



Special Project Report

ON

Digital Experience Platform Project

DXP

Project # 2740-227


Information Systems Division

***May 15, 2024
Version 3.3***

Table of Contents

1.0	Executive Project Approval Transmittal & IT Accessibility Certification	1
2.0	INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE.....	4
2.1	SECTION A: EXECUTIVE SUMMARY	4
2.2	SECTION B: PROJECT CONTACTS	10
2.3	SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENTAL PLANS.....	11
2.4	SECTION D: BUDGET INFORMATION.....	12
2.5	SECTION E: VENDOR PROJECT BUDGET.....	13
2.6	SECTION F: RISK ASSESSMENT INFORMATION	14
3.0	PROPOSED PROJECT CHANGE	15
3.1	Project Background/Summary	15
3.2	Project Status.....	16
3.3	Reason for Proposed Changes.....	19
3.4	Proposed Project Change	20
3.5	Accessibility	21
3.6	Impact of Proposed Change on the Project	21
3.7	Feasible Alternatives Considered.....	21
3.8	Implementation Plan	22
4.0	UPDATED PROJECT MANAGEMENT PLAN	22
4.1	Project Manager Qualifications.....	22
4.2	Project Management Methodology	23
4.3	Project Organization.....	24
4.4	Project Priorities	24
4.5	Project Plan	24
4.5.1	Project Scope	24
4.5.2	Project Assumptions	30
4.5.3	Project Phasing.....	30
4.5.4	Project Roles and Responsibilities.....	30
4.5.5	Project Schedule.....	41
4.6	Project Monitoring and Oversight.....	45
4.6.1	Project Monitoring.....	45
4.6.2	Oversight.....	45
4.7	Project Quality.....	45
4.8	Change Management.....	45
4.9	Authorization Required	46
5.0	UPDATED RISK MANAGEMENT PLAN	46
5.1	Risk Register	46
6.0	FINANCIAL ANALYSIS WORKSHEETS (FAWs)	48
7.0	ACRONYMS	50

1.0 EXECUTIVE PROJECT APPROVAL TRANSMITTAL & IT ACCESSIBILITY CERTIFICATION

Information Technology Project Request				
Special Project Report 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	08/24/2022	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 SJM Section 30A				1 July 2021

APPROVAL SIGNATURES		
Chief Information Officer		Date Signed
Prashant Mittal	Digitally signed by Prashant Mittal Date: 2024.03.22 08:21:39 -07'00'	
Printed name:	Prashant Mittal	
Budget Officer		Date Signed
Lee P. Scott	Digitally signed by Lee P. Scott Date: 2024.03.22 11:57:46 -07'00'	
Printed name:	Lee P. Scott	
State Entity Director		Date Signed
Steve Gordon	Digitally signed by Steve Gordon Date: 2024.03.22 17:14:20 -07'00'	03-22-2024
Printed name:	Steve Gordon	
Agency Chief Information Officer		Date Signed
Marcie Kahbody	Digitally signed by Marcie Kahbody Date: 2024.03.26 10:18:21 -07'00'	3/26/2024
Printed name:	Marcie Kahbody	
Agency Secretary		Date Signed
Mark Tollefson	<i>Mark Tollefson</i>	04/04/2024
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	<p>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:</p> <p>Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.</p>

2.0 INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE

2.1 SECTION A: EXECUTIVE SUMMARY

1. Submittal Date

3/29/2024

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: 7/1/2021 End: 6/30/2026

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 cashing, 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 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
Phase 1 OL SI Contract Award	09/10/2021
Release 1 (R1) Go-ive	02/28/2022
R1 Hyper-Care	04/28/2022
R1 M&O	09/08/2022
Release 2 (R2) Go-Live	10/03/2022
R2 Hyper-Care	11/28/2022
R2 M&O Transition to DMV	09/13/2023
Phase 2 VR SI Contract Award	08/30/2022

DPP (SB 611)	08/21/223
Pre-Design Phase	03/08/2024
Design Phase	09/06/2024
Iteration 1 Delivery	10/04/2024
Iteration 2 Delivery	12/24/2024
Iteration 3 Delivery	04/04/2025
Iteration 4 Delivery	05/30/2025
System Integration Testing	07/25/2025
User Acceptance Testing	10/17/2025
Go-Live	11/17/2025
Completion of VR Hyper Care	02/17/2026
Final VR Feature Delivery	03/20/2026
Completion of VR Deliverables	05/15/2026

PIER

Key Deliverables	Estimated Completion Date
OL Deliverables	
Configuration Change Management Plan	11/08/2021
Schedule Management & Solution Document Plans	11/09/2021
Testing, Training & Information Security Management Plans	11/10/2021
Continuous Delivery/Continuous Integration Plan	11/16/2021
Risk Mitigation Plan	11/17/2021
Project Agile Management Plan	11/30/2021
Quality Management Plan	12/06/2021
OL Project Schedule	07/15/2022

Software Design Document	11/22/2022
Training Materials Delivery	11/30/2022
Solution Architecture Document	12/23/2022
Features Delivery Document	01/19/2023
System Test Acceptance & Transition Plan	10/02/2023
VR Deliverables	
Software Requirements and Design Document	03/04/2024
Maintenance & Operations Plan	03/27/2024
Project Management & Release Plans, Implementation Approach	04/23/2024
Information Security Management, DevSecOps, OCM & Quality, Testing and Production Training Plans	04/25/2024
Solution Architecture Document	06/28/2024
Conversion, Integration, and Iterative Code & Training and OCM Delivery	03/18/2026
Pre-Production Readiness and Technology Recovery	
Simulation Plan and Execution	04/01/2026
Transition Entry and Interaction & Hyper-Care Delivery	05/06/2026

