

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

<b>Fiscal Year</b> 2025-26	<b>Business Number</b> 2740	<b>Unit</b>	<b>Department</b> Motor Vehicles
<b>Hyperion Budget Request Name</b> 2740-095-BCP-2025-MR			<b>Relevant Program or Subprogram</b> All

**Budget Request Title**

Digital eXperience Platform (DXP) Project

**Budget Request Summary**

The Department of Motor Vehicles (DMV) requests resources from the Motor Vehicle Account to fund the modernization of the Vehicle Registration (VR) phase of the Digital eXperience Platform (DXP) Project.

<b>Requires Legislation (submit required legislation with the BCP)</b> <input checked="" type="checkbox"/> Trailer Bill Language <input type="checkbox"/> Budget Bill Language <input type="checkbox"/> N/A	<b>Code Section(s) to be Added/Amended/Repealed</b> VEHICLE CODE 1685(l)(2)(A)	
<b>Does this BCP contain information technology (IT) components?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	<b>Department CIO</b> Prashant Mittal	<b>Date</b> 5/14/2025

**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.**2740-227 **Project Approval Document:** Special Project Report 1

**Approval Date:** 6/6/2024 **Total Project Cost:** \$414,676,034

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

*Attach comments of affected department, signed and dated by the department director or designee.*

<b>Prepared By</b> Angela Pyara	<b>Date</b> 5/14/2025	<b>Reviewed By</b> Lee Scott	<b>Date</b> 5/14/2025
<b>Department Director</b> Steve Gordon	<b>Date</b> 5/14/2025	<b>Agency Secretary</b> Toks Omishakin	<b>Date</b> 5/14/2025

**Department of Finance Use Only**

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

<b>Principal Program Budget Analyst</b> Matthew Macedo	<b>Date submitted to the Legislature</b> 5/14/2025
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## **A. Problem Statement**

The Department of Motor Vehicles (DMV) requests \$53.1 million and 90 temporary positions in 2025-26, to continue maintenance and operations (M&O) activities for Occupational Licensing (OL) and Disabled Persons Placard (DPP), and complete the Vehicle Registration (VR), Control Cashiering (CC), and Inventory Management (IM) phases, which are anticipated to be implemented November 2025. The DXP Project will update and replace software, hardware, and programming languages for current legacy DMV core systems.

An additional \$295 million is estimated for maintenance and operations costs in subsequent years and to complete the Driver License phase of the modernization journey.

In 2025-26, DMV is scheduled to complete the DL Pilot and the Phase 2 VR implementation. These milestones will provide the necessary data to more accurately assess potential savings, including reductions in CDT costs, efficiencies from our modernization strategy, and vendor-related expenses.

To ensure successful delivery of the DXP Project, the DMV will monitor project expenditures and communicate any cost increases in future BCPs.

## **Background**

The DXP is a multi-year incremental technology project to ensure continuity of the OL, CC, VR, DL, and Identification (ID) cards, and Customer Flow Management functions for the public by replacing all obsolete legacy applications and systems. The DXP Project will replace the current obsolete legacy applications and systems with flexible technology to meet business processes and services as well as to comply with changing legislation and new mandates in a timely manner. DXP will provide the platform and technology for all three phases of the project – OL, VR, and DL.

The 2021 Budget Act provided \$193.5 million over a three-year period to implement the OL, VR, and DL components of the DXP Project. In addition, DMV also received funding of \$60.3 million in 2024-25 for the VR phase and to begin transitional work for the DL phase in preparation of the System Integrator (SI). The original overall DXP project cost was estimated to be \$388.9 million over a five-year period. The first DXP phase, OL, was initiated with a challenge-based procurement process. The challenge-based procurement included a significant effort in evaluating available platforms and their capabilities through vendor demonstrations of the platform's features and functions. The California Department of Technology (CDT) and DMV jointly agreed to adjust the challenge-based procurement schedule to provide the required time for bidders to develop product demonstrations designed to showcase each platform's capabilities. The OL phase went live in October 2022 and is currently in the M&O phase. The second phase, VR, also followed a challenge-based procurement process and the contract was awarded in August 2022. The third phase, DL, was planned as the last stage of DXP. The intent was to award the DL System Integrator (SI) contract; however, the DL solicitation was canceled due to bids coming in significantly higher than the approved budget.

