



Special Project Report (SPR)

ON

Legacy Systems Stabilization (LSS)

Project # 2740-218

Information Systems Division

May 22, 2023

Version 1.2


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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
Legacy System Stabilization			LSS
Project ID	Approval Date	State entity Priority	Agency Priority
2740-218	01/03/2019		
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.</p> <p>I certify:</p> <ul style="list-style-type: none"> The SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2, my agency/state entity has considered the cost benefits analysis associated with the proposed project changes and the changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS). The acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 7405 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page). The document(s) being submitted are accessible to persons with disabilities based on the requirements specified in Section 508 of the federal Rehabilitation Act of 1973, as amended, the Government Code section 11135, and the Web Content Accessibility Guidelines (WCAG 2.0). <p>I have reviewed and agree with the information in the attached Special Project Report.</p>			
California Department of Technology SPR Transmittal SIMM Section 30A			1 July 2021

APPROVAL SIGNATURES		
Chief Information Officer		Date Signed
Prashant Mittal	Digitally signed by Prashant Mittal Date: 2023.04.26 07:50:58 -07'00'	
Printed name:	Prashant Mittal	
Budget Officer		Date Signed
Lee P. Scott	Digitally signed by Lee P. Scott Date: 2023.04.26 08:37:07 -07'00'	
Printed name:	Lee Scott	
State Entity Director		Date Signed
Steve Gordon	Digitally signed by Steve Gordon Date: 2023.04.27 15:12:58 -07'00'	04-27-2023
Printed name:	Steve Gordon	
Agency Chief Information Officer		Date Signed
<i>Marcie Kahbody</i> <small>Marcie Kahbody (May 22, 2023 12:13 PDT)</small>		{{Dte_es_.;signer1:date}}
Printed name:	Marcie Kahbody	
Agency Secretary		Date Signed
<i>Marcie Kahbody</i> <small>Marcie Kahbody (May 22, 2023 22:55 PDT)</small>		May 22, 2023
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
	The IT project meets the definition of a national security system.
	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.")
	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
	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.
	<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

05/22/2023

2. Type of Document

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

Project Number: 2740-218

3. Project Title

Legacy Systems Stabilization

Project Acronym

LSS

Estimated Project Dates

Start: 01/03/2019

End: 06/30/2025

4. Submitting Agency/state entity

Department of Motor Vehicles (DMV)

5. Reporting Agency/state entity

California State Transportation Agency

6. Project Objectives

The objectives of LSS project are to stabilize the legacy applications, systems, and hardware to reduce the risk of catastrophic failures, while the DMV modernization effort is incrementally implemented and will include:

1.0 - Systems Stabilization – DMV legacy hardware and software are obsolete, unstable and unsupported increasing the risk of a catastrophic system failure.

1.1 Replace Cisco Smart Network Appliation (SNA) switch equipment to reduce the risk to operations and improve back-end communication reliability and performance.

1.2 Upgrade IBM Power Series hardware server equipment to meet current workload processing requirements, increasing efficiency of high availability at lower administration, hardware and software costs.

- 1.3 Improve system recovery time and reduce the impact on DMV Staff and Public downtime, and DMVA system transaction processing .
- 1.4 Reduce risk of infrastructure failure by implementing High Availability and end-of-life software upgrade.
- 1.5 Improve the overall system availability and stability for field offices operation.

- 2.0 - System Monitoring and Performance Improvement – DMV is unable to effectively monitor, identify, mitigate, and reduce frequency and impact of system issues, while improving service reliability to business partners and customers.
- 2.1 Improve/automate system monitoring capabilities to quickly identify and react to Field Office outages.
 - 2.2 Eliminate DMVA user terminal lock up by implementing Virtual Desktop Interface (VDI) solution for DMVA user terminals.
 - 2.3 Identify and track transaction data flow through EASE to DMVA systems.
 - 2.4 Increase Business Partner access by upgrading end-of-life software/hardware products to supported versions ensuring support, scalability and reliability.
 - 2.5 Provide alternative technology to support changing business needs and legislative mandates. Reduce changes and pressure on DMV legacy technology by leveraging alternative approaches to circumvent legacy system changes.
 - 2.6 Expose and stabilize legacy data to improve business access to critical data analytics, while reducing departmental dependency on File Pass development required to support departmental and Business Partner data needs.

7. Proposed Solutions

DMV will focus on incremental improvements and enhancement efforts to keep the existing legacy systems, applications, and infrastructure operational until Digital eXperience Platform (DxP) or modernization efforts have replaced the legacy system, application or hardware. The LSS project includes:

- Performing incremental upgrades to outdated and unsupported hardware and software; thereby, reducing the risk of catastrophic failures.
- Enabling the Department to address external mandates and maintain DMV service delivery to Californians, while conducting the DxP modernization effort.
- Avoid catastrophic core system failure by circumventing legacy system changes.

- Leverage alternative approaches to alleviate pressure on DMV legacy technology.

8. Major Milestones

Estimated Completion Date

Project Start	01/03/2019
Workstream #1: Driver License Technical Support	06/30/2025
Workstream #2: DMVA HATS Statewide Rollout (Phase 2 and Phase 3)	05/20/2024
Workstream #3: Message Queue Enhancements	05/20/2024
Workstream #4: Digital Notices	04/30/2025
Workstream #5: Data power API and Architecture	06/24/2024
Workstream #6: Legacy Systems Stabilization and Support	06/30/2025
Legacy Systems Stabilization Project Complete	06/30/2025

Post Implementation Evaluation Report (PIER)

Key Deliverables

Estimated Completion Date

LSS PIER to California Department of Technology (CDT)	01/04/2027
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2.2 SECTION B: PROJECT CONTACTS

Project #	2740-218
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	657-7626	Steve.Gordon@dmv.ca.gov
Budget Officer	Lee	Scott	916	997-3467	Lee.Scott@dmv.ca.gov
Chief Information Officer (CIO)	Prashant	Mittal	916	404-7648	Prashant.Mittal@dmv.ca.gov
Project Sponsor	Prashant	Mittal	916	404-7648	Prashant.Mittal@dmv.ca.gov

Direct Contacts

	First Name	Last Name	Area Code	Phone #	E-mail
Document prepared by	Sheenam	Sen	916	404-8109	Sheenam.Sen@dmv.ca.gov
	Tammy	Navarrete	916	914-2549	Tammy.Navarrete@dmv.ca.gov
Primary Contact	Lynn	Chan	916	404-7644	Lynn.Chan@dmv.ca.gov
Project Manager	Jenny	Allopenna	916	205-2343	Jenny.Allopenna@dmv.ca.gov

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

Project #	2740-218
Doc Type	SPR

- 1. What is the date of your current Technology Recovery Plan (TRP)? **Date** 10/31/2022
- 2. What is the date of your current Agency Information Management Strategy (AIMS)? **Date** 2020 - N/A per SIMM 05A
- 3. For the proposed project, provide the page reference in your current AIMS and/or strategic business plan. **Doc.** N/A **Page #** N/A
- 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 #	2740-218
Doc Type	SPR

Budget Augmentation Required?

No Yes

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

FY		FY		FY		FY		FY	
\$		\$		\$		\$		\$	

PROJECT COSTS

1.	Fiscal Year (FY)	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
2.	One-Time Cost	551,275	2,726,728	13,202,998	12,270,785	12,755,572	16,064,700	6,496,807	1,525,784	1,493,009	0	\$67,087,658
3.	Continuing Costs	0	0	0	0	0	0	0	0	0	6,630,980	\$6,630,980
4.	TOTAL PROJECT BUDGET	\$551,275	\$2,726,728	\$13,202,998	\$12,270,785	\$12,755,572	\$16,064,700	\$6,496,807	\$1,525,784	\$1,493,009	\$6,630,980	\$73,718,638

PROJECT FINANCIAL BENEFITS

1.	Cost Savings/Avoidances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.	Revenue Increase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note: There are no anticipated Cost Savings/Avoidances nor Revenue Increase as a result of the LSS Project.