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	Anand	Surve	916	404-7645	Anand.Surve@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: 7/26/2023
2. What is the date of your current Agency Information Management Strategy (AIMS)? Date: 8/1/2023
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 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	TOTAL
Amount	\$54,360,000	\$69,295,000	\$69,850,000	\$60,268,000	\$46,643,026	\$20,650,876	\$321,066,902

Project Costs

1.	Fiscal Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
2.	One-Time Cost	\$81,463,771	\$92,177,622	\$85,990,690	\$70,696,559	\$58,584,464		\$388,913,106
3.	Continuing Costs						20,186,436	\$ 20,186,436
4.	TOTAL PROJECT BUDGET	\$81,463,771	\$92,177,622	\$85,990,690	\$70,696,559	\$58,584,464	\$20,186,436	\$409,099,542

Project Financial Benefits

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

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	TOTAL
2.	Primary OL Vendor	\$ 7,085,900	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,085,900
	Primary VR Vendor	\$ 0	\$ 35,582,000	\$ 22,469,844	\$ 0	\$ 0	\$ 0	\$ 58,051,844
	Primary DL Vendor	\$ 0	\$ 0	\$ 9,000,000	\$ 9,000,000	\$ 8,751,200	\$ 0	\$ 26,751,200
3.	Independent Oversight Budget	\$ 478,349	\$ 334,956	\$ 900,000	\$ 500,000	\$ 60,000	\$ 60,000	\$ 2,333,305
4.	IV&V Budget	\$ 400,000	\$ 500,000	\$ 575,000	\$ 500,000	\$ 375,000	\$ 0	\$ 2,350,000
5.	Other Budget	\$ 12,587,903	\$ 28,868,722	\$ 44,939,418	\$ 29,249,983	\$ 20,084,100	\$17,232,068	\$152,962,194
6.	TOTAL VENDOR BUDGET	\$20,552,152	\$65,285,678	\$77,884,262	\$39,249,983	\$29,270,300	\$17,292,068	\$249,534,443

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)	9/10/2021	9/13/2023	\$7,794,490
8.	VR SI – Deloitte Consulting LLP	8/30/2022	1/29/2025	\$46,684,198.48
9.	DL SI – To Be Determined (TBD)	TBD	TBD	TBD

Primary Vendor Contacts

	Vendor	First Name	Last Name	Area Code	Phone #	E-mail
10.	Deloitte Consulting LLP	Umesh	Jadhav	626	664-7682	UJadhav@deloitte.com
11.						
12.						

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 legislations 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, VR, and DL components of the DXP Project. The overall DXP project cost was estimated to be \$388.9 million over a five-year period. Ongoing maintenance and operations costs are estimated to be \$20.2 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. The challenge-based procurement included vendor demonstrations of the platform's features and functions. The California Department of Technology (CDT) and DMV jointly agreed to adjust from 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. VR is currently in the design, development, and implementation (DD&I) stage and will continue through Go Live, which is anticipated in November 2025.

The third phase, DL, is in the last stage of planning and procurement. The intent was to award the DL System Integrator (SI); however, the DL solicitation was canceled due to bids coming in significantly higher than the approved budget. DMV is assessing strategies in support of a more modular approach to modernizing DL systems. This will allow for flexibility in funding discrepancies and reduce risks of an extensive solution approach.

The DXP Project will continue efforts to streamline DMV business and technology more efficiently by implementing products and services, 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 Current Status:

The OL system, DMV's first large scale modernization project using the Salesforce Platform, went live in October 2022. The OL M&O phase has been fully transitioned to the VR SI Team in October 2023 to continue enhancement activities.

- 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.

Phase 2 Current Status:

The VR phase of modernization effort was split up to deliver the Disabled Person Placard (DPP) Program as an initial release in August 2023 and remainder of the VR modernization in November 2025.

- The DPP contract was awarded in June 2022. The DMV demonstrated continued dedication to the delivery of the second large scale modernization project using the Salesforce Platform for the DPP utilized by Field Operations, Policy, Operations, Contact Centers, Investigations, and Auto Club connections. This modernization is the first of its kind impacting all business areas and paved the road for VR implementation with the following benefits:
 - Allows businesses to test the solution being implemented with reduced risk.
 - Provides an opportunity to identify and address potential challenges or issues before committing to a larger deployment environment.
 - Increases the amount of time business team members can learn and familiarize themselves with the new Salesforce platform.
 - Helps the Department strategically tackle critical aspects such as user login processes and platform adoption.
 - Allows the Department to gradually become familiarized with platform nuances, empowering DMV to gain expertise with various features and functionalities over time.
 - Lays the foundation for a more comprehensive understanding of the platform's capabilities and potential challenges, thus fostering a more informed and effective strategy as DMV progresses towards wider implementation.
 - Builds confidence amongst DMV staff, external stakeholders, and users and instills a sense of achievement and readiness for larger scale implementations, creating a positive atmosphere around the platform.

- The VR contract was awarded in August 2022 and DD&I activities started in September 2022. The DMV, in collaboration with the VR SI, will continue the DD&I activities through Go Live, which is anticipated for November 2025. The DD&I activities, using Agile methodology, were divided into six product increments (PI) and developing specific sets of business functionality. The DD&I phase completed five such product increments. During that time, Roadmap of business functionality, Discovery and Refinement sessions, and demonstrations of business functionality built during sprints for PI 1 through PI 5 were completed. The VR project pivoted at the beginning of PI 6 from Agile to the pre-design stage under the Waterfall methodology to reduce risk by designing the solution first and to prevent time spent on work that would not be needed. PI 5 was the last Agile cycle to complete, and a close out of deliverables through PI 5 was performed.
- The project has experienced several challenges that have impacted the project schedule:

Staffing

The project experienced a high level of staff and vendor turnover, as well as the statewide issue of a lack of available qualified candidates to fill temporary positions.

