops. IT Staff & OE&E (Continuing):	\$ 20,186,436	\$ 46,147,340	(\$25,960,904)	(128.61%)			

7.0 ACRONYMS

Acronym	Description
AAA	American Automobile Association
AAMVA	American Association of Motor Vehicle Administrators
AB	Assembly Bill
ABBYY	American digital intelligence company
ADA	Americans with Disabilities Act
AFS	Administrative and Financial Systems
AIMS	Agency Information Management Strategy
AIO	Agency Information Officer
ALM	Application Lifecycle Management
AMU	Account Management Unit
ANI	Automated Name Index
API	Application Programming Interface
ASD	Administrative Services Division
AWS	Amazon Web Services
BAR	Bureau of Automotive Repair
BCP	Budget Change Proposal
BD	Birthdate
BE	Back End
BPA	Business Partner Automation
BPR	Business Process Reengineering
BRD	Business Requirements Document
BRE	Business Rules Extraction
CA	California
CAMV	California Motor Vehicle
CAMVDCS	California Motor Vehicle Data Communications System
CC/IM	Control Cashiering/Inventory Management
CCB	Change Control Board
CCFMAS	Centralized Customer Flow Management and Appointment System
CDFTA	California Department of Tax and Fee Administration
CDL	Commercial Driver License
CDLIS	Commercial Driver License Information System
CDT	California Department of Technology
CFR	Code of Federal Regulations
CHP	California Highway Patrol
CICS	Customer Information Control System
CIO	Chief Information Officer
CLETS	California Law Enforcement Telecommunications System
CLPI	Central License Plate Issuance
COBOL	Common Business Oriented Language
COTS	Commercial Off-The-Shelf
CR	Change Request
CRIMS	Case and Resource Investigative Management System

Acronym	Description
CSD	Customer Services Division
DB	Database
DD&I	design, development, and implementation
DL	Driver's License
DLIDSP	Driver's License Identification Salesperson
DMV	Department of Motor Vehicles
DMVA	DMV Automation
DOF	Department of Finance
DPP	Disabled Person Placard
DS	Driver Safety
DSD	Digital Services Division
DUI	Driving Under the Influence
DXP	Digital Experience Platform
EASE	Enterprise Applications Services Environment
EDL	Event Driven Language
ELP	Environmental License Plate
EN	Extended Name
EPN	Employer Pull Notice
ESC	Executive Steering Committee
FAW	Financial Analysis Worksheets
FE	Front End
FNC	Federal Non-Compliant
FO	Field Office
FOD	Field Office Division
FODI	Field Office Document Imaging
FTA	Failure to Appear
FY	Fiscal Year
HCD	Human-Centered Design
HP	Hewlett Packard
HPOS	HP Output Server
HQ	Headquarters
IBM	International Business Machines
ID	Identification
IEEE	Institute of Electrical and Electronics Engineers
IID	Ignition Interlock Device
IM	Inventory Management
INV	Investigations Division
IPO	Information Privacy Office
IPOR	Independent Project Oversight Report
IRP	International Registration Plan
ISD	Information Systems Division
ISO	Information Security Office
IT	Information Technology
ITCU	Information Technology Consulting Unit

Acronym	Description
IV&V	Independent Verification & Validation
KPI	Key Performance Indicators
LAD	Legal Affairs Division
LEA	Law Enforcement Agencies
LEG	Legislation
LLP	Limited Liability Partnership
LOE	Level of Effort
LPV	Legal Presence Verification
M&O	Maintenance and Operations
MCP	Motor Carrier Permit
MCSIA	Motor Carrier Safety Improvement Act
MVCICS	Name of CICS region for "Automated Name Index (ANI) and DL Address Search.
NDR	National Driver Registry
OCM	Organizational Change Management
OE&E	Operating Expenses & Equipment
OL	Occupational Licensing
OPA	Office of Public Affairs
OPS	Operations Division
PAL	Project Approval Lifecycle
PAO	Project Approval & Oversight
PDPS	Problem Driver Pointer System
PI	Product Increments
PIER	Post Implementation Evaluation Report
PIN	Personal Identification Number
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMF	Project Management Framework
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
PNO	Planned Non-Operation
POC	Proof of Concept
POL	Policy Division
PPM	Project & Portfolio Management
PSP	Project Summary Package
PSR	Project Status Report
PWA	Project Web Application
RAID	Risk, Action, Issue, Decision
REST	Representational State Transfer
RFP	Request for Proposal
RTC	Real Time Controller
S2S	State 2 State
SAM	State Administrative Manual

Acronym	Description
SAVE	Systematic Alien Verification Entitlement
SB	Senate Bill
SC	Steering Committee
SDLC	System Development Life Cycle
SFL	Spring Finance Letter
SI	System Integrator
SIMM	Statewide Informational Management Manual
SIT	System Integration Testing
SME	Subject Matter Expert
SPR	Special Project Report
SSN	Social Security Number
SSOLV	Social Security OnLine Verification
SSV	Social Security Verification
STP	Statewide Technology Procurement
TBD	To Be Determined
TCP/IP	Transmission Control Protocol/Internet Protocol
TRP	Technology Recovery Plan
UAT	User Acceptance Testing
UI	User Interface
UNI	Unified Network Interface
USPV	United States Passport Verification
USPVS	United States Passport Verification System
UX	User Experience
VFR	Vehicle Financial Responsibility
VIS	Verification Information System
VR	Vehicle Registration
VRIR	VR Internet Renewal
WCAG	Web Content Accessibility Guidelines
WSI	Web Site Infrastructure