2.5 SECTION E: VENDOR PROJECT BUDGET

Project #	2740-218
Doc Type	SPR

VENDOR PROJECT BUDGET

1.	Fiscal Year (FY)	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
2.	Primary Vendor 1 Budget (IBM)	0	0	3,600,111	0	0	0	0	0	0	\$3,600,111
3.	Primary Vendor 2 Budget (CGI)	0	0	2,946,430	0	0	0	0	0	0	\$2,946,430
4.	Independent Oversight Budget	0	60,993	56,280	28,980	26,156	22,712	24,362	\$24,362	\$24,362	\$268,207
5.	Project Management/ Ancillary Budget	30,240	1,945,668	1,517,958	4,048,648	\$7,543,748	\$12,215,845	\$3,858,900	0	0	\$31,161,007
6.	TOTAL VENDOR BUDGET	\$30,240	\$2,006,661	\$8,120,779	\$4,077,628	\$7,569,904	\$12,238,557	\$3,883,262	\$24,362	\$24,362	\$37,975,755

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

1.	Primary Vendor 1	IBM Corporation
2.	Contract Start Date	06/24/2019
3.	Contract End Date (projected)	06/23/2021
4.	Amount*	\$4,119,452.39

1.	Primary Vendor 2	CGI Technologies and Solutions Inc.
2.	Contract Start Date	06/25/2019
3.	Contract End Date (projected)	06/24/2021
4.	Amount*	\$3,312,890.24

* Note: The Primary Vendors listed above are the original vendors identified in the Project Approval documentation as the "Primary Contracts".

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	E-mail
1.	IBM Corporation	Randy	Wong	916	471-8849	rlwong@us.ibm.com
2.	CGI Technologies and Solutions Inc.	Greg	Hussey	916	830-1138	greg.hussey@cgi.com

2.6 SECTION F: RISK ASSESSMENT INFORMATION

Project # 2740-218
Doc Type SPR

RISK ASSESSMENT

Has a Risk Management Plan been developed for this project?

Yes No

General Comment(s)

The LSS project has a current Risk Management Plan with a revision date of December 20, 2021. 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 to the Project Manager as they become aware of them. The Project 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. Risk is an agenda item for weekly project status meetings so that new risks are captured, and mitigation is tracked. Communication of these risks will be a consistent component of team meeting agendas and reporting to CDT.

3.0 PROPOSED PROJECT CHANGE

3.1 Project Background/Summary

DMV initiated the Front-End Sustainability (FES) Project to evaluate and upgrade the almost 60-year-old architecture and obsolete legacy technology to a sustainable technology and received planning funding in FY 2017/18 and project funding in FY 2018/19 through FY 2022/23. The funds received in FY 2017/18 were for planning activities to lay the foundation and evaluate the infrastructure in preparation for the replacement of DMV's aging legacy systems. The FES Project was approved as a multi-year incremental technology upgrade to replace DMV's aging systems associated with Vehicle Registration (VR), Occupational Licensing (OL), and Control Cashiering (CC) functions with sustainable technology and languages broadly supported by the Information Technology (IT) industry, using the agile system development life cycle (SDLC) and project management approaches.

DMV is a large, complex and multi-faceted organization that nearly every Californian interacts with throughout their lives. Given the breadth and depth of operations along with legacy technology limitations, there are increasing process inefficiencies and growing manual workarounds to address changing business needs.

In late 2018, the Office of State Audits and Evaluations (OSAE) conducted a Performance Audit of DMV and the results highlighted concerns with dependency on legacy systems that contributed to issues with the REAL ID implementation and long wait times at field offices (FO). OSAE stated, "without strengthening the underlying foundation supporting its operations, DMV will continue facing challenges in efficiently and effectively delivering services to its customers."

On January 9, 2019, Governor Gavin Newsom established a Strike Team, led by the Government Operations Agency (GovOps), to assess and make recommendations for modernizing the DMV and reinventing the way services are delivered to Californians.

The analysis performed by the DMV, CDT and the GovOps Strike Team identified the following specific problems related to DMV's core legacy systems:

- System Limitations Place California at Risk
- Scarce System Support Resources
- Inability to Accommodate Mandated Changes
- Expensive Maintenance and Development Costs of Legacy Architecture
- Constraints to Modernization

In addition, the CDT performed an in-depth evaluation of the FES Project in early 2019 and provided guidance to adjust project activities and related procurements to address risks related to technology instability and needed upgrades versus sustainability efforts, along with organizational change management, project management, governance, and staff vacancy issues.

Based on CDT's guidance, DMV awarded contracts to International Business Machines Corporation (IBM) and Consultants to Government and Industry (CGI) to address the most critical and problematic technology issues. In addition, IBM and CGI were tasked with evaluating the outdated infrastructure, software and technology to determine the incremental upgrades required to keep the systems operational without introducing additional risks to the systems stability.

Based on these evaluations and at the recommendation of CDT, DMV has restructured the FES Project and approved funding into two distinct projects:

1. **The Legacy Systems Stabilization (LSS) Project**, previously known as the FES Project, stabilizes DMV's existing IT systems to reduce the risk of catastrophic failures of the legacy technology. The Project will stabilize the Department's obsolete applications, systems, and hardware where possible. DMV also instituted a containment strategy designed to limit changes to the legacy system. Most changes to DMV's services will have to be built outside the core legacy system until the replacement in the DxP project is completed. The LSS stabilization efforts will be performed in parallel with the DxP Project activities.

The LSS Stage 1 Business Analysis (S1BA) was approved by CalSTA on October 7, 2020. Approval for Stage 2 Alternative Analysis (S2AA) was received on February 18, 2021, and Stage 3 Solution Development (S3SD) on March 26, 2021. The Stage 4 Project Readiness and Approval (S4PRA) was approved on May 12, 2021.

2. **The Digital eXperience Platform (DxP) Project** is a comprehensive replacement of all of DMV's legacy systems to modernize business processes and service delivery. DxP will provide the platform and technology for VR, OL, and CC, in addition to Driver License (DL) and Identification (ID) card services and programs. The new technology will provide the flexibility to adapt business and technology processes to comply with changing legislation and new mandates in a timely manner. The DXP Stage 4 Project Readiness/Approval was approved on August 24, 2022.

The instability and limitations of the legacy systems inhibit the Department's ability to support changing business needs and external events, such as the COVID-19 pandemic. DMV has established a containment strategy which builds any needed changes outside the current legacy system. Typically, building outside the core system is more costly than making changes to the core, however, changing the core introduces risks to the outdated systems that would result in system failure. Therefore, this strategy cannot be implemented on a long-term basis.

The COVID-19 pandemic required DMV to reduce the availability of Field Office services to address social distancing mandates and to reduce the spread of COVID-19. The Department addressed this crisis by significantly expanding online customer services to ensure that Californians continued to have access to essential services. The Department leveraged the containment strategy framework to provide online services, which were previously only available in a field office. The services include Virtual Field Office transaction offerings; uploading of documents; digital customer services; and communications.

DMV Statewide Impact

DMV is responsible for providing a broad range of services to millions of California residents through 188 DMV field offices and three contact centers, along with 186 Auto Clubs (ACs) and over 5,400 Business Partner (BP) locations throughout the state. DMV registers more than 36.4 million vehicles in the state, as well as over 700,000 vessels. In addition, DMV manages over 32 million issued DL/ID and REAL ID cards. DMV collects in total approximately \$12.1 billion in fees annually, which includes revenue received through all service channels, such as FOs, self-service kiosks, mail, phone, and online transaction. Approximately 86% of the funds DMV collects are distributed statewide to local governments, law enforcement, and various state agencies. The risk of DMV legacy systems failure would have a major impact to the citizens of California, external entities, and ultimately the collection of billions of dollars in revenue.

