Stage 4 Project Readiness and Approval

California Department of Technology, SIMM 19D.3 (Rev. 2.5, July/2021)

4.4 General Information

Agency or State Entity Name: **Department of Motor Vehicles**

   If agency/entity not in list then enter here. Click or tap here to enter text.

Organization Code: 2740

Proposal Name: Digital eXperience Platform

Department of Technology Project Number (0000-000): 2740-227

4.5 Submittal Information

Contact Information

Contact First Name: Amar

Contact Last Name: Hariharan

Contact Email: Amar.Hariharan@dmv.ca.gov

Contact Phone Number: (916) 490-0537

Submission Date: 8/25/2021

Submission Type: New Submission

   If "Withdraw Submission," select Reason: Choose an item.

      If "Other" is specified, enter reason here: Click or tap here to enter text.

Sections Updated

List sections updated and describe the changes made: Click or tap here to enter text.

Part A Project Approval Executive Transmittal

Attach Transmittal to the email submission.

Condition(s) from Previous Stage(s)

Condition #: Click or tap here to enter text.

Condition Category: Choose an item.

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

Condition Sub-Category: Choose an item.

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

Condition: Click or tap here to enter text.

Assessment: Choose an item.

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

Agency/State Entity Response: Click or tap here to enter text.

State: Choose an item.

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

TIP: Copy and paste to add Conditions as needed.

4.6 Primary Solicitation Results

4.6.1 Solicitation Key Action Dates

Activity: **Release of Solicitation**

   If "Other" is selected, specify: Click or tap here to enter text.

Actual Start Date: 2/26/2021

Actual End Date: 9/8/2021

Actual Duration (Number of Business Days): 194 days

Activity: Contract Award

    If "Other" is selected, specify: Click or tap here to enter text.

Actual Start Date: 9/9/2021

Actual End Date: 9/13/2023

Actual Duration (Number of Business Days): 734 days

4.6.2 Addenda

Addenda Number: Click or tap here to enter text.

Addenda Category: Choose an item.

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

4.6.3 Final Bid Respondents

Respondent Name: Deloitte Consulting LLP

Compliant: Yes

Non-Compliance Category: Choose an item.

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

Negotiations Conducted: Yes

Intent to Award: Yes

Protest: No

Protest Disposition: Choose an item.

Contract Number: Solicitation No. ISD20-0066

    Contract Start Date: 9/9/2021

    Contract End Date: 9/13/2023

Total Contract Cost (without optional years): $7,537,775

Optional Years

    Optional Years (Number of Months): Two (2) Six (6) months

Total Cost of Optional Years: $2,629,176

Total Contract Cost (with optional years): $10,166,951

4.6.4 Subcontractor Information

Complete the subcontractor information only for subcontractors of the intended awardee.

Subcontractor Name: Stanfield Solutions Inc

Subcontractor SB/DVBE: SB & DVBE

Subcontractor Name: Four Leaf Partners

Subcontractor SB/DVBE: SB

Subcontractor Name: Affinian Group LLC (dba)

Subcontractor SB/DVBE: SB

4.7 Ancillary Solicitation Status

Solicitation Title: **Platform**

Status: **In Progress**

Awardee Name: TBD

Contract Number: TBD

Contract Start Date: TBD

Contract End Date: TBD

Total Contract Cost (w/o Op. Yrs.): Click or tap here to enter text.

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): Click or tap here to enter text.

Note: Separate platform procurement has not been awarded at this time but will not exceed this FY 2020/21 funding. The platform is not needed for day 1.

Solicitation Title: **Business Process Re-engineering (BPR) for Modernization**

Status: **Completed**

Awardee Name: Infinite Solutions Inc

Contract Number: TC19-063

       Contract Start Date: 6/26/2020

       Contract End Date: 6/25/2022

Total Contract Cost (w/o Op. Yrs.): $1,500,000

Optional Years:

       Optional Years (Number of Months): Click or tap here to enter text.

       Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $1,500,000

Solicitation Title: **Project IV & V**

Status: **Completed**

Awardee Name: Acuity Technical Solutions

Contract Number: TC20-053

       Contract Start Date: 6/29/2021

       Contract End Date: 6/28/2024

Total Contract Cost (w/o Op. Yrs.): $900,000

Optional Years:

       Optional Years (Number of Months): (Two (2) - six (6) month)

       Total Cost of Optional Years: $575,000

Total Contract Cost (with Optional Years.): $1,475,000

Solicitation Title: **Project Manager**

Status: **Completed**

Awardee Name: Informatix, Inc

Contract Number: TC19-029

       Contract Start Date: 10/7/2019

Contract End Date: 10/6/2021

Total Contract Cost (w/o Op. Yrs.): $1,500,000

Optional Years:

Optional Years (Number of Months): Two (2) – one (1) year

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $1,500,000

Solicitation Title: **Test Strategist**

Status: **Completed**

Awardee Name: Business Advantage Consulting Inc

Contract Number: TC19-043

Contract Start Date: 1/21/2020

Contract End Date: 1/20/2024

Total Contract Cost (w/o Op. Yrs.): $1,750,000

Optional Years:

Optional Years (Number of Months): Two (2) – one (1) year options

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $1,750,000

Solicitation Title: **Enterprise Architecture Roadmap**

Status: **Completed**

Awardee Name: Infinite Solutions Inc

Contract Number: TC20-049

Contract Start Date: 6/29/2021

Contract End Date: 6/28/2022

Total Contract Cost (w/o Op. Yrs.): $400,000

Optional Years:

Optional Years (Number of Months): Two (2) – one (1) year options

Total Cost of Optional Years: $700,000

Total Contract Cost (with Optional Years.): $1,100,000

Solicitation Title: **Contract Management Support**

Status: **Completed**

Awardee Name: Renee Taylor Consulting Inc

Contract Number: TA-19388

      Contract Start Date: 6/23/2020

      Contract End Date: 12/22/2021

Total Contract Cost (w/o Op. Yrs.): $250,000

Optional Years:

      Optional Years (Number of Months): Click or tap here to enter text.

      Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $250,000

Solicitation Title: **Scrum Master/Agile Coach**

Status: **Completed**

Awardee Name: Scrum Adventures, Inc

Contract Number: TA20-299

      Contract Start Date: 06/21/2021

      Contract End Date: 06/20/2022

Total Contract Cost (w/o Op. Yrs.): $300,000

Optional Years:

      Optional Years (Number of Months): Click or tap here to enter text.

      Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $300,000

Solicitation Title: **Product Managers/Tech Writers**

Status: **Completed**

Awardee Name: Infinite Solutions Inc

Contract Number: TA20-331

Contract Start Date: 6/29/2021

Contract End Date: 06/28/2022

Total Contract Cost (w/o Op. Yrs.): $500,000

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $500,000

Solicitation Title: **CPS HR Analysis/Recruitment**

Status: **Completed**

Awardee Name: CPS HR Recruitment

Contract Number: 20-562

Contract Start Date: 6/1/2021

Contract End Date: 5/31/2022

Total Contract Cost (w/o Op. Yrs.): $250,000

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): $250,000

Solicitation Title: **Special Advisors**

Status: **Completed**

Awardee Name: PYXIS Management Consulting Group LLC

Contract Number: TA20-280

Contract Start Date: 6/14/2021

Contract End Date: 12/13/2022

Total Contract Cost (w/o Op. Yrs.): $750,000

Optional Years:

Optional Years (Number of Months): One (1) – six (6) month option

Total Cost of Optional Years: $250,000

Total Contract Cost (with Optional Years.): $1,100,000

Solicitation Title: **Test Bed**

Status: **Not Started**

Awardee Name: TBD

Contract Number: TBD

Contract Start Date: TBD

Contract End Date: TBD

Total Contract Cost (w/o Op. Yrs.): Click or tap here to enter text.

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): Click or tap here to enter text.

Solicitation Title: **DMV IT Support Readiness**

Status: **Not Started**

Awardee Name: TBD

Contract Number: TBD

Contract Start Date: TBD

Contract End Date: TBD

Total Contract Cost (w/o Op. Yrs.): Click or tap here to enter text.

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): Click or tap here to enter text.

Solicitation Title: **Data Migration/Data Repository**

Status: **Not Started**

Awardee Name: TBD

Contract Number: TBD

Contract Start Date: TBD

Contract End Date: TBD

Total Contract Cost (w/o Op. Yrs.): Click or tap here to enter text.

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): Click or tap here to enter text.

Solicitation Title: **IRP Change Requests/Reporting Analysis**

Status: **Not Started**

Awardee Name: TBD

Contract Number: TBD

Contract Start Date: TBD

Contract End Date: TBD

Total Contract Cost (w/o Op. Yrs.): Click or tap here to enter text.

Optional Years:

Optional Years (Number of Months): Click or tap here to enter text.

Total Cost of Optional Years: Click or tap here to enter text.

Total Contract Cost (with Optional Years.): Click or tap here to enter text.

4.8 Contract Management

Complete the questions below in reference to the primary solicitation.

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

If "No," briefly explain below why this has not been accomplished: Click or tap here to enter text.

