STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 07/23)

Fiscal Year 2024/25	Business Unit Number 2740	Department Motor Vehicles

Hyperion Budget Request Name 2740-021-BCP-2024-GB	Relevant Program or Subprogram All Programs

Budget Request Title
Enterprise Content Management (ECM) Project

Budget Request Summary
The California Department of Motor Vehicles (DMV) is requesting funding in fiscal year (FY) 2024/25 to continue the implementation of the departmentwide Enterprise Content Management (ECM) System to consolidate document resources, maintain and manage a centralized repository, and apply a federated model to provide the ability to integrate multiple content repositories.

Requires Legislation (submit required legislation with the BCP) ☐ Trailer Bill Language ☐ Budget Bill Language ☒ N/A	Code Section(s) to be Added/Amended/Repealed

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No	Department CIO Prashant Mittal	Date 12/18/23

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), the approval date, and the total project cost.

Project No. 2740-230 **Project Approval Document:** Stage 4 Project Approval & Readiness

Approval Date: 6/28/2023 **Total Project Cost:**

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No

Prepared By Zachary Hester	Date 12/18/2023	Reviewed By Lee Scott	Date 12/20/2023
Department Director Steve Gordon	Date 12/22/2023	Agency Secretary Toks Omishakin	Date 12/23/2023

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☒ ITCU ☐ FSCU ☐ OSAE ☒ Dept. of Technology

Principal Program Budget Analyst Matthew Macedo	Date submitted to the Legislature 1/10/2024

A. Problem Statement

The Department of Motor Vehicles (DMV) requests resources from the Motor Vehicle Account (MVA) for implementation and ongoing support of the flexible federated Enterprise Content Management (ECM) System that will integrate with various departmental systems. This project will allow the DMV to consolidate document resources by maintaining a centralized repository that integrates with existing systems. The ECM solution will also streamline business processes while increasing data security. The DMV is requesting $2.3 million for contracted project costs and $995,000 for five (5) temporary IT positions in FY 2024/25 in Motor Vehicle Account funds to continue the implementation and ongoing support for the ECM System.

DMV provides services to millions of California residents through 187 Field Offices (FO), 3 Contact Centers, 173 auto clubs (AC), and over 6,600 business partner (BP) locations throughout the state. The DMV is responsible for licensing the motor vehicle industry, vehicle registration (VR) and titling, and issuing driver license and identification cards (DL/ID). Through these services, the DMV must maintain a systematic infrastructure to manage, control, store, and process external and internal customer documentation. The department takes measures to ensure business processes are streamlined from the initial capture of required information to document its management and retention.

DMV is comprised of ten divisions and within each division is an array of branches, sections, and units. Since DMV's inception and various siloed modernization projects over the last few decades, a variety of specialized cases or content management systems have been created, which image, scan, capture, and retrieve data along with the Remittance System processing for VR and DL/ID transactions. These stand-alone systems and applications have resulted in silo content systems, which has made document retrieval and utilization difficult and time consuming. The table below references the 1.7 billion images/records in departmental data repositories:

DMV Data Repositories	Image/Record Volume (millions)
Quick Web	**1,643.0**
Headquarters Document Imaging	1,600.0
Field Office Document Imaging (FODI)	33.0
Remittance System	10.0
FileNet	**8.3**
Driver Safety Case Management System	1.5
Occupational Licensing Imaging System	6.8
Other Repositories	**18.3**
Salesforce DXP	12.6
Virtual Field Office	5.0
Automated Investigations Management System (AIMS)	0.7

The data repositories and applications utilized by the department are identified below:

Quick Web:

- **Headquarters Document Imaging:** The DMV utilizes a web-based interface application to intake paper documents, scan, and index approximately 1.6 billion images of VR and DL/ID related documents processed at the department's headquarters units, field offices, and California-based Auto Clubs. Scanning such documents provides historical record

capturing transactions occurring on individuals' VR and DL/ID records and provides support for investigation of fraudulent activities.

- **Field Office Document Imaging (FODI)**: The DMV's Field Operations Division (FOD) utilizes a web application in the local field offices to process DL/ID card applications by scanning legal presence and field office approved medical documentation directly into Quick Web. The current repository image/record count is approximately 33 million records.