Scope

In April 2023, the VR SI submitted a Discovery Completion Report that identified numerous items that the SI categorized as new or out of scope. A VR Scope Summit was held in July 2023 for DMV and VR SI teams to discuss and resolve, if possible, newly identified and disagreed/escalated scope. As a result of the summit discussions, the teams agreed to 54% of the items discussed as in-scope and 46% as disagreed/escalated scope.

Methodology

During project development, the DXP project faced ongoing challenges using an Agile methodology. The project team faced multiple challenges including increased complexity identified during the program increment and additional discovery during the refinement of features. The team was further challenged to complete refinement sessions and other activities in advance to create a product backlog that would cover multiple sprints for all teams.

The VR SI struggled to increase its velocity to a rate necessary to meet future milestone dates, including the projected Go-Live date of September 2024.

In January 2024, DMV's Executive Management and VR SI agreed to move the project from the Agile methodology to an iterative waterfall development approach. Due to the nature of the project and progress status, the decision to change the development methodology includes the following reasons:

- Iterative waterfall is more suitable for detailed progress reporting since it is predictive and deliverable-based, which allows for greater control and transparency.
- Waterfall projects are schedule-based, which requires time up-front to fully plan, define requirements, perform analysis, and design the application architecture. This eliminates the risk of rework of a build-and-learn-as-you-go effort that can occur with Agile projects.
- Continuing with the Agile methodology, the project would not have been able to meet the scheduled implementation date of September 2024 and would take longer to complete than switching to an iterative Waterfall methodology.

To move the DXP project to a Waterfall iterative development methodology, DMV and VR SI vendor staff shifted focus to pre-design activities focused on a master list of Business Process Reengineering (BPR) flows and shifted the approach to trace functional/non-functional requirements, BPRs, transactions, and widgets, which are screens, interfaces, correspondence, batch programs, and/or near real-time calls, during the design phase. The pre-design activities will guide design sessions and support documentation. User stories associated to widgets will be incorporated into design documents. Identification of schedule adjustments along with resource requirements needed to successfully complete the project are underway.

Phase 3 Current Status

The DL phase is still in the planning stage and has not completed the Project Approval Lifecycle (PAL) process. Phase 1, OL, has been completed and is in M&O. Therefore, this SPR will cover only the second phase, VR, of the DXP Project and associated changes impacting scope, schedule, and cost.

In order to continue the DXP Project in FY 25/26 and in subsequent years, SPR#2 will be completed in the Fall of 2024 along with a new Budget Change Proposal (BCP). This will provide the future roadmap and request funding for the DL DXP journey along with moving all the remaining systems not addressed in OL or VR DXP, to migrate DMV off the Legacy, Mainframe systems. SPR#2 will include systems, such as those below:

- California Motor Vehicle Data Communication System (CAMVDCS) (Mid-Tier)
- Real-Time Control (RTC) and Real-Time Customer Information Control System (RTCICS) (Back-end)
- Automated Billing Information System (ABIS)
- Employer Pull Notice (EPN) for Requestor Access Program
- Information Access Control (IAC)
- Automated Name Index System (ANI)

- Centralized Customer Flow Management and Appointment System (CCFMAS)
- Motor Carrier Permit (MCP) System
- Business Partner Automation (BPA) Program Case Management
- Modernizing DMV Fee Comp Module
- P2Daily Modernization (new Scope)
- Replace Temporary Plates – Report of Sale (ROS/TLP) (new scope)
- Autonomous Vehicles Occupational License (New Scope)
- Potential updates and/or decommissioning of WSI as those functions are eventually delivered through VR and DL customer portals, as well Shopping Cart, MyDMV
- Integration between DXP and Driver Safety
- Blockchain for title validation and peer to peer title transfer

3.3 Reason for Proposed Changes

Reason for Proposed Change	Reason for Deviation
Scope Deviation	>10% deviation in the VR scope of the project.
Schedule Deviation	>10% deviation in the VR schedule
Costing Deviation	<10% deviation in the overall project cost

Reason for Scope Deviation:

During the Discovery stage of the VR phase, new system features were identified that have resulted in changes to the project scope. Many of these features are related to the BPR flows and associated steps that were part of the disputed/escalated scope discussed at the VR Scope Summit. A new approach is needed to validate all the necessary system features and to streamline the methodology to prevent further project delays. DMV and the VR SI vendor agreed on a 'Design First' approach that includes up-front design artifacts providing a blueprint for the final system and clearly defined milestone dates and other deliverables. This will provide DMV with early visibility, predictability, and the ability to monitor project progress.

Reason for Schedule Deviation:

Due to the additional scope items, the increased complexity of features, and discovery of new items during refinement sessions, more time was needed to complete these activities.

Reason for Costing Deviation:

Since the VR scope and schedule are changing, the Department anticipates cost increases for the VR SI contract to accommodate the additional time necessary to complete the remaining tasks and additional scope items. However, the overall project costs remain less than 10% deviation from the last approved costs.