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

If "No," briefly explain below why this has not been accomplished: Click or tap here to enter text.

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

If "No," briefly explain below why this has not been accomplished: Contract anticipated to be awarded is 08/31/2021.

4   Does the Contract Manager understand the agency/state entity and federal processes, policy, and applicable procedures? Yes

If "No," briefly explain below why this has not been accomplished: Click or tap here to enter text.

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

If "No," briefly explain below why this has not been accomplished: Click or tap here to enter text.

4.9 Organizational Readiness

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

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

Click or tap here to enter text.

2   Does the project team have a clear understanding of the lines of business that will be impacted by the project? Yes

If "No," briefly explain below how the agency/state entity plans to educate the project team to ensure all members have a clear understanding of the goals that the project intends to achieve: Click or tap here to enter text.

3   Does the agency/state entity have processes and methodologies in place to support organizational change management (OCM) activities identified in Stage 1, Section 1.12.4 Training and Organizational Change Management? Yes

If "No," briefly describe below how the agency/state entity will perform OCM activities for this proposal: Click or tap here to enter text.

4   Does the agency/state entity have dedicated resources assigned to business process improvement or business process reengineering activities? Yes

If "Yes," specify the areas of business process improvement needed below: DMV has staff available for business process reengineering (BPR) activities but since the scope of expertise is so broad the staffing is not 'dedicated,' but rather, SMEs will be available when particular areas are discussed.

If "No," briefly explain below how the agency/state entity will perform business process improvement or business process reengineering activities for this proposal: Click or tap here to enter text.

4.9.1 Project Organization Chart

Project Org Chart
v2.0.pdf

4.10   Project Readiness

1.   Select the system development methodology you plan to use to design and develop the new system: Agile/Iterative

If "Other," specify the methodology and provide a brief description below:
Click or tap here to enter text.

Describe below the agency/state entity's past project experience using the system development methodology identified. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to leverage this methodology. Agile has been identified as the software development methodology for the DXP project. DMV gained some experience and lessons learned from the past two Agile projects – Motor Voter and National Motor Vehicle Title Information System. In the last 18 months, DMV staff have been attending professional Agile training and DMV invited Gartner to conduct Agile Workshop for 80 employees from different divisions. Currently DMV has, at a minimum, three certified Agile Scrum Masters and one Project Management Institute (PMI) Agile Certified Practitioner. For the DXP project, DMV anticipates on procuring an Agile Coach to provide training, coach the project team, and define processes, roles, and responsibilities aligned with the Scaled Agile Framework. Moreover, the Agile Coach will coach DMV executives and the product teams regarding agile tools and techniques and will collaborate with the Scrum Master. The Scrum Master guides, mentors, and interacts with the product teams to manage the process, perform daily check-in, clear obstacles and establish an environment where the team can be effective in following Agile development and delivering high quality customer value. Product Management it's not just the software development teams that must learn new ways of working, but the whole concept of product management, product lifecycle, product releases, etc. will require a new way of working for business staff). PaaS is different from traditional build-from the ground up approaches as it automates as much as possible, supports continuous improvement, continuous integration, continuous deployment, etc.; shift to having the PaaS vendor support much of the infrastructure, leaving the development staff to design and deploy services; introduction of new methods such as low-code and no-code that would enable business staff to quickly implement new functions or features without involving software development staff.

2. Has the agency/state entity received approval of the Evaluation and Selection Report? Not applicable

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

   Yes

   If "No," and data center capacity planning and alignment services are needed and the agency/state entity has not engaged OTech, explain below: Click or tap here to enter text.

4. Have resource commitments been obtained for all staff resources identified in Stage 3, Section 3.19 Staffing Allocation? Yes

   If "No," explain below why commitments have not been obtained and the plan to mitigate this risk: Click or tap here to enter text.

5. Does the project staffing plan ensure sufficient staff resources are available to perform project activities while also supporting maintenance and ongoing operations for other agency/state entity initiatives? Yes

   If "No," explain below how sufficient resource levels will be maintained for all project activities: Click or tap here to enter text.

6. Have all identified project leads received formal project management training?

   Yes

   If "No," explain how the agency/state entity will educate the project team leads on project management basics: Click or tap here to enter text.

7. If California Department of Technology oversight services are required, has a Service Request (SR) for oversight services been submitted?

   No

   If "Yes," provide the SR number below; if "No," provide a brief explanation:

   TBD

8. Has the project begun procurement activities for Independent Verification and Validation (IV&V) services per the State Administrative Manual Section 4940.3?
   Yes

   If "Yes," indicate the planned start date for IV&V services below:

6/30/2021

If "No" or "Not applicable," provide a brief explanation below:

Click or tap here to enter text.