DMV Current Legacy Technology

The DMV core systems architecture was designed in the late 1960s to address the business needs at the time. The 1960s architecture did not envision the revolutionary transformation of technology, the introduction of the internet service delivery channel, or the expansion of the digital business services that DMV is expected to provide in the 21st century. Simply put, the systems are obsolete, do not scale, and are no longer supportable. The DMV core

systems technology has reached its outer limits and any change to, or expansion of functionality jeopardizes continuity of services, systems and data integrity, as well as the collection of billions of dollars.

DMV also needs to streamline and optimize key business processes to deliver intuitive customer centric services and improve customer flow management across all customer service channels.

3.2 Project Status

LSS project has multiple workstreams or subprojects concurrently being worked on by different vendors.

Workstream #1: Driver License (DL) Technical Support

- Provided Assembler Language and Transaction Logic Tasks (TLT) Environment Assistance
 - Develop a project plan to correct the issues with DL Applications for both calculating Expiration Date and identifying cancelled DL.
 - Update invalid database records and modify the programs
 - Provide Assembler Language and TLT Environment Assistance, Monitoring, Designing, Coding, Testing, Production Issues, Training, and Logic Documentation
 - Analyze Assembler response building logic, function and processing
 - Correct on-going production issues
- **Expected Completion: 06/30/2025.**

Workstream #2: DMV Automation (DMVA) Host Access Transformation Service (HATS) Statewide Rollout (Phase 2 and Phase 3)

HATS DMVA production support in the following areas:

- Convert DMVA to HATS for Field Offices rollout and production support
- Disabled Person Placard (DPP) Service for inventory issuance
- DMVA HATS - Quagga Mussels Analysis
- Support for DMVA HATS migration to Tenant Managed Systems (TMS)
- Production Support
 - Bridge and Automated Knowledge Test Extensions (AKTE), Message Queue (MQ) Optimization and support
 - Virtual Clerk (VC)
 - HATS support for DMVA
- DMVA API HATS Services and daily log monitoring
- Provide subject matter expert (SME) support to various DMVA conversions, error handling, and HATS solutions as issues arise
- Address Intake process based on business priorities and address production incidents based on severity.

- Migrate Splunk infrastructure from on-premises to Splunk Cloud
- Additional Splunk Dashboards Discovery
- **Expected Completion: 05/20/2024.**

Workstream #3: Message Queue (MQ) Enhancements

- **Enterprise Applications Service Environment (EASE)/Bridge MQ Enhancements** – Optimizes and stabilizes DMVA EASE Bridge MQ. There are no functional changes to the DMVA or EASE system for this implementation. This implementation consists of the following components:
 - A new Java intercept process that replaces the polling of MQ with a listening mechanism.
 - New functionality to resend failed bridge messages going from DMVA to EASE.
 - Monitoring changes to give full transparency to every message that travels between DMVA and EASE.
- **AKTE MQ Enhancements**
 - In the existing AKTE application, system is using the “polling” mechanism to constantly query MQ when looking for processing new AKTE messages. This method is expensive and adds up costs for computing/licensing resources.
 - As part of “AKTE MQ Enhancement” project, we have replaced the expensive “polling” mechanism with an inexpensive “listening” mechanism where the client application registers with MQ for receiving the new AKTE messages for processing.
 - No changes to the AKTE business logic. The system will appear unchanged to the end users and messages should process as before from AKTE to EASE.
- **Expected Completion: 05/20/2024.**

Workstream #4: Digital Notices

- **Consolidated Email Repository**
 - Consolidate customer's email addresses from DMVs various source systems into a single consolidated list and automate data sync from various sources into a central repository.
 - **Completed: 4/4/2023.**
- **Paperless Notices for Dashboard in Tableau**
 - Digitize DL, VR and Real ID notices - Develop and implement a paperless notification strategy for consumer-based notifications. This includes conversion and migration efforts.
 - Create an automated, real time and interactive dashboard for representing all data and charts that are currently getting

compiled/reported into a spreadsheet manually, for the Digital Notices Project.

- **Expected Completion: 10/2/2023.**

- **Paperless Forms Conversion**

- Enable delivery of notifications through email to reduce the high operational cost of physical mail distribution.
- Conversion of Print Technology from AFP to Exstream for all VR notifications.
- Install OpenText Exstream eco-system in a cloud environment (DMV AWS) - Easylink in progress.
- Migrate DL/ID & OL Existing Exstream forms from MF to AWS Production.
- Implement eMail Opt-In and eMail notifications for DL/ID, VR and OL.
- Forms conversion for various programs, such as Lien Sales rejection, DL Courtesy Notices, Intelligent Mail barcode, DL Internet Renewals, and Senate Bill 1193.
- **Expected Completion: 04/30/2025.**

Workstream #5: Data power API and Architecture

- DataPower API and Architecture is to support production issues and ongoing DataPower activities.
- DL Technical Analysis
 - Provide analysis, design, development and documentation assistance to the team in resolving production issues and/or enhancement in the existing Driver's License mainframe legacy system
- IBM DataPower
 - Install, Configure, and deploy new environments - responsible for making XSLT changes, exposing restful API, web API, and making changes to the Data Power platform.
- **Expected Completion 06/24/2024.**

Workstream #6: Legacy Systems Stabilization and Support

- **Legacy Systems Support (Software and hardware upgrades)**
 - Evaluate, plan and upgrade outdated operating software, when possible, without introducing risk to DMV service delivery.
 - Containment strategy: Avoid catastrophic core system failure by circumventing legacy system changes. Leverage alternative approaches to alleviate pressure on DMV obsolete technology.
 - API development
 - DMVA Automation to recover FO and minimize downtime.
 - DMVA HATS releases and deployment
 - Splunk migration to Cloud
 - DB2 Connect resiliency

- RIPL process improvement
- LPAR cleanup post HATS rollout
- FO Domain cleanup on the Infoblox Name Server
- **Expected Completion: 06/30/2025.**

3.3 Reason for Proposed Changes

Reason for Proposed Change	Reason for Deviation
Scope Deviation	No deviation in the scope of the project.
Schedule Deviation	Extend schedule by 24 months to provide support for legacy systems until the completion and implementation of DxP.
Costing Deviation	No significant deviation in the overall cost of the project.

Reason for Scope Deviation:

Not Applicable

Reason for Schedule Deviation:

After a review of DMV's legacy systems and the progress of the DxP Project, it became apparent that the extension of the LSS project is necessary. This will allow DMV to effectively support the aging legacy systems until the DMV's DxP modernization efforts are implemented and the retirement of the legacy systems.

Reason Costing Deviation:

This extension will result in additional redirected staff resources expense for the LSS Project as well as CDT oversight service charges.

3.4 Proposed Project Change

Proposed Scope Change:

Not Applicable

Proposed Schedule Change:

CDT approved the LSS project start date of January 3, 2019, and end date of June 30, 2023. This SPR proposes to extend the implementation time period by 24 months, with a new project end date of June 30, 2025.

This solution best meets DMV's needs by keeping the legacy systems operational while the DXP project is continuing the incremental implementation. This will mitigate the risk of DMV legacy system failures that could impact millions of Californians causing DMV to not be able to meet mission critical activities.

Proposed Costing Change:

3.4.1 Accessibility

Accessibility was addressed in the Project Approval Lifecycle (PAL) Stage 3 in the detailed solution requirements. DMV vendor contracts also includes language regarding the Signature and Fingerprint systems that must be accessible and compliant.

The Department's current reasonable accommodations policy for employees with disabilities will still apply.

3.4.2 Impact of Proposed Change on the Project

Impact of Proposed Scope Change:

Not Applicable

Impact of Proposed Schedule Change:

The proposed schedule change will have a positive impact as it will mitigate the risk of interrupting service to customers due to legacy system failure or malfunction while the DXP modernization effort is in development.