3.4 Proposed Project Change**Proposed Scope Change:**

The DMV and VR SI vendor agreed to inclusion of scope related to up to 200 BPR flows and steps that emerge during the Discovery stage, and to limit or shift responsibility of some items from the VR SI vendor to DMV. The following twelve (12) items were limited, or responsibility shifted:

1. Control Cashiering /Inventory Management
2. Customer Portal (Registered Owners)/Mobile
3. Motor Carrier Permit
4. Business Partner Automation
5. Specified Interface Transactions
6. Reports
7. Correspondence
8. ABBYY Scanning
9. Occupational Licensing Maintenance and Operations
10. Fee Computation Module
11. Clean Air Decals Program
12. Environmental License Plate Program

Details for these twelve (12) items plus specific interfaces removed from scope are included in Section 4.5.1 Project Scope.

The methodology for further implementation will be changed from Agile to Waterfall with an iterative design and development. This will include 3 blocks of incremental design; 4 blocks of incremental development and associated System Integration Testing (SIT) and User Acceptance Testing (UAT); data quality and data conversion to be complete before iteration 3 UAT, followed by an End-to-End SIT and End-to-End UAT before go-live cutover. Product Increment (PI) #6 work has stopped in support of the new approach.

Proposed Schedule Change:

The new approach, which includes an Iterative Waterfall methodology, and scope change will extend the September 2024 Go-live date by fifteen (15) months to the end of November 2025.

Proposed Costing Change:

No change to the overall project cost (only cost change is the Phase 2 VR SI vendor (Deloitte) baseline contract was \$46,684,198.48 and new contract amount is \$58,051,844.48 increasing the VR SI Vendor contract for Deloitte by \$11,367,646). Increased costs for Phase 2 VR SI are covered via contingency funds.

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:

The scope impacting the VR SI vendor extends the VR implementation from September 2024 to the end of November 2025, a total of fifteen (15) months. The delay and the shift in scope responsibility to DMV potentially impacts the existing workload and priorities of DMV staff. It also impacts M&O support for the legacy systems for the delayed and deferred scope.

Impact of Proposed Schedule Change:

The schedule extension prolongs the decommissioning of legacy systems supporting VR. It also stretches the DMV resources needed for DXP, legacy sustainability, maintenance, and operations support.

Impact of Proposed Costing Change:

The impact of the proposed cost change will require utilizing the existing FY 2023/24 contingency funds.

3.7 Feasible Alternatives Considered

DMV considered the following alternatives:

1. VR SI vendor completing all scope – this alternative was not selected as it significantly increased the cost and schedule.
2. DMV assuming responsibility for the newly identified and disagreed/escalated scope – this alternative was not selected as the impact to resources was significant.
3. Scope reduction – reducing scope further than what was agreed was not selected, as the business value would have been reduced significantly.

3.8 Implementation Plan

The initial phase of the DXP development was completed for OL followed by DPP. The VR project schedule baseline is being updated to reflect changes to scope and methodology with a VR project end date of May 2026.

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 SI vendor's qualifications are as follows:

SI Vendor Project Manager

Experience: Three (3) of the last seven (7) years of experience managing a project with a contract value of at least twenty million dollars (\$20M) involving Agile system development, managing third-party and internal cross-functional teams, and managing multiple Scrum teams. The Project Manager is also required to have three (3) of the last seven (7) 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.

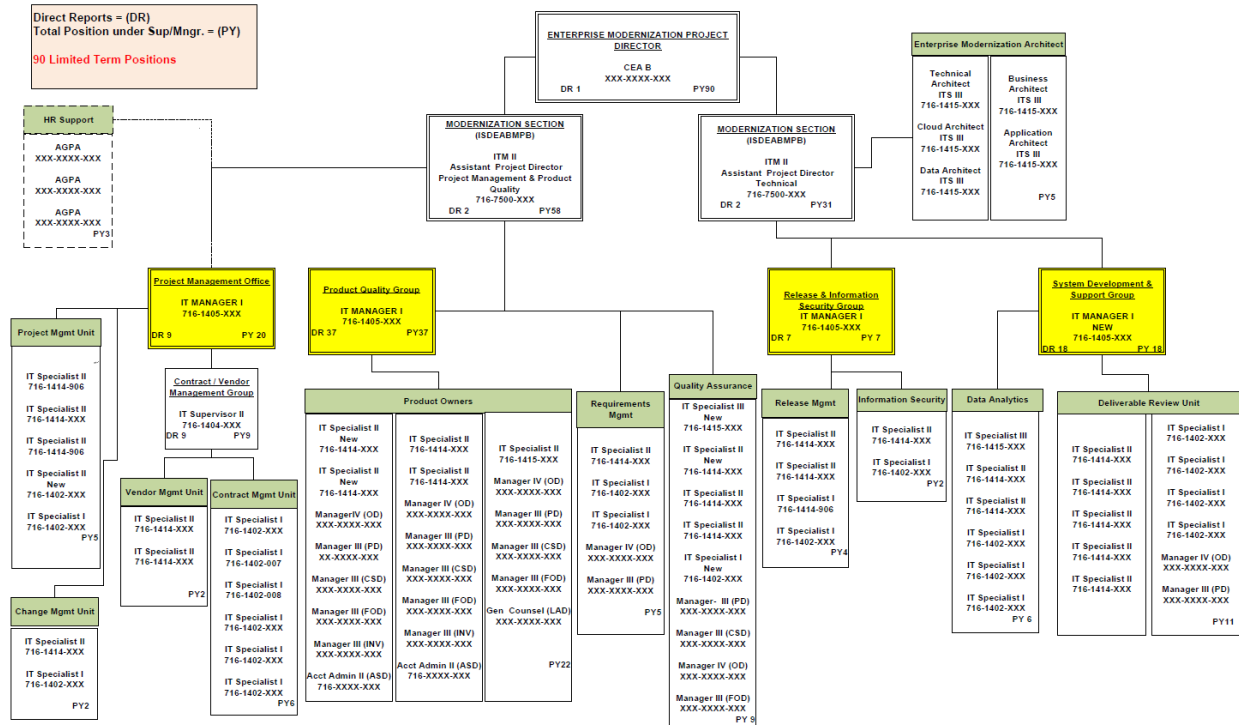
Certification: A current PMI PMP certification or other PM certification by a nationally recognized educational body.