4.11 Requirements Baseline

1. Has the agency/state entity modified any mid-level or detailed solution requirements since obtaining approval of the Stage 3 Solution Development?

   Yes

   If "Yes", enter the percentage of change in the space provided: 36.8%

   If "Yes", describe the modification(s), impact(s) to the recommended alternative, and how the requirements align with the business objectives established in the Stage 1 Business Analysis: The percentage of change is calculated using the combined total of the detailed requirements submitted in Stage 3 divided by the total number of combined requirements presented here in Stage 4. Modifications were made to the OL detailed Functional and Non-Functional requirements consisted of clarifying language based on feedback from potential bidders. The changes have no impact to the recommended alternative, and the requirements remain in alignment with the objectives established in Stage 1.

2. Has the Requirements Traceability been updated to accurately reflect any modification(s)? Yes

4.11.1 Final Requirements Count

Total Functional Requirements: 143

Total Non-Functional Requirements: 195

Total Project/Transition Requirements: 23

Requirements Grand Total: 361
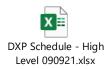
4.12 Schedule

4.12.1 Schedule Summary

Date	Estimated Date	Final Baseline Date	Difference
Project Planning Start	2/3/2020	2/3/2020	0 days
Project Planning End	6/30/2021	9/8/2021	70 days*
Project Execution Start	7/1/2021	9/9/2021	70 days*
Project End	6/30/2026	6/30/2026	0 days

Note: The days noted in the asterisk above represents 70 calendar days/48 business days.

4.12.2 Reason(s) for Difference

Provide reasons for any date differences: Project planning end date/project execution start dates increased by 70 calendar days as the procurement process took longer than anticipated.

4.12.3 High Level Master Schedule and Key Milestones

DXP Schedule – High Level 090921.xlsx

4.13 Cost Baseline

4.13.1 Cost Summary

Cost	Estimated Proposed Cost	Final Baseline Cost	Difference
Total Planning Cost (One-Time)	$13,427,080	$5,576,492	(under) $7,850,588
Total Project Cost (One-Time)	$381,074,347	$388,913,106	(over) $7,838,759
Total Future Operations IT Staff and OE&E Cost (Continuing)	$20,186,436	$20,186,436	$0
Total	$414,687,863	$414,676,034	(under) $11,829
Annual Future Operations IT Costs (M&O)	$0	$0	$0

4.13.2 Reason(s) for Difference

Provide reasons for any date differences: The SI & Platform services projected in FY 2020/21 ($6,913,759) was re-appropriated to FY 2021/22 as the anticipated contract award date is 8/31/2021. In addition, the IV&V and EA Roadmap contracts indicated in FY 2020/21 was awarded on 6/29/2021 in which no expenditures were accrued in that fiscal year.

4.13.3 Budget Change Proposal (BCP) Summary

Budget Request ID: 2740-073-BCP-2021-MR

Budget Request Year (0000-00): 2021/22

Requested Amount: $308,184,515

Status: Supported

4.13.4 Financial Analysis Worksheets (Baseline)

DXP Modernization
FAWs (Version 3.1) 08

4.14 Project Management Planning

Are the following project management plans or project artifacts complete, approved by the designated agency/state entity authority, and available for California Department of Technology review?

Risk Register: Yes

If "No," provide the status; if "Not applicable," provide an explanation. See Attached

DXP - Risk
Management Plan v0.

Contract Management Plan: Yes

If "No," provide the status; if "Not applicable," provide an explanation. See Attached

DXP - Contract
Management Plan v0.

Cost Management Plan: Yes

If "No," provide the status; if "Not applicable," provide an explanation. See Attached

DXP - Cost
Management Plan v0

Implementation Management Plan: Yes

If "No," provide the status; if "Not applicable," provide an explanation. See Attached

DXP - Implementation Mgmt

Requirements Management Plan: Yes

If "No," provide the status; if "Not applicable," provide an explanation. See Attached

DXP - Requirements Management Plan v0.

Deliverable Expectation Document: Not applicable

See contract management plan.

4.15 Risk Register

DXP Risk Register 083121.xlsx

Gate 4 Project Readiness and Approval Evaluation Scorecard

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

Stage 4 Project Readiness and Approval – Department of Technology Use Only

Original "New Submission" Date: 8/27/2021

Form Received Date: 9/9/2021

Form Accepted Date: 9/9/2021

Form Status: Completed

Form Status Date: 9/9/2021

Form Disposition: Approved with Conditions

Form Disposition Date: 9/9/2021