The requested timeline extension from June 30, 2023, to June 30, 2025, will result in extending the implementation time period by 24 months.

Impact of Proposed Costing Change:

The costing corrections and adjustments have no impact on the project schedule or scope. No additional BCP funds are being requested.

3.4.3 Feasible Alternatives Considered

The Department considered the following alternatives:

Alternative 1:

DMV proposes to extend the LSS Project end date by 24 months from June 30, 2023, to June 30, 2025. This will continue the support and sustainability of the legacy systems, while the DxP modernization effort is incrementally implemented.

The Department recommends this alternative to lessen the risk of failure of the legacy systems and causing service disruptions, which could lead to increased customer wait times and customer dissatisfaction.

Alternative 2:

DMV proposes to follow the current LSS Project schedule and end the project on June 30, 2023; however, DMV would be unable to adequately support the aging legacy systems without the expert consultants' support. Therefore, increasing the risk of catastrophic system failures.

3.4.4 Implementation Plan

The implementation plan remains unchanged; maintain and support DMV's aging legacy systems throughout the DxP modernization efforts.

The extension will allow continued work on current workstreams as well as identification of any future efforts needed to sustain the systems or implement changes in consideration of the legacy containment strategy currently in place.

4.0 UPDATED PROJECT MANAGEMENT PLAN

4.1 Project Manager Qualifications

Project Manager Level: 4

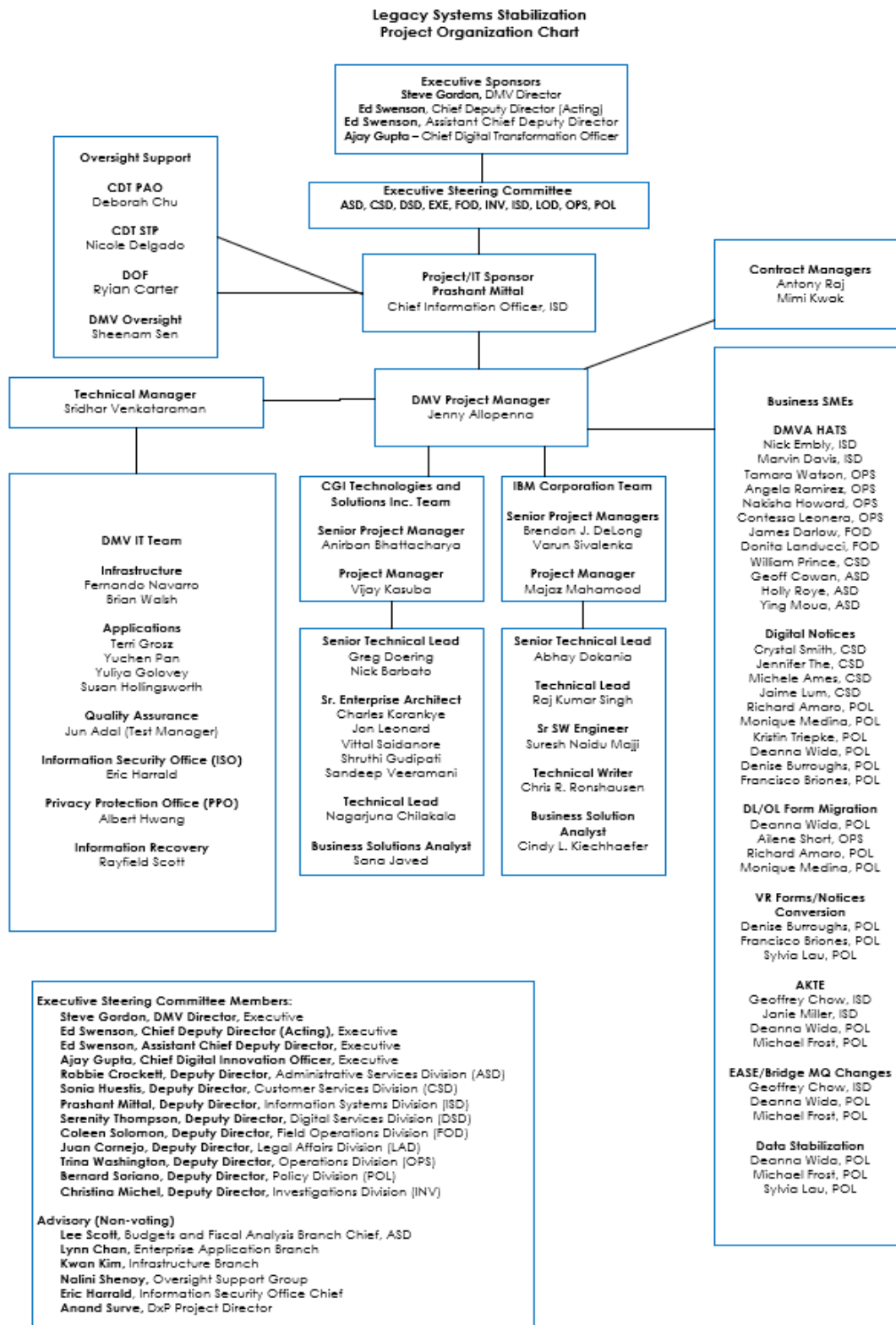
Experience: 5+ years working as a Project Manager or Project Director on large IT projects. Technical experience commensurate with the proposed technology.

Professional Knowledge: Strong working knowledge of the California Project Management Framework (CA-PMF), CA Budgeting, Procurement and Contracting processes; Department's methodology; and Software Development Life Cycle.

The Project Management Methodology used by the DMV follows the (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 Manager(s) 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.

Project Organization



4.2 Project Priorities

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

Schedule	Scope	Resources	Quality
1	3	4	2

- 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.

4.3 Project Plan

4.3.1 Project Scope

- In Scope:

The objective of stabilization is to keep the legacy systems functional. Stabilization efforts include:

1. Software and hardware upgrades when possible.
2. Evaluate, plan and upgrade outdated operating software, when possible, without introducing risk to DMV service delivery.
3. Monitor systems and avoid catastrophic core system failure by circumventing legacy system changes.
4. Alleviate pressure on DMV obsolete technology by leveraging alternative approaches to support business needs and legislative mandates.
5. Stabilize and improve access to critical legacy data.

- Out of Scope:

1. Tasks and items not specifically documented or developed during the PAL process.
2. Tasks not identified in the awarded contract.

4.3.2 Project Assumptions

- DMVA system is using unsupported technologies.
- Program requirements will not change substantially during project implementation.

- Executive sponsorship will continue through project completion.
- Qualified DMV program and technical staff will be available to participate, as needed.
- Suppliers, vendors, consultants, and State staff will perform their assignments related to the project in a competent and timely manner.
- Issues will be resolved, and risks mitigated on a timely basis.
- The solution shall maintain the ability to process the transactions from business partners systems and have minimal impact to BPs.'
- All equipment and software provided will comply with DMV requirements.
- The solution shall maintain the ability to provide Auto Clubs front-end applications to process transactions and have minimum impact to Auto Clubs.
- CDT will collaborate with DMV as needed.

4.3.3 Project Phasing

The LSS project is not being completed in phases, however, includes multiple workstreams or subprojects supported by various vendor contracts.