- **Remittance System**: The DMV's Operations Division, Remittance Section processes large volumes of mail VR and DL/ID card renewals including motor voter data. The equipment opens, extracts, and scans both sides of the document or check, automates specific data, and cashiers' payments. In addition, Notices of Release of Liability (NRL) and Change of Address (COA) forms with motor voter updates are processed and retained. The current repository image/record count is approximately 10 million records.

FileNet:

- **Occupational Licensing (OL) Imaging System**: The DMV's Operations Division, OL Operations has used FileNet imaging system to house the OL related documents of approximately 6.8 million images/records.

- **Driver Safety Case Management System**: The DMV's Legal Affairs Division (LAD), Driver Safety Branch utilizes a FileNet case management system to house sensitive Driver Safety case documents and details in a repository of approximately 1.5 million documents.

Others:

- **Automated Investigations Management System (AIMS)**: The DMV's Investigations Division utilizes an Oracle web application to house sensitive documents and investigation case details in one repository that currently houses approximately 700,000 records.

- **Digital Experience Platform (DxP) and Virtual Field Office (VFO):** The DMV has adopted the Salesforce platform for its DxP modernization efforts and VFO functionality. The current VFO volume is approximately 5 million images/records. Through the Salesforce platform, the volume of volume of images is roughly 12.6 million.

Although business needs, processes, and customer preferences are constantly changing; DMV continues to seek solutions to improve its services and the customer experience. The department currently relies on various document management systems which are inefficient, slow, and inhibits the department's need to meet growing demands. A federated ECM model will connect the data contained in the siloed case management systems and repositories; thereby, improving the efficiency and information security of document management and retrieval within the department. The solution will also improve responsiveness to customers and will resolve current challenges faced by the department including, manual paper-based document handling processes, redundant document management tools, and unnecessary time spent to review and process information.

The benefits of a federated Enterprise Content Management (ECM) system are:

- Streamline, innovate, and optimize current business workflow processes.
- Deliver an efficient, collaborative, and scalable solution to better serve both internal and external customers.

- Provide the required flexibility for the sharing of data enterprise-wide with team members working at various DMV locations throughout the state and remotely.
- Enhance and strengthen information security and data availability.
- Centralize permission controls and service requests.

In addition, the department, as part of the ECM project, will identify and allow for future innovations and updates to existing systems or repositories when they reach end of life. The legacy content management system software and hardware will be gradually retired and migrated to the proposed solution or other modernized content management software.

B. Justification

Current Status of Planning activities
On June 15, 2021, the Stage 1 Business Analysis (S1BA) was approved by the California State Transportation Agency (CalSTA) and accepted by the California Department of Technology (CDT). During the Stage 2 Alternative Analysis (S2AA), market research and analysis was performed to support the three alternatives and estimated costs presented in the approved FY 2022/23 Budget Change Proposal. On April 1, 2022, CDT approved the Enterprise Content Management (ECM) S2AA. Since then, the ECM project has awarded supporting planning ancillary contracts to assist with acquisition, business analysis, project management, and organizational change management activities, which will continue through planning and project implementation lifecycles.

DMV decided to conduct additional market research to provide assurance that the identified ECM software would be compatible with the DMV applications and systems. Therefore, a demonstration of the software technology was performed prior to releasing the Primary Contract. The demonstration solicitation was released on September 2, 2022, and was completed on January 13, 2023. The Stage 3 Solution Analysis (S3SA) was approved by CDT on April 7, 2023, and the Primary Contract was released. The Stage 4 Project Readiness and Approval (S4PRA) was approved, and the contract for the System Integrator (SI) was awarded on June 28, 2023.

Based on the approved funding for FY 2022/23 and FY 2023/24, DMV has hired three (3) of the approved five (5) information technology positions to assist with the planning and project activities, along with ongoing support for the ECM System.