Since starting the project in July 2021, the DXP project has achieved notable success. In October 2022, OL, the first phase of DXP, implemented the new platform to enhance and streamline how DMV provides services to Californians. The implementation enabled businesses and professionals to apply for, renew, and update occupational licenses online. This online self-service channel included

a chatbot to answer questions, ability to record complaints, and payment capabilities. Work was streamlined and processing timeframes improved with features such as Optical Character Reading of paper applications and Salesforce Omni-Channels routing work to the appropriate staff while providing management visibility into the workflow. Field inspections were simplified with the use of mobile devices enabling inspectors to access and record information during the inspection. Less than a year later, in August 2023, the Disabled Persons Placard (DPP) Program, which provides parking privileges to qualified individuals, was implemented in DXP. The implementation, which complies with the fraud prevention measures mandated in Senate Bill 611 (Chapter 485, Statutes of 2017), modernized DPP allowing the ability to apply for or renew placards online with an enhanced experience while increasing security and validating addresses.

Design and development of the second phase, VR, are in progress and will be integrated with OL and DPP. The November 2025 planned implementation will modernize over one hundred end-to-end transactions supporting processes such as vehicle and vessel registration, renewal, and transfer of title. This phase also includes other major features such as control cashiering, which will integrate payment/refund information and processing as well as inventory management of plates and stickers for VR related transactions. The control cashiering function being developed with VR is critical to the collection of revenue and will bridge code between the legacy system and DXP until the final phase is implemented.

## **B. Justification**

DMV's original costing of the DXP project was completed in 2020. Since then, one time project costs have increased an average of 60% over what was planned for the System Integrator (SI) and other required professional service vendor partners. Several factors have contributed to this:

- Market conditions (higher demand and limited supply of technology professionals)
- Inflation
- Increased risk premiums due to the complexity of the solutions

DXP DL is the latest example of these cost increases in which only one bidder submitted a proposal after the second attempt to identify an SI partner, at a 56% higher cost than estimated. In addition to increased cost, the proposal put more responsibility for delivery on the State and the quality of the approach and solution were questionable. As a result, DMV along with CDT could not proceed with the contract award.

Across all three phases of DXP modernization (OL/VR/DL), there is a net 60% cost increase in the market's ability to deliver the modernization.

DMV successfully delivered DXP OL in 2022. Since then, several critical modernizations have been completed such as DPP, Virtual Field Office (VFO), Case and Resource Investigations Management System (CRIMS), Driver Safety Case Management System (DS), and eLearning. These DMV-led modernization efforts brought efficiencies to business operations while allowing customers to utilize additional digital channels to complete interactions with the DMV without coming to field offices.

DXP VR solution, being implemented in partnership with Deloitte and other vendors, is scheduled for delivery before the end of 2025. With the implementation of DXP VR, the DMV will be positioned to decommission some of the legacy systems thereby reducing the department's mainframe footprint and associated risks.

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The notable success and delivery of the phases above demonstrate the DMV's commitment and ability to the modernize technology and business processes. To align with market conditions as evidenced by the last few years of the modernization journey, the DMV is requesting adjustments to the DXP budget and timelines to complete the remaining DXP Project phases.

In addition, the DMV requests funding for 90 temporary positions for 2025-26 to continue support, maintain, and improve technology solutions. The maintenance and operations of OL transitioned from the SI vendor to DMV staff in March 2025. Improvements for DPP also are planned to be implemented in 2025 and 2027 which includes renewals and additional validation methods using medical license numbers and intelligent mail barcodes. The DL phase will complete the integration of control cashing, which bridged legacy and DXP systems during the VR phase. The temporary staff also will provide support for the design, development, and implementation of VR and CC/IM and post implementation for operations, maintenance, and improvements.

<b>Project Team</b>	<b>2025-26</b>
Enterprise Modernization Project Leadership	3
Enterprise Modernization Architect	5
System Development and Support Group	18
Release and Information Security Group	7
Project Management Office	20
Product Quality Group	37
<b>Total Temporary Positions:</b>	<b>90</b>

**Enterprise Modernization Project Leadership**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Enterprise Modernization Project Director	CEA B	1
Assistant Project Director – Project Management Unit	IT Manager II	1
Assistant Project Director – Technical Unit	IT Manager II	1
<b>Total Requested Temporary Positions</b>		<b>3</b>

To continue the DMV's modernization efforts, a project team dedicated to the DXP business and technology objectives is required. The project team will consist of 90 temporary staff members who will provide subject matter expertise. The project team will also be responsible for supporting vendor and contract management activities; vendor support for design, development, and testing efforts; deliverables review and acceptance; organizational change management; user acceptance testing, as well as system feature adoption. These efforts are in addition to project management, staff oversight, scope, budgeting, and quality assurance. The Enterprise Modernization Project Director will be responsible for ensuring the project achieves its objectives. The Project Director will be responsible for leading project efforts by working with DMV executive leadership, the vendor designated leader, oversight agencies, and business