4.2 Project Management Methodology

DXP's Project Management methodology is changing from Agile to iterative Waterfall. VR will include a pre-design phase as the project pivots from Agile sprints to the Waterfall lifecycle, which will include design, development (four iterations), system integration testing, user acceptance testing, cutover, implementation, and post implementation support.

The Waterfall Project Management methodology used by the DMV follows the California Project Management Framework (CA-PMF) guidelines as stipulated in Statewide Information Management Manual (SIMM), Section 17, and Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK). The Project Managers will ensure that the project management policies, processes, documents, and best practices are followed. The integrated project schedule will be maintained in Microsoft Project and documentation will be uploaded to SharePoint, accessible by all team members. The vendor's key personnel will also provide project documentation as required by the contract. All vendor-supplied plans will be subject to DMV approval and will follow the guidelines as outlined in CA-PMF.

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

4.5.1 Project Scope

- In Scope: DXP Phase 2 – VR

The scope has shifted for both the VR SI vendor and DMV. Due to the incorporation of BPR flows and related steps, which are essential for conducting current VR business activities in the new system, responsibility for specified scope was redistributed to DMV.

DXP Phase 2 – VR SI Vendor (Deloitte)

Scope for the SI vendor increased with functionality needed to support existing business processes and steps. Additional scope was limited or removed to offset the increase. Changes to the SI vendor's scope are as follows:

SI Vendor Scope Change	Scope Details
BPR Flows and Steps	Design and build functionality associated with 185 BPR flows and associated steps as well as any additional BPR flows/steps identified during the pre-design phase.
Control Cashiering / Inventory Management	Integrate payment processing and inventory designed and built by DMV.
Customer Portal (Registered Owners)/ Mobile	Design and build transactions for the following functions: <ul style="list-style-type: none"> • Registration Renewal • Release Sticker or Registration Card • Replace Title • Change of Address • Notice of transfer or Release of Liability • Refund Request • Affidavit of Non-Use • PNO (Planned Non-Operation) • Vehicle Record • Vehicle Registration Status • Fee Calculators • MyGarage • Replacement License Plates • Title Transfer • Non-Original Junk • Non-Original Basic/Auto Transfer Title • Non-Original Commercial Transfer Title

SI Vendor Scope Change	Scope Details
	<ul style="list-style-type: none"> Original Auto, Motorcycle/Moped, Commercial, Special Equipment, Conversion, Title Only – Registration Goldenrod <p>Responsibility to design and build additional functions and transactions would shift to DMV.</p>
Motor Carrier Permit (MCP)	<p>Integrate payment collection and accounting file changes and verify vehicle information.</p> <p>Responsibility to design and build the MCP Program shift to DMV.</p>
Business Partner Automation (BPA)	<p>Responsibility to design and build the BPA Case Management shift to DMV.</p>

SI Vendor Scope Change	Scope Details
Interface Transactions	<p>Responsibility to design and build interfaces transactions related to the following shift to DMV:</p> <ul style="list-style-type: none"> • Bureau of Automotive Repair (BAR) • Franchise Tax Board • Temporary License Plate (AB516) • Document Imaging Headquarters (HQ) • ABBYY Document AI • Automated Name Index • California Highway Patrol (CHP) Statewide Hot List Vehicles • Clean Air Decals • Diligent Software for BPA Audits • Employer Pull Notice • Law Enforcement Agencies (LEA) – Abandoned Vehicles • Medical certifications approved / uploaded by doctor's offices • Quick Tags Fairfax • Secretary of State – Entity ID • Weight Certification • FileMaker – Self Insurance Verification • California Department of Tax and Fee Administration (CDFTA) – tax exemption information • State Bar – Attorney Verification • CHP – Verify CA# • Dishonored Check (Control Cashiering/Inventory Management) • Central License Plate Issuance (CLPI)
Manual Correspondence	<p>Design and build a framework supporting manual correspondence.</p> <p>Responsibility to design and build manual correspondence templates shift to DMV.</p>
ABBYY – Scanning	Design and build the exchange of data for up to 40 forms.

SI Vendor Scope Change	Scope Details
	Responsibility to design and build additional forms shift to DMV.
OL M&O	Perform Maintenance and Operations through mid-March 2025; merge OL code with VR through VR go-live and post go-live
Clean Air Decals Program	Integrate Clean Air Decals Program data.
Environmental License Plate Program	Integrate Environmental License Plate Program/Special License Plate Program data.