Below is a status of the ECM Planning and Project Support contracts:

Planning & Project Support Contracts	FY 2023/24	Status
Supporting Contracts:	**$8,288**	
Acquisition Services	$75	Awarded/Completed
Software Demonstration (Market Research)	$250	Awarded/Completed
Project Management/Business Analyst/Organizational Change Management	$1,027 *	Awarded
Business Process Reengineering	$750 *	Awarded
System Integrator (including Data Migration and Technology Architecture Services)	$2,581 *	Awarded
Software License Subscription and Support Costs	$3,441 *	Awarded
Independent Verification & Validation	$164 *	Awarded

Note: * These contracts were awarded but future year(s) funding is contingent on the FY 2024/25 BCP funding approval.

Information Technology Staff

The DMV requests a total of $892K in FY 2024/25, for the funding of three (3) Information Technology (IT) Specialist II positions and two (2) IT Specialist I positions for continued support throughout the implementation of the ECM system. The IT resources will collaborate with program staff during the development and throughout the project to ensure proper user-acceptance-testing (UAT) is performed and the solution meets customer and stakeholder requirements. The requested staff will develop business requirements documents (BRDs), review system requirements, and ensure that the proposed solutions and business rules meet those requirements. Staff will attend meetings and provide recommendations on system, database, and program changes.

The below IT positions will provide guidance regarding the DMV content and case management systems and applications as well as back-end legacy systems. In addition, these positions will provide ongoing vendor management along with support for the operation and future efficiency improvements of the ECM system. Once the SI vendor departs, these IT staff will assume the roles and responsibilities for supporting, maintenance, and operations of the ECM system.

Workload	Classification	FY 2024/25
Product Manager/Administrator	IT Specialist II	1
Lead Application Support Engineer	IT Specialist II	1
IT Systems/Support Administrator	IT Specialist II	1
Lead Business Solutions Analyst/Coordinator/Help Desk Support	IT Specialist I	1
Quality Engineer/Coordinator/ Help Desk Support	IT Specialist I	1
Total Requested Positions		**5**

Product Manager/Administrator

DMV is requesting funding for the Product Manager/Administrator at the IT Specialist II (ITS II) classification. This position will serve as product manager which will oversee technical and contract manager roles. The position will be responsible for the deliverables being created by the ECM vendor to ensure exceptional interactions with all stakeholders, excellent customer service, and service delivery. The product manager will work with the vendor, business units, and other DMV IT personnel throughout the life of the project, including maintenance and operations. The ITS II will also act as technical lead over supporting staff. The staff member will also provide 2nd level support for any system or application issues during maintenance and operations.

Lead Application Support Engineer

DMV is requesting funding to support a Lead Application Support Engineer (LASE) at the ITS II classification. The responsibilities include maintaining the overall health of the applications, which include enhancements through configuration, automation, and custom solutions to extend the platform. The LASE responsibilities include but are not limited to leading and mentoring junior-level engineers; monitoring and troubleshooting production issues within the applications; addressing security application vulnerabilities; and developing business enhancements related to the ECM system. The staff member will also provide 2nd level support for any system or application issues during maintenance and operations.

IT Systems/Support Administrator

DMV is requesting funding for the IT Systems/Support Administrator (IT SSA) at the ITS II classification. The IT SSA is responsible for ECM product administration and integration to other storage repositories. This administrator will serve as backup technical manager to the product manager in overseeing the deliverables, stakeholder engagement, business process re-engineering, and technical delivery of IT systems. The staff member will take the primary role of introducing updates, patches, enhancements, and resolving customer issues. The staff member will also provide 2nd level support for any system or application issues during maintenance and operations.

Lead Business Solutions Analyst/Coordinator/Help Desk Support

DMV is requesting funding for the Lead Business Solutions Analyst/Coordinator (BSA) at the IT Specialist I (ITS I) classification. The responsibilities include leading discussions with business product owners, stakeholders, and external vendors to elicit requirements for change requests, legislative bills, and other mandates related to the ECM's usage across multiple business areas. The BSA is also accountable for the development of business user stories in conjunction with the product owners and overall organization of all requirements within DMV's central repository. The staff member will also provide 1st level Help Desk support for any system or application issues during maintenance and operations.

Quality Engineer/Coordinator/Help Desk Support

DMV is requesting funding for the Quality Assurance Engineer/Coordinator (QAE) at the ITS I classification. Responsibilities include analyzing ECM business and system requirements, creating, and maintaining functional test cases and producing a traceability matrix to validate all requirements. The staff member will also provide 1st level Help Desk support for any system or application issues during maintenance and operations.