Project Workstream	Project Workstream Description
Workstream #1: Driver License Technical Support	Develop a plan to correct the issues with DL Applications for both calculating Expiration Date and identifying cancelled DL. This workstream will update invalid database records and modify the programs – In progress
Workstream #2: DMVA HATS Statewide Rollout (Phase 2 and 3)	Move processors to using DMVA HATS front end and provide subject matter expert (SME) support to various DMVA conversions, error handling, and HATS solutions as issues arise – In progress
Workstream #3: Message Queue Enhancements	<ul style="list-style-type: none"> ▪ Phase 1: Improvements of communication between parent system, EASE, and the child system, Bridge code to DMVA (from polling to listening mechanism) – Complete

Project Workstream	Project Workstream Description
	<ul style="list-style-type: none"> Phase 2: Expand Bridge code improvements to additional systems – In progress
Workstream #4: Digital Notices	<p>Provide customers with digital notices instead of paper notices.</p> <ul style="list-style-type: none"> Phase 1: Consolidate customer email addresses from multiple sources to a single list – In progress Phase 2: Develop and implement a paperless notification strategy for consumer-based notifications – In progress Phase 3: Enable delivery of notifications through email to reduce the high operational cost of physical mail distribution – In progress
Workstream #5: Data Power API and Architecture	<p>Provide support for production issues and ongoing DataPower support, maintenance and integration – Ongoing</p>
Workstream #6: Legacy Systems Stabilization and Support	<ul style="list-style-type: none"> Legacy systems support, system architecture analysis and documentation and enterprise solution design support – Ongoing Software and hardware upgrades, as needed without introducing risk to DMV service delivery – Ongoing

4.3.4 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.

Name	Role	Responsibility
Steve Gordon – Director	Executive Sponsors	Ultimate responsibility for overseeing project governance.
Ed Swenson – Chief Deputy Director (Acting)		Provides final decision on issues, risks, and change requests if escalated to this level.
Ed Swenson – Assistant Chief Deputy Director		Provides executive intervention to overcome organizational roadblocks. Key in driving the project goals and objectives to align with the organization's strategic direction.

Name	Role	Responsibility
Ajay Gupta – Chief Digital Transformation Officer		Sets strategy and direction so that the project's goals and objectives are met.
<p>Robert Crockett – Administrative Services Division (ASD) Deputy Director</p> <p>Anita Gore – Office of Public Affairs (OPA) Deputy Director</p> <p>Sonia Huestis – Customer Services Division (CSD) Deputy Director</p> <p>Serenity Thompson – Digital Services Division (DSD) Deputy Director</p> <p>Trina Washington – Operations Division (OPS) Deputy Director</p> <p>Prashant Mittal – Chief Information Officer, Information Systems Division (ISD) Deputy Director</p> <p>Coleen Solomon – Field Operations Division (FOD) Deputy Director</p> <p>Bernard Soriano – Policy Division (POL) Deputy Director</p> <p>Christina Michel – Investigations Division (INV) Deputy Director</p>	Steering Committee	<p>Provides executive intervention to overcome organizational roadblocks. Key in driving the project goals and objectives to align with the organization's strategic direction.</p> <p>Sets strategy and direction so that the project's goals and objectives are met.</p> <p>Oversees the establishment of planned governance processes and structures.</p> <p>Ensures the project obtains the resources needed to proceed with project planning and execution.</p> <p>Clarifies priorities among schedule, cost, and project scope.</p> <p>Ensures timely resolution of project issues when escalated to this level.</p> <p>Reviews and approves issue resolution, risk mitigations, and change requests, if escalated at this level.</p> <p>Participates in collaborative reviews to gain project approval.</p> <p>Reviews and approves the procurement strategy and related documents.</p> <p>Reviews and approves funding documents.</p>

Name	Role	Responsibility
<p>Juan Cornejo – Legal Affairs Division (LAD) Deputy Director</p>		<p>Advocates for project funding and approval.</p> <p>Approves baseline and changes to the project schedule, scope, cost, and quality when beyond the authority delegated to the Project Manager.</p>
<p>Prashant Mittal Information Systems Division (ISD) Deputy Director</p>	<p>Project/IT Sponsor</p>	<p>Provides executive direction to Project Director, project Managers, Business SMEs, and team.</p> <p>Approves and signs the Project Charter.</p> <p>Allocates resources to ensure project success.</p> <p>Approves business outcomes and measurable objectives.</p> <p>Ensures timely resolution of project issues.</p> <p>Reviews and approves the Project Governance Plan and the Project Organizational Chart.</p> <p>Reviews and approves funding documents.</p> <p>Provides IT expertise for planning activities.</p> <p>Provides input on project decisions related to technologies the project will employ.</p> <p>Advocates for project funding and approval.</p>
<p>Sridhar Venkataraman</p>	<p>Project Director Core Team Member</p>	<p>Identifies key business objectives success criteria.</p>

Name	Role	Responsibility
		<p>Establishes and maintains communication with external stakeholders.</p> <p>Provides input on project decisions related to technologies the project will employ.</p> <p>Ensures the project obtains the resources needed to proceed with project planning and execution.</p> <p>Clarifies priorities among schedule, cost, and project scope.</p> <p>Ensures timely resolution of project issues.</p> <p>Reviews and approves materials submitted for project approval.</p> <p>Decides which identified potential risks will be tracked as project risk in the POL tool after reviewing details captured.</p> <p>Ensures stakeholders have opportunities to provide advice regarding pending decisions.</p> <p>Provides overall direction during the planning process.</p> <p>Participates in identification of risks and issues.</p> <p>Oversees the establishment and implementation of governance processes and structures.</p> <p>Ensures the project obtains technical the resources needed to proceed with project planning and execution.</p>

Name	Role	Responsibility
		<p>Clarifies priorities among schedule, cost, and project scope.</p> <p>Ensures timely resolution of project issues.</p> <p>Reviews and approves materials submitted for project approval.</p>
<p>Antony Raj (Primary)</p> <p>Sridhar Venkataraman (Backup)</p>	<p>Contract Managers</p>	<p>Reviews and approves Personnel Change Order, Deliverable Expectations Document (DED), Deliverable Acceptance Document (DAD), and project acceptance letter.</p> <p>Authorizes and Monitors Contractor Work and Performance.</p> <p>Authorizes, Reviews and Approves Timesheets/Invoices.</p> <p>Provides knowledge and expertise on contract development.</p> <p>Ensures that all contract terms are followed.</p> <p>Provides information and coordinates with stakeholders on any contract issues or inquiries.</p> <p>Resolves any contract disputes and disagreements along with the Project Managers.</p> <p>Performs deliverable management activities that include agreed upon Deliverable Expectation Document (DED)(s), approved Deliverable Acceptance Document (DAD)(s), and Work Products and Deliverables. Contract Record Keeping.</p>

Name	Role	Responsibility
Jenny Allopenna	Project Manager (PM) Core Team Member	<p>Oversees the Completion of contract and close the contract file.</p> <p>Develops the Project Charter with input from appropriate stakeholders. Coordinates with all sponsoring organization stakeholders as the project takes shape.</p> <p>Develops and maintains the Project Management Plan and most of the sub-plans. Some sub-plans may be written by various SMEs such as procurement plan, and contract plan.</p> <p>Establishes and maintains communication with external stakeholders.</p> <p>Ensures stakeholders have opportunities to provide advice regarding pending decisions.</p> <p>Ensure the vendor delivers the project per the project plan, to deliver the final product within the established time, scope, and budget.</p> <p>In the capacity of the Risk Manager, develops and maintains the Risk Management Plan and performs the activities as described in the Risk Management Plan.</p> <p>Manages project issues following the methodology described in the Project Management Plan.</p> <p>Actively maintains the Risk Register and ensures all risks are properly managed through resolution.</p>

Name	Role	Responsibility
		<p>Communicates with project stakeholders and coordinate project activities as needed.</p> <p>Provides input in the creation of the RACI matrix.</p> <p>Responsible for the performance of the tasks described in the Change Control & Configuration Management Plan.</p> <p>In the capacity of the Scope Manager, responsible for the activities described in the Scope Management Plan.</p> <p>Conducts quality review of all project deliverables.</p> <p>Conducts weekly status meetings, monthly milestone meetings, and any required interim meetings. Provides advance meeting agendas and subsequent meeting notes including action items and status.</p> <p>Develop the weekly and monthly Project Status Reports (PSR) as well as other project management reports as needed.</p>
Jun Andal	Test Manager Core Team Member	<p>Provides input to project decisions related to testing the project product. Lead the Testing Team to the success of project.</p> <p>Define the scope of testing within the context of each release / delivery. Deploy and manage resources for testing.</p> <p>Apply the appropriate test measurements and metrics in the product and the Testing Team.</p>