DMV

DMV's scope will increase as a result of the shift of responsibilities. Changes to DMV's scope are as follows:

DMV Scope Change	Scope Details
Control Cashiering / Inventory Management	<p>Design and build payment processing and inventory management, including:</p> <ul style="list-style-type: none"> • Cashiering at field and office locations • Inventory management at an office level • Inventory management integration with the master inventory • Modernization of the P2Daily platform to DXP • Changes to legacy systems that will need to integrate with DXP
Interface Transactions	<p>Design and build interface transactions related to:</p> <ul style="list-style-type: none"> • BAR • Franchise Tax Board • Temporary License Plate (AB516)

DMV Scope Change	Scope Details
	<ul style="list-style-type: none"> Document Imaging HQ ABBYY Document AI Automated Name Index CHP Statewide Hot List Vehicles Clean Air Decals Diligent Software for BPA Audits Employer Pull Notice LEA – Abandoned Vehicles Medical certifications approved / uploaded by doctor's offices Quick Tags Fairfax Secretary of State – Entity ID Weight Certification FileMaker – Self Insurance Verification CDFTA – tax exemption information State Bar – Attorney Verification CHP – Verify CA# Dishonored Check (Control Cashiering/Inventory Management) CLPI
SB1500Reports	Design and build analytics and reports.
Correspondence	Design and build manual correspondence templates.
ABBYY – Scanning	Design and build forms requiring exchange of data that are beyond the scope developed by the SI vendor.
OL M&O	Perform Maintenance and Operations from mid-March 2025 and ongoing.
Clean Air Decals Program	Design and build the Clean Air Decals case management.

- Deferred Scope:

In addition to DMV's increased responsibilities noted above, the scope changes below shifted to DMV and will be deferred to after the completion of VR but prior to the completion of DXP. An updated timeline for these items will be provided at a later date.

DMV Scope Change	Scope Details
MCP	Design and build MCP functionality for electronic applications.
BPA	Design and build BPA case management.
Customer Portal (Registered Owners)/ Mobile	Design and build transactions that are not included in the SI vendor's scope under <i>DXP Phase 2 – VR SI Vendor (Deloitte)</i> above.
Fee Comp Module	Re-design, build, and modernize the existing module.

4.5.2 Project Assumptions

- The VR SI vendor will utilize iterative Waterfall methodology.

4.5.3 Project Phasing

Project Phase	Phase Deliverables
Phase 1 - OL	<ul style="list-style-type: none"> Completed
Phase 2 - VR	<ul style="list-style-type: none"> In Progress
Phase 3 - DL	<ul style="list-style-type: none"> TBD

4.5.4 Project Roles and Responsibilities

The Project Management Roles and Responsibilities used by the DMV follows the California Department of Technology CA-PMF guidelines as stipulated in SIMM, Section 17.

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 	Steering Committee (SC) – Level 5	<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

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>acceptance or rejection of 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

Stakeholder	Role	Responsibility
		<p>regularly scheduled meeting 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

Stakeholder	Role	Responsibility
		<p>with project planning and execution.</p> <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.

Stakeholder	Role	Responsibility
		<ul style="list-style-type: none"> Ensures timely resolution of project issues. 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
DMV Project Team <ul style="list-style-type: none"> PMO/Project Managers Product Owners Scrum Masters Technical Architects Agile Development/Test Team Deliverable Management Team Production Operation 	DXP Project Team – Level 1	<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 SI 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.
California Department of Technology (CDT)	Technology Project Approval and Oversight	<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

Stakeholder	Role	Responsibility
		<p>developing appropriate risk and issue mitigation strategies.</p> <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	<ul style="list-style-type: none"> Guiding DMV Information Security policies and practices

Stakeholder	Role	Responsibility
	Officer/Information Privacy Officer	<p>to help ensure DXP Project alignment.</p> <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

Stakeholder	Role	Responsibility
		<p>sponsoring organization's budget.</p> <ul style="list-style-type: none"> Advocating for the budget request before the Legislature. 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.
System Integrator (SI) OCM/Training Team, DMV OCM 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.
SI Implementation Team	System Integrator	<ul style="list-style-type: none"> Provide answers to questions raised in Change Control Board (CCB). Complete the Change Request form (CR) and Level of Effort (LOE) at the direction of DMV. Complete an analysis of the CR including costs based upon the specified timeframes and upon approval of the CR to move forward. Make a recommendation with their counterpart.
<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	Start Date	End Date
DXP Project		
Project Approval Lifecycle		
Update S1BA - Completed	2/3/2020	8/17/2020
Update S2AA - Completed	2/3/2020	5/14/2021
Update S3SD OL - Completed	1/1/2021	5/14/2021
Update S3SD VR - Completed	1/1/2021	12/1/2021
Update S3SD DL - Completed	1/1/2021	5/10/2022
Complete S4 Approval OL	6/1/2021	9/9/2021
Complete S4 Approval VR	1/1/2022	8/24/2022
Complete S4 Approval DL	8/22/2022	TBD
Project Execution		
Phase 1: OL		
OL SI Contract Award	9/10/2021	9/10/2021
Project Start	9/15/2021	9/15/2021
Project Kick-off	9/23/2021	9/23/2021
Release 1 (R1)		
R1 Discovery	9/28/2021	12/8/2021
R1 Product Development and Incremental Release	10/6/2021	2/17/2022
Program Increment 1	10/6/2021	12/7/2021
Program Increment 2	11/18/2021	1/4/2022
System Integration Testing	12/7/2021	1/19/2022
User Acceptance Testing	1/3/2022	2/17/2022
R1 Integrations	10/19/2021	1/28/2022
Web Application Penetration Testing	1/18/2022	2/8/2022
Performance Testing	1/27/2022	2/24/2022
Security Role Testing	1/27/2022	2/24/2022
R1 Production Setup	9/24/2021	11/4/2021
R1 Production Deployment	2/25/2022	2/28/2022
R1 Hyper-Care	3/1/2022	4/28/2022
R1 M&O	4/29/2022	9/8/2022
Release 2 (R2)		
R2 Discovery	10/19/2021	5/19/2022