System Integrator & Solution Contracts

DMV requests $2 million FY 2024/25 for necessary contracts in the areas of system integrator services, solution contracts, and software license subscriptions as well as other costs associated with the implementation of the ECM solution.

Contract Type	FY 2024/25
System Integrator and Solution Contracts	**$2,038,000**
System Integrator (including Data Migration and Technology Architecture Services)	$637,000
Software License Subscription and Support Costs	$1,307,000
Applications Developers	$94,000

System Integrator (SI)

DMV requests $637K for FY 2024/25 to continue System Integrator (SI) contracted services to design, develop, and implement an industry leading software platform for the ECM Project along with two (2) 12-month options to invoke maintenance and operations (M&O) support services to ensure a smooth transition to DMV ECM system support staff. The SI is responsible for coordinating the software and implementation consultant teams, setting up required IT environments (such as Integration, development, testing, training, production), and all other products and services to ensure the implementation of the software solution is successful in scope, budget, schedule and meeting the stakeholders and DMV customers' needs.

The SI and software solution teams will implement the software's capabilities to meet DMV's requirements. The SI will involve business stakeholders in the development process to ensure DMV customer needs are addressed. The SI will design and build with input from both technical and business users and provide documentation and knowledge transfer to users at DMV. The SI will ensure the solution enables DMV to continue and expand integrate with other data repositories or migrate the data to the ECM software platform. The SI staff will be required to educate the DMV technical staff, as well as train staff on how to operate and update the new ECM System. The SI will also provide an ECM Architecture vision and roadmap (or master blueprint) to address enterprise responses proactively and holistically to disruptive forces by identifying and analyzing DMV's execution of change toward its desired business vision and outcomes. This will create alignment of business planning, operations, automation aspects and the technological infrastructure to avoid siloed data and systems.

The SI will provide a Data Migration specialist to provide needed expertise to analyze, plan, and strategize the extraction and migration of the records or images data from existing content/cased management systems to the new ECM System. The Data Migration specialist will collaborate with DMV and the Enterprise Architecture and Application Developers consultants to determine the best strategy to migrate the data to reduce the risks of data loss, corruption, stability, security, and compatibility issues.

Software Licenses and Support Services
DMV requests $1.3 million in FY 2024/25 for Vendor Software Licensing and continuing Vendor Support Services for the ECM Platform. During the implementation phase, the one-time software licensing costs are estimated at a total of nine (9) months for only 1,000 users. After project implementation the number of licenses will increase to 10,000 DMV statewide end users to access the solution. Software testing environment (virtual server) licensing costs are included.

Application Developers
DMV requests $94K for FY 2024/25 to hire Application Developers to provide needed expertise of each content or case management systems to assist with the integration with the system or migration to the new ECM System. This team of consultants will have expertise in, but not limited to, IBM FileNet, FairFax Quick Web, OpenText Capture, Oracle, and Salesforce. DMV resources are limited, and it is difficult to secure legacy application or cutting-edge technical workforce. The Application Developers will have expert level experience to analyze, define and determine the best process to either integrate or migrate the existing legacy systems.

Supporting Contracts
DMV requests $246K in FY 2024/25 for necessary continuing support for contracts in the areas of oversight, project management, and business analysis and other services to ensure successful implementation of the ECM solution.

Contract Type	FY 2024/25
Supporting Contracts	**$246,000**
CDT Oversight	$87,000
Independent Verification & Validation	$23,000
Project Manager, Business Analyst/Testing, and Organizational Change Management	$136,000

CDT Oversight

DMV requests a total of $87K in FY 2024/25 for consultant services from the CDT and adjustments were made due to the CDT rate increases effective 8/1/2023. The CDT Project Approval and Oversight (PAO) consultant will perform the oversight support duties until project close-out since the ECM project is considered a non-delegated project.