Name	Role	Responsibility
		<p>Ensures the department specifies business and technical level requirements, develops the procurement documents, and assembles the solicitation package. Ensures the department selects vendor, awards the contract, updates the final budget, project plans and schedule.</p> <p>Ensures the department conducts procurement while continuing with project readiness tasks. For Project Execution:</p> <p>Evaluates the strength and health of the project throughout its duration by attending project meetings; review project plans, documents, reports and processes; and collaborate with the project management team.</p> <p>Identifies and reviews project issues and risks and provides feedback on the mitigation strategies developed by the project management team. Compares actual project status to the planning assumptions approved through the Project Approval documents.</p> <p>Issues a written report (IPOR), which is an independent objective third party assessment of the project's health and progress.</p> <p>Provides written reports (score card) at each project steering committee meeting to ensure all oversight parties and executive stakeholders are informed of project status and progress.</p>

Name	Role	Responsibility
		<p>Reviews and provides feedback on project approval requests and project planning documents.</p> <p>Escalates, tracks, and monitors project risks and issues.</p>
Nicole Delgado	CDT-Statewide Technology Procurements	<p>Approves projects when initiated. May conduct IT procurements.</p> <p>Approves IT contracts and related amendment.</p> <p>Provides ongoing project support and oversight.</p>
Various (See Project Org Chart)	DMV SMEs Core Team Member	<p>Participates in technical discussions in their specific area of technical expertise, as needed.</p> <p>Review technical documentation and provide feedback to the project team.</p> <p>Identify and escalate project issues to respective supervisors, and the Project Managers.</p>
Ryian Carter	Department of Finance (DOF)	<p>Approves project resources, via a Budget Change Proposal or Spring Finance Letter, for inclusion in the sponsoring organization's budget.</p> <p>Advocates for the budget request before the Legislature.</p> <p>Must review and approve contract changes that result in additional project costs.</p>

4.3.5 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.

Activities/Tasks		Major Milestones/Key Deliverables	Last Approved Start Dates	Last Approved End Dates	SPR Start Dates	SPR End Dates
Legacy Systems Stabilization			01/03/2019	06/30/2023	01/03/2019	06/30/2025
Project Approval Lifecycle						
	Stage 1 Business Analysis (S1BA)		09/10/2020	10/07/2020	N/A	N/A
	Stage 2 Alternative Analysis (S2AA)		10/02/2020	02/18/2021	N/A	N/A
	Stage 3 Solution Development		10/28/2020	03/26/2021	N/A	N/A
	Stage 4 Project Readiness & Approval		12/11/2020	05/12/2021	N/A	N/A
	Primary Contract Execution - IBM	Contract Kickoff	06/24/2019	06/23/2021	N/A	N/A
	Primary Contract Execution - CGI	Contract Kickoff	06/25/2019	06/24/2021	N/A	N/A
Project Execution & Control						
	Workstream #1: DL Technical Support		05/01/2020	06/26/2023	05/01/2020	06/30/2025
	Upgrade Integration Bus-IBM		08/03/2020	12/30/2020	08/03/2020	12/30/2020
	Assembler Consultant	<ul style="list-style-type: none"> Solutions Requirements Document Requirements Traceability Matrix (RTM) System Design Documents Code development Test plan, test scripts and test results Knowledge Transfer sessions and documentation 	05/01/2020	04/30/2021	05/01/2020	05/01/2023
	Legacy System Consultant	<ul style="list-style-type: none"> Project Management Plans and reports Solutions Requirements Document Requirements Traceability Matrix (RTM) System Design Documents Code development Design, Build, and configure legacy infrastructure Test plan, test scripts and test results Real-time and on-demand reports for system monitoring 	06/26/2020	06/26/2023	06/26/2020	06/30/2025

Activities/Tasks	Major Milestones/Key Deliverables	Last Approved Start Dates	Last Approved End Dates	SPR Start Dates	SPR End Dates
Legacy Systems Stabilization		01/03/2019	06/30/2023	01/03/2019	06/30/2025
	<ul style="list-style-type: none"> Knowledge Transfer sessions and documentation 				
Workstream #2: DMVA HATS Statewide Rollout (Phase 2 and Phase 3)		02/01/2019	12/31/2021	02/01/2019	5/20/2024
DMVA HATS (No Clover)-CGI	<ul style="list-style-type: none"> Project Management plans and schedule Solutions Requirements Document Requirements Traceability Matrix (RTM) System Design Documents Code development Design, Build, and configure legacy infrastructure Test plan, test scripts and test results Continuous integration/deployment pipeline Knowledge Transfer sessions and documentation 	12/02/2019	03/16/2021	12/02/2019	03/16/2021
DMVA HATS (Integrate Clover)-CGI		02/01/2019	05/03/2019	02/01/2019	05/03/2019
DMVA HATS Configuration Utility		02/01/2021	05/03/2021	02/01/2021	05/20/2024
HATS AB85-CGI		10/05/2020	12/31/2021	10/05/2020	09/22/2022
Virtual Clerk-IBM		06/01/2020	04/20/2021	06/01/2020	04/20/2021
Splunk (DMVA System Monitoring)-CGI		08/01/2019	12/30/2020	08/01/2019	12/30/2020
Workstream #3: Message Queue Enhancements		10/01/2020	10/04/2021	10/01/2020	05/20/2024
Bridge Code EASE-CGI	<ul style="list-style-type: none"> Project Management plans and schedule Solutions Requirements Document Requirements Traceability Matrix (RTM) System Design Documents Code development Design, Build, and configure legacy infrastructure Test plan, test scripts and test results Continuous integration/deployment pipeline Knowledge Transfer sessions and documentation 	10/01/2020	01/29/2021	10/01/2020	03/16/2023
AKTE MQ Enhancements		06/07/2021	10/04/2021	06/07/2021	10/04/2021
DMVA HATS Configuration Utility		02/01/2021	05/03/2021	02/01/2021	05/20/2024
Workstream #4: Digital Notices		01/03/2019	10/29/2021	01/03/2019	04/30/2025
Consolidated Email Repository	<ul style="list-style-type: none"> Project Management Plans Solution Requirements Document System Design Documents Code development Design, Build, and configure legacy infrastructure Test plan, test scripts and test results 	N/A	N/A	04/01/2021	04/04/2023
Paperless Notices Dashboard in Tableau		N/A	N/A	07/08/2022	10/02/2023
Upgrade Print Services		01/03/2019	10/29/2021	01/03/2019	10/29/2021
Paperless Forms Conversion		N/A	N/A	05/01/2023	04/30/2025