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

Tasks/Milestones	Start Date	End Date
Sprint 5	1/4/2023	1/24/2023
Sprint 6	1/27/2023	2/28/2023
Sprint 7	2/24/2023	3/10/2023
Sprint 8		
Business Rule Template for Refinement		
Business Rule Template Requirement for PI-1	11/28/2022	12/6/2022
Business Rule Template Requirement for PI-2	12/7/2022	1/9/2023
Business Rule Template Requirement for PI-3	1/17/2023	3/6/2023
Business Rule Template Requirement for PI-4	2/13/2023	3/13/2023
Business Rule Template Requirement for PI-5	3/14/2023	5/22/2023
Business Rule Template Requirement for PI-6	5/8/2023	6/9/2023
Refinement		
Program Increment (PI)-1	11/23/2022	2/15/2023
Program Increment (PI)-2	2/22/2023	7/3/2023
Program Increment (PI)-3	3/8/2023	8/18/2023
Program Increment (PI)-4	2/7/2023	10/20/2023
Program Increment (PI)-5	4/17/2023	1/2/2024
Program Increment (PI)-6	3/1/2023	2/27/2024
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
Pre-design	1/29/2024	3/8/2024
Design		
First Functional Group	3/18/2024	5/17/2024
Second Functional Group	5/20/2024	7/19/2024
Third Functional Group	7/22/2024	8/30/2024
Development		
Iteration 1	5/29/2024	10/4/2024
Iteration 2	7/26/2024	12/24/2024
Iteration 3	10/21/2024	4/4/2025
Iteration 4	1/27/2025	5/30/2025
System Integration Testing (End-to-End) Execution	1/13/2025	7/25/2025
User Acceptance Testing (UAT) Execution	5/5/2025	10/17/2025
Cutover	10/20/2025	11/14/2025
Go-Live	11/17/2025	
Phase 3: DL/CC	TBD	TBD

Tasks/Milestones	Start Date	End Date
Phase 3: Extended Support (Change Orders & New Product)	TBD	TBD
Transition to DMV (OL/VR/DL/CC)	TBD	TBD

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 is 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 is completing 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 September 26, 2023, which complies with CA-PMF.

4.9 Authorization Required

The project requires the following 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

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 Version dated 05/08/24 for details.

EXECUTIVE COST SUMMARY COMPARISON			Last Approved	Actual	Amount (Over) Under	% (Over) Under	Comments:
Project Name:	Digital eXperience Platform (DXP)	SPR #1 v3.2	DXP Phase 2 VR	(\$0)			
Department Name:	DMV		Stage 4	(0.00%)			
Project Number:	2740-227	Date:	8/24/2022	5/8/2024			
PROJECT COSTS							
Planning Costs (OneTime)			\$ 5,576,492	\$ 5,576,492	(\$0)	(0.00%)	
Project Costs (One-Time)			\$ 388,913,106	\$ 388,913,106	\$0	0.00%	
Future Operations IT Staff & OE&E Costs (Continuing)			\$ 20,186,436	\$ 20,186,436	(\$0)	(0.00%)	
TOTAL PROJECT COSTS:			\$ 414,676,034	\$ 414,676,034	(\$0)	(0.00%)	
Annual Fut. Ops. IT costs (M&O)			\$ 20,186,436	\$ 20,186,436	(\$0)	(0.00%)	
BUDGET							
Project Costs (One-Time)							
Staff (Salaries & Benefits)			\$ 133,209,252	\$ 133,209,252	\$0	0.00%	
Staff OE&E Rollup			\$ 4,097,310	\$ 4,097,310	\$0	0.00%	
Consulting & Prof. Services: Interdepartmental			\$ 838,477	\$ 838,477	\$0	0.00%	
	CDT - Project Approval Lifecycle/Statewide Technology Procurement/Office of Statewide Project Delivery (Oversight)		\$ 838,477	\$ 838,477	\$0	0.00%	
Consulting & Prof. Services: External			\$ 209,469,559	\$ 220,837,205	(\$11,367,646)	(5.43%)	VR SI contract amendment for change order.
	Project Manager - TC19-029		\$ 231,999	\$ 231,999	\$0	0.00%	
	Project New Manager		\$ 3,150,000	\$ 3,150,000	\$0	0.00%	
	Business Process Reengineering - TC19-063		\$ 1,500,000	\$ 1,500,000	\$0	0.00%	
	IV&V TC20-053		\$ 2,350,000	\$ 2,350,000	\$0	0.00%	
	Test Strategist - TC19-043		\$ 1,375,895	\$ 1,375,895	\$0	0.00%	
	SI Services		\$ 98,020,150	\$ 51,335,952	\$46,684,198	47.63%	SI Services not divided into OL, VR and DL Phases.
	OL SI DD&I TC21-014		\$ -	\$ -			
	OL M&O		\$ -	\$ -			
	VR SI DD&I TC22-010		\$ -	\$ 58,051,844	(\$58,051,844)		Separated VR SI to reflect change order adjustments.
	CC/IM		\$ -	\$ -			
	Reports & Interface		\$ -	\$ -			
	OL/VR M&O		\$ -	\$ -			
	DL SI/ DD&I Approach		\$ -	\$ -			
	DL M&O		\$ -	\$ -			