Independent Verification & Validation (IV&V)

DMV requests $23K in FY 2024/25 to continue IV&V consulting services that is required by CDT for reportable IT projects. The IV&V consultant provides support and guidance to the DMV team regarding the verification and validation involving the software development and implementation, in addition to possibly participating in the project's planning and design phases. The IV&V consultant conducts technical assessments of the system's development to ensure the requirements, quality and customer needs are met. CDT requires the IV&V consultant to be onboard from PAL Stage 4 approval and until project close-out.

Project Manager/Business Analyst/Testing & Organizational Change Management

DMV requests $136K in FY 2024/25 to continue Project Manager/Business Analyst/ Organizational Change Management contracted services in support of the development, execution, and control of the project, including managing project activities for DMV. The Project Manager plans and designates project resources, project schedule, and tracks project budget, monitors progress, identifies and tracks project risks and issues, produces the required Project Status Report (PSR), presents regular project status updates to stakeholders and the DMV Directorate. The Business Analyst assisted in drafting the business/system requirements during the planning phase. During implementation the Business Analyst will assist Business subject matter experts (SMEs) and the SI vendor in understanding the business/system requirements along with providing testing and quality assurance due to their in-depth knowledge of the requirements.

The consulting team further provides Organizational Change Management (OCM) services to focus on the people side of project changes, including changes to business processes, systems, and technology, along with how the project impacts job duties, roles, and organization structures. Effective OCM directly contributes to the project's ability to realize value through faster speed of adoption, higher ultimate utilization, and a greater level of proficiency.

C. Departmentwide and Statewide Considerations

DMV has utilized modern technology to implement and create new service channels to better serve its customers. A few examples are the Virtual Field Office to process transactions online instead of requiring an in-person office visit; expanded online and DMV Now Kiosk services to include additional transactions; expanded DMV Express locations statewide to expedite the REAL ID application process; and the uploading of documents online for customer convenience. Moreover, it has been identified that the current content and case management systems constrain and limit access to all the customer data contained across multiple systems.

The DMV's 2021-2026 Strategic Plan was designed to unify the many initiatives currently underway, and, on the horizon, which will propel the department towards providing greater services and positive experiences for our customers. The ECM project continues to support the following objectives:

- **OBJECTIVE 1: DIGITAL SERVICES**
  Deliver simpler, faster ways to fulfill customer needs through expanded digital services.

- **OBJECTIVE 2: TECHNOLOGY & DATA**
  Create flexible, secure technology systems to enable innovation and continuous improvement.

- **OBJECTIVE 3: OPERATIONAL EFFICIENCY**
  Embed measurable efficiency in every aspect of the organization.

D. Outcomes and Accountability

The PAL is divided into four stages, each separated by approval "gates". The gates provide a series of approval points, where CDT involves critical partners from across CDT and other state control agencies (such as, Department of Finance (DOF) and Department of General Services (DGS)) to evaluate the PAL documents and provide approval to progress to the next stage. On June 28, 2023, CDT approved the ECM project Stage 4 Project Readiness and Approval (S4PRA); thereby, successfully completing the four PAL stages.

CDT PAO performs the independent project Oversight services throughout the project lifecycle for the ECM Project. DMV has also entered a contract for an independent provider for IV&V consultant services. The CDT PAO and IV&V assessors are providing the required monthly reporting on the status of the project. This not only assesses the project from an independent point of view but also evaluate project management processes and deliverables, along with technical assessments of the system's development to ensure the requirements, quality and customer needs are met. The CDT PAO generates monthly Independent Project Oversight Report (IPOR) to provide the ECM project's progress against the project objectives, scope, schedule, and costs defined in the approved PAL documents. The IPOR identifies any project risks, issues, findings, and recommendations throughout the project lifecycle.

E. Implementation Plan

The ECM S1BA was approved by CalSTA on June 15, 2021, and the S2AA was approved by CDT on April 1, 2022. The S3SA was approved by CDT on March 7, 2023. Then the S4PRA was approved, and the System Integrator contract was awarded on June 28, 2023. The Design, Development, and Implementation phase (DD&I) is scheduled for 18 months with an additional 90-day stabilization and acceptance period. The vendor contract includes knowledge transfer and two (2) 12-month options to invoke maintenance and operations (M&O) support to ensure a smooth transition to DMV ECM system support staff.