Activities/Tasks	Major Milestones/Key Deliverables	Last Approved Start Dates	Last Approved End Dates	SPR Start Dates	SPR End Dates
Legacy Systems Stabilization		01/03/2019	06/30/2023	01/03/2019	06/30/2025
	<ul style="list-style-type: none"> Real-time and on-demand reports for system monitoring Knowledge Transfer sessions and documentation 				
Workstream #5: Data power API and Architecture		06/23/2021	06/22/2023	06/23/2021	06/24/2024
Data Power API and Architecture	<ul style="list-style-type: none"> Solution Requirements Document System Design Documents Code development Design, Build, and configure legacy infrastructure Test plan, test scripts and test results System administrations and troubleshooting issues 	06/23/2021	06/22/2023	06/23/2021	06/24/2024
Workstream #6: Legacy Systems Stabilization and Support		01/03/2019	06/30/2023	01/03/2019	06/30/2025
Legacy System Consultant	<ul style="list-style-type: none"> Solution Requirements Document 	06/26/2020	06/26/2023	06/26/2020	06/30/2025
Data Stabilization-Providence Technology Group	<ul style="list-style-type: none"> System Design Documents Code development 	06/01/2020	05/31/2023	06/01/2020	05/31/2023
Legacy Data Service (LDS)	<ul style="list-style-type: none"> Design, Build, and configure legacy infrastructure Test plan, test scripts and test results System administrations and troubleshooting issues 	06/01/2020	06/30/2023	06/01/2020	06/30/2023
Technology Strategist/QA Services-Infinite Solutions	<ul style="list-style-type: none"> Test plan, test scripts and test results 	03/08/2019	05/03/2021	03/08/2019	05/03/2021
Project Management Services - Informatix	<ul style="list-style-type: none"> Project Management plans, schedule, status reports Manage Change, Risks, & Issues 	02/25/2019	10/06/2021	02/25/2019	10/06/2021
Test and Application Testing Strategist-Business Advantage	<ul style="list-style-type: none"> Test plan, test scripts and test results 	01/03/2019	01/21/2022	01/03/2019	06/30/2023
IBM Legacy Systems Support	<ul style="list-style-type: none"> Provide 24x7 M&O support for DMV's legacy IBM mainframe service integration and Driver's License Assembler and COBOL business applications. 	N/A	N/A	10/12/2022	06/30/2025
Legacy Developer, Business Analyst, Architect Support	<ul style="list-style-type: none"> Support for legacy system future modifications and M&O 	N/A	N/A	06/15/2023	06/16/2025
Legacy Print Services Support	<ul style="list-style-type: none"> Support for legacy print services future modifications and M&O 	N/A	N/A	06/15/2023	06/16/2025

Activities/Tasks	Major Milestones/Key Deliverables	Last Approved Start Dates	Last Approved End Dates	SPR Start Dates	SPR End Dates
Legacy Systems Stabilization		01/03/2019	06/30/2023	01/03/2019	06/30/2025
Close-out Phase		06/30/2023	07/01/2024	06/30/2025	02/01/2027
Closing Admin Activities:					
Conduct Post-Implementation Lessons Learned	Lessons Learned Report Submitted	N/A	N/A	06/30/2025	06/30/2025
Conduct Evaluation & Write Post-Implementation Evaluation Report (PIER)	Submit Completed PIER Draft to the DMV PAO Team	N/A	N/A	11/02/2026	12/01/2026
PIER – Due Date	PIER Completed and Submitted to CDT	N/A	07/01/2024	01/04/2027	01/04/2027
CDT Review/Approval of PIER*	Project End	N/A	N/A	02/01/2027	02/01/2027

NOTE: * The indicated SPR End Date also includes 30 days for CDT Review/Approval of the PIER.

4.4 Project Monitoring and Oversight

4.4.1 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 medium, and DMV submits the required Project Status Reports (PSR) on a monthly basis as required by the CDT Stage 4 approval letter.

4.4.2 Oversight

The CDT is performing the Independent Project Oversight services on the LSS project throughout the project lifecycle. The independent review and analysis will be 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 Project Approval and Oversight (PAO) will identify and quantify any issues and risks affecting these project components.

CDT PAO is completing the Independent Project Oversight Report (IPOR) monthly for the project.

4.5 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, outline contingency plans will be done 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.

4.6 Change Management

DMV will adhere to the DMV Change Management standards noted in the Change Control Management Plan which complies with CA-PMF.

4.7 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.

The Risk Management Plan includes:

- Risk Identification Process
- Risk Escalation Process
- Probability and Impact Identification
- Plans for monitoring high and medium level risks
- Approach to measuring the effectiveness of the risk response plans

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 or database for the following project risk information.

- Risk Identification
- Risk Analysis
- Risk Prioritization
- Risk Response
- Risk Control

The LSS Project Risk Register is maintained and stored in the Project Online (POL) SharePoint application.

The Project includes a total of five (5) closed risks and one (1) open risk of intermittent resource constraint, which is being monitored closely to ensure the overall schedule remains on track.

Risk Title	Risk Statement or Description	Date Risk Identified	Risk Category	Probability	Impact	Timeframe	Exposure	Severity	Risk Owner	Date Assigned	Strategy	Risk Response Plan Description	Risk Status	Risk Resolution
Resource Availability within DMV may cause resources to be unavailable resulting in project delays. This includes unplanned Prod Support and Other Projects	DMV resources work multiple projects and are also pulled to support production issues which often take priority over projects.	7/1/2021	Resource	2 Med	2 Med	2 Med	4 Med	8	Jones, Lois@DMV	10/1/2021	Mitigate	Monitor resource availability.	Open	Ongoing risk, Program has no concerns and are continuing monitoring. Consultants are available to backfill some of the tasks. DMV Leadership are informed every Friday morning at Digital Notices Sponsor meetings.

6.0 FINANCIAL ANALYSIS WORKSHEETS (FAWs)

EXECUTIVE COST SUMMARY COMPARISON		Last Approved	Current
Project Name:	Legacy System Stabilization		(\$369,003)
Department Name:	DMV		(0.50%)
Project Number:	2740-218	Date:	5/1/2022
PROJECT COSTS			
Planning Costs (OneTime)		\$ 3,709,117	\$ 3,278,003
Project Costs (One-Time)		\$ 63,371,039	\$ 63,809,657
Future Operations IT Staff & OE&E Costs (Continuing)		\$ 6,269,480	\$ 6,630,980
TOTAL PROJECT COSTS:		\$ 73,349,637	\$ 73,718,640
Annual Fut. Ops. IT costs (M&O)		\$ 6,269,480	\$ 6,630,980
BUDGET			
Project Costs (One-Time)			
Staff (Salaries & Benefits)		\$ 20,633,915	\$ 21,096,090
Staff OE&E Rollup		\$ 1,574,587	\$ 1,573,087
Consulting & Prof. Services: Interdepartmental		\$ 335,400	\$ 268,207
	CDT - Office of Statewide Project Delivery (Oversight)	\$ 281,400	\$ 148,817
Consulting & Prof. Services: External		\$ 32,957,785	\$ 37,707,548
	Agile Coach - TC18-008 (closed 8/28/20)	\$ 500,000	\$ 480,192
	IBM - Stabilization - TC18-019 (closed 6/18/21)	\$ 4,119,500	\$ 3,600,111
	CGI - Stabilization - TC18-016 (closed 6/15/21)	\$ 3,313,000	\$ 2,946,430
	Technology Strategist - TA-18273 (closed 6/15/21)	\$ 875,000	\$ 874,903
	Print Strategist - TA-18334 (closed 5/25/22)	\$ 500,000	\$ 873,665
	Business Process Reengineering TC19-031 (closed 1/14/22)	\$ 2,000,000	\$ 1,500,000
	Planning IV&V - TA-17049 -Blue Crane (closed 6/1/20)	\$ 194,000	\$ 87,572
	Stabilization (containment/DMVA o/s upgrade)	\$ 8,750,000	\$ -
	Containment/VFO Initiatives - TA-19372 (closed 4/13/21)	\$ 4,169,085	\$ 217,085
	IV&V (cancelled after 2 mos.) - TC19-050 (closed 2/1/23)	\$ 50,000	\$ 41,310
	EDX/EDL Programmers TC17-015 (closed 6/1/20)	\$ 900,000	\$ 851,256
	Assembler TA-19308 (open)	\$ 800,000	\$ 500,000
	Legacy Languages TC19-053 (closed 1/12/23)	\$ 1,400,000	\$ 1,399,898
	OCM TC17-016 (closed 6/1/20)	\$ 250,000	\$ 138,037
	Procurement TA-16277 (closed 6/1/20)	\$ 320,000	\$ 300,530
	Requirements Repository TA-17345 (closed 6/1/20)	\$ 300,000	\$ 202,513
	Product Manager TC17-017 (closed 6/1/20)	\$ 500,000	\$ 396,000
	MSI Professional Services	\$ 500,000	\$ -
	Data Stabilization (Readiness) TC19-066	\$ 2,750,000	\$ 1,600,108
	Project Manager TC19-029 (closed 7/26/22)	\$ 767,200	\$ 1,370,993
	TA20-306 Ravacons LLC - Print Notice (closed 9/23/22)	\$ -	\$ 996,070
	TA-18343 Infinite Solutions - IBM RLIA (closed 6/22/21)	\$ -	\$ 43,892
	TC19-045 Infinite Solutions - DOORs Consulting (closed 3/23/22)	\$ -	\$ 10,000
	TA-19388 Renee Taylor Consulting - Acquisition Consultant (closed 5/25/22)	\$ -	\$ 246,368
	TA20-299 Scrum Adventures - LSS/DxP Agile Coach (closed 5/31/22)	\$ -	\$ 21,938
	TA20-331 Infinite Solutions - Business Analyst (closed 6/1/22)	\$ -	\$ 499,784
	TA21-042 Strato Communications - Easy Link (closed 7/7/22)	\$ -	\$ 9,940
	TA-19372 Faro Consulting & Solutions LLC - SimpliGov Support (closed 4/13/21)	\$ -	\$ 217,085
	TC20-040 Business Advantage - LSS Stabilization (closed 11/30/22)	\$ -	\$ 1,288,470
	TA21-265 Ravacons LLC - Print & Print Output Management SME (open)	\$ -	\$ 1,000,000
	TC21-054 Infinite Solutions - Elastic Workforce/Legacy & Modern Support (open)	\$ -	\$ 5,000,000
	TC20-039 CGI - LSS Elastic HATS Support (open)	\$ -	\$ 3,450,000
	TA20-313 Billow LLC - OneDrive/SharePoint (open)	\$ -	\$ 993,400
	TC20-045 International Network Consulting - PM,BA,QA, Expert Services (open)	\$ -	\$ 1,800,000
	TA21-152 Pyxis Management Consulting - Rocket Software Implement Svc (closed)	\$ -	\$ 500,000
	TA20-303 Infinite Solutions - IBM DataPower Consultant - (open)	\$ -	\$ 600,000
		\$ -	\$ -
	TA21-183 Billow LLC - DMVA System Consult (open)	\$ -	\$ 500,000
	TC19-043(A) Speridian/Business Advantage - Test Strategist (open)	\$ -	\$ 1,750,000
	ISD22-0586 Developer, BA/Architect (new)	\$ -	\$ 700,000
	ISD22-0568 LSS Paperless Notice - Exstream (new)	\$ -	\$ 700,000

Consolidated Data Centers		\$ 1,211,234	\$ 1,211,234
	VFO - Cloud Platform Hosting - CDT-SR	\$ 561,234	\$ 561,234
	OTech - Virtual Clerk	\$ 504,000	\$ 504,000
Information Technology		\$ 10,014,545	\$ 5,226,283
	Wireless (Basement) TA-19220 (closed 12/2/21)	\$ 1,328,315	\$ 578,314
	Service Now TA-19238 (closed 3/9/22), TA-19380 (closed 3/22/22), TA20-304	\$ 1,094,069	\$ 1,007,474
	Splunk (license, storage, cluster, MSSP, enterprise security) TA-19237 (close	\$ 2,012,742	\$ 1,404,569
	HATS TA-19333 (closed 3/1/22), TA20-247 (closed 1/23/23)	\$ 1,025,020	\$ 878,168
	Tosca (automated test tool) - TA-19399 (closed 9/16/21)	\$ 779,400	\$ 406,200
	RLIA TA-17385 (closed 1/17/19), TA-19387 6 Mo renewal (closed 1/18/22)	\$ 80,712	\$ 80,711
	Exstream TA-19390 (closed 9/13/21), TA20-126 (closed 1/23/23), TA21-104 (\$ 59,713	\$ 446,884
	DOORS license TA-18246 (closed 5/25/21), TA-18308 (closed 6/22/21), TA-1	\$ 172,074	\$ 172,074
	IBM Integration Bus (IIB) Licenses v10	\$ 362,500	\$ -
	Enterprise Service Bus (ESB)/API Gateway	\$ 1,100,000	\$ -
	New Leadership IT HiPer Subscription TA20-118 (closed 5/26/21)	\$ 500,000	\$ 251,889
	Containment Support	\$ 1,500,000	\$ -
		\$ -	\$ -
Misc. OE&E Rollup (Departmental Services; Central Administrative Services; Office Equipment; Other; Unclassified/Special Adjustment; Local Assistance)		\$ 352,690	\$ 5,210
Total Project Costs (One-Time):		\$ 67,080,156	\$ 67,087,660
Future Ops. IT Staff & OE&E Costs (Continuing)			
Staff (Salaries & Benefits)		\$ 251,715	\$ 613,215
Staff OE&E Rollup		\$ 1,200	\$ 1,200
Consulting & Prof. Services: Interdepartmental		\$ 56,280	\$ 56,280
	CDT - Office of Statewide Project Delivery (Oversight)	\$ 56,280	\$ 56,280
		\$ -	\$ -
Consulting & Prof. Services: External		\$ 4,200,000	\$ 4,200,000
		\$ 4,000,000	\$ -
		\$ 200,000	\$ -
		\$ -	\$ -
Consolidated Data Centers		\$ 150,400	\$ 150,400
	OTech - Virtual Clerk	\$ 134,400	\$ 134,400
	OTech - Misc Charge	\$ 16,000	\$ 16,000
Information Technology		\$ 1,609,885	\$ 1,609,885
	Wireless (Basement)	\$ 200,000	\$ 200,000
	Service Now	\$ 168,000	\$ 168,000
	Splunk (license, storage, cluster, MSSP, enterprise security)	\$ -	\$ 289,885
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):		\$ 6,269,480	\$ 6,630,980

ACRONYMS

Acronyms	Description
AC	Auto Clubs
AIMS	Agency Information Management Strategy
AIO	Agency Information Officer
AKTE	Automated Knowledge Test Extensions, Message Queue
BP	Business Partner
CalSTA	California State Transportation Agency
CA-PMF	California Project Management Framework
CC	Control Cashiering
CDT	California Department of Technology
CGI	Consultants to Government and Industry
CIO	Chief Information Officer
DL	Driver License
DMV	Department of Motor Vehicles
DMVA	DMV Automation
DPP	Disable Person Placard
DxP	Digital eXperience Platform
EASE	Enterprise Applications Service Environment
FAWs	Financial Analysis Worksheets
FES	Front-End Sustainability
FO	Field Office
FY	Fiscal Year
GovOps	Government Operations Agency
HATS	Host Access Transformation Service
IBM	International Business Machines Corporation
ID	Identification
IEEE	Institute of Electrical & Electronics Engineers
IPOR	Independent Project Oversight Report
IT	Information Technology
OL	Occupational Licensing
OSAE	Office of State Audits and Evaluations
LDS	Legacy Data Service
LSS	Legacy Systems Stabilization
MQ	Message Queue
PAL	Project Approval Lifecycle
PAO	Project Approval & Oversight

PIER	Post Implementation Evaluation Report
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute's
POL	Project Online
PSP	Project Summary Package
PSR	Project Status Report
S1BA	Stage 1 Business Analysis
S2AA	Stage 2 Alternative Analysis
S3SD	Stage 3 Solution Development
S4PRA	Stage 4 Project Readiness & Approval
SAM	State Administrative Manual
SDLC	System Development Life Cycle
SIMM	Statewide Information Management Manual
SME	Subject Matter Expert
SNA	Smart Network Application
SPR	Special Project Report
TLT	Transaction Logic Tasks
TMC	Tenant Managed System
TRP	Technology Recovery Plan
VC	Virtual Clerk
VDI	Virtual Desktop Interface
VR	Vehicle Registration