	Platform	\$ 57,491,515	\$ 57,491,515	\$0	0.00%	
	Enterprise Architecture Roadmap - TC20-049	\$ 2,000,000	\$ 2,000,000	\$0	0.00%	
	Contract Management Support	\$ 550,000	\$ 550,000	\$0	0.00%	
	Transitional Architecture and Technology	\$ 20,500,000	\$ 20,500,000	\$0	0.00%	
	OCM - Enterprise Training for TTT	\$ 1,250,000	\$ 1,250,000	\$0	0.00%	
	Test bed	\$ 750,000	\$ 750,000	\$0	0.00%	
	Scrum Master/Agile Coach - TA20-299	\$ 1,500,000	\$ 1,500,000	\$0	0.00%	
	DMV IT Support Readiness	\$ 1,250,000	\$ 1,250,000	\$0	0.00%	
	Product Manager/Tech Writers	\$ 2,200,000	\$ 2,200,000	\$0	0.00%	
	Business Process Reengineering for Modernization	\$ 6,500,000	\$ 6,500,000	\$0	0.00%	
	Support Product Owner -TA-19369	\$ 250,000	\$ 250,000	\$0	0.00%	
	PAL Acquisitions - TA-19388	\$ 600,000	\$ 600,000	\$0	0.00%	
	Data Migration/Data Repository	\$ 4,000,000	\$ 4,000,000	\$0	0.00%	
	IRP Change Requests/Reporting Analysis	\$ 750,000	\$ 750,000	\$0	0.00%	
	CPS HR Analysis Recruitment - 20-562	\$ 250,000	\$ 250,000	\$0	0.00%	
	Special Advisors - TA20-080	\$ 3,000,000	\$ 3,000,000	\$0	0.00%	
	Consolidated Data Centers	\$ -	\$ -			
	Information Technology	\$ 34,975,000	\$ 23,607,354	\$11,367,646	32.50%	
	Miscellaneous Software	\$ 800,000	\$ 800,000	\$0	0.00%	
	Modeling Software	\$ 500,000	\$ 500,000	\$0	0.00%	
	Power Automate	\$ 1,000,000	\$ 1,000,000	\$0	0.00%	
	Contingency/Change Orders	\$ 32,675,000	\$ 21,307,354	\$11,367,646	34.79%	Contingency used for increase in VR SI contract amendment.
	Misc. OE&E Rollup (Departmental Services; Central Administrative Services; Office Equipment; Other; Unclassified/Special Adjustment; Local Assistance)	\$ 11,900,000	\$ 11,900,000	\$0	0.00%	
	Total Project Costs (One-Time):	\$ 394,489,598	\$ 394,489,598	\$0	0.00%	
	Future Ops. IT Staff & OE&E Costs (Continuing)					
	Staff (Salaries & Benefits)	\$ 2,575,952	\$ 2,575,952	(\$0)	(0.00%)	
	Staff OE&E Rollup	\$ 218,416	\$ 218,416	\$0	0.00%	
	Consulting & Prof. Services: Interdepartmental	\$ 60,000	\$ 60,000	\$0	0.00%	
	CDT - Project Approval Lifecycle/Statewide Technology Procurement/Office of Statewide Project Delivery (Oversight)	\$ 60,000	\$ 60,000	\$0	0.00%	
	Consulting & Prof. Services: External	\$ 17,232,068	\$ 17,232,068	\$0	0.00%	
	SI services	\$ 1,860,698	\$ 1,860,698	\$0	0.00%	
	Platform	\$ 15,371,370	\$ 15,371,370	\$0	0.00%	
	Consolidated Data Centers	\$ -	\$ -			
	Information Technology	\$ 100,000	\$ 100,000	\$0	0.00%	
	Miscellaneous Software	\$ 100,000	\$ 100,000	\$0	0.00%	
	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	\$ 20,186,436	(\$0)	(0.00%)	

7.0 ACRONYMS

Acronym	Description
AAMVA	American Association of Motor Vehicle Administrators
ABBY	American digital intelligence company
AFS	Administrative and Financial Systems
AIMS	Agency Information Management Strategy
AIO	Agency Information Officer
ALM	Application Lifecycle Management
AMU	Account Management Unit
ASD	Administrative Services Division
BAR	Bureau of Automotive Repair
BCP	Budget Change Proposal
BPA	Business Partner Automation
BPR	Business Process Reengineering
CA	California
CC/IM	Control Cashiering/Inventory Management
CCB	Change Control Board
CDFTA	California Department of Tax and Fee Administration
CDT	California Department of Technology
CFR	Code of Federal Regulations
CHP	California Highway Patrol
CIO	Chief Information Officer
CLPI	Central License Plate Issuance
CR	Change Request
CSD	Customer Services Division
DD&I	design, development, and implementation
DL	Driver's License
DMV	Department of Motor Vehicles
DOF	Department of Finance
DPP	Disabled Person Placard
DS	Driver Safety
DSD	Digital Services Division
DXP	Digital Experience Platform
EDL	Event Driven Language
ESC	Executive Steering Committee
FAW	Financial Analysis Worksheets
FO	Field Office
FOD	Field Office Division
FY	Fiscal Year
HQ	Headquarters
ID	Identification
IEEE	Institute of Electrical and Electronics Engineers
IM	Inventory Management
INV	Investigations Division

Acronym	Description
IPO	Information Privacy Office
IPOR	Independent Project Oversight Report
ISD	Information Systems Division
ISO	Information Security Office
IT	Information Technology
ITCU	Information Technology Consulting Unit
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
M&O	Maintenance and Operations
MCP	Motor Carrier Permit
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
PI	Product Increments
PIER	Post Implementation Evaluation Report
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
POL	Policy Division
PSP	Project Summary Package
PSR	Project Status Report
PWA	Project Web Application
RAID	Risk, Action, Issue, Decision
SAM	State Administrative Manual
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

Acronym	Description
SPR	Special Project Report
STP	Statewide Technology Procurement
TBD	To Be Determined
TRP	Technology Recovery Plan
UAT	User Acceptance Testing
VR	Vehicle Registration
WCAG	Web Content Accessibility Guidelines