Following is the current high-level schedule for the ECM Project:

Project Execution Stages	Est. Start Date	Est. Complete
Wave 1: Federation, Integration, Migration	July 2023	December 2023
Wave 2: Federation, Integration, Migration	January 2024	July 2024
Wave 3: Federation, Integration, Migration	August 2024	December 2024
Stabilization and Acceptance Period	January 2025	March 2025

F. Supplemental Information (If Applicable)

Requested Resources	Total FY 2024/25
Staff Costs (Salaries & Benefits)	$892,000
Other Operating Expenses	$103,000
System Integrator (SI)/Architecture	$637,000
Applications Developers	$94,000
AWS Infrastructure	$0
CDT PAL, Procurement & Oversight	$87,000
Independent Verification & Validation	$23,000
Project Manager/Business Analyst/Organizational Change Management	$136,000
Software Licenses and Maintenance (Solution/SaaS)	$1,307,000
Total	**$3,279,000**

BCP Fiscal Detail Sheet

BCP Title: Enterprise Content Management

BR Name: 2740-021-BCP-2024-GB

Budget Request Summary

	FY24					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Salaries and Wages						
Earnings - Temporary Help	0	535	0	0	0	0
Total Salaries and Wages	$0	$535	$0	$0	$0	$0
Total Staff Benefits	0	357	0	0	0	0
Total Personal Services	$0	$892	$0	$0	$0	$0
Operating Expenses and Equipment						
5301 - General Expense	0	38	0	0	0	0
5304 - Communications	0	5	0	0	0	0
5320 - Travel: In-State	0	3	0	0	0	0
5322 - Training	0	40	0	0	0	0
5340 - Consulting and Professional Services - External	0	888	0	0	0	0
5340 - Consulting and Professional Services - Interdepartmental	0	87	0	0	0	0
5346 - Information Technology	0	1,311	0	0	0	0
5368 - Non-Capital Asset Purchases - Equipment	0	15	0	0	0	0
Total Operating Expenses and Equipment	$0	$2,387	$0	$0	$0	$0
Total Budget Request	$0	$3,279	$0	$0	$0	$0

Fund Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
Fund Source - State Operations						
0044 - Motor Vehicle Account, State Transportation Fund	0	3,279	0	0	0	0
Total State Operations Expenditures	$0	$3,279	$0	$0	$0	$0
Total All Funds	$0	$3,279	$0	$0	$0	$0

Program Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
Program Funding						
2130 - Vehicle/Vessel Identification and Compliance	0	1,639	0	0	0	0
2135 - Driver Licensing and Personal Identification	0	1,133	0	0	0	0

2140	-	Driver Safety	0	356	0	0	0	0
2145	-	Occupational Licensing and Investigative Services	0	151	0	0	0	0
9900100	-	Administration	0	260	0	0	0	0
9900200	-	Administration - Distributed	0	-260	0	0	0	0
Total All Programs			**$0**	**$3,279**	**$0**	**$0**	**$0**	**$0**

Personal Services Details

Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4
TH00 - Temporary Help (Eff. 07-01-2024)	0	535	535	535	535	535
Total Salaries and Wages	**$0**	**$535**	**$535**	**$535**	**$535**	**$535**
Staff Benefits						
5150150 - Dental Insurance	0	3	0	0	0	0
5150200 - Disability Leave - Industrial	0	2	0	0	0	0
5150350 - Health Insurance	0	67	0	0	0	0
5150450 - Medicare Taxation	0	8	0	0	0	0
5150500 - OASDI	0	33	0	0	0	0
5150600 - Retirement - General	0	171	0	0	0	0
5150700 - Unemployment Insurance	0	1	0	0	0	0
5150750 - Vision Care	0	1	0	0	0	0
5150800 - Workers' Compensation	0	21	0	0	0	0
5150820 - Other Post-Employment Benefits (OPEB) Employer Contributions	0	18	0	0	0	0
5150900 - Staff Benefits - Other	0	32	0	0	0	0
Total Staff Benefits	**$0**	**$357**	**$0**	**$0**	**$0**	**$0**
Total Personal Services	**$0**	**$892**	**$535**	**$535**	**$535**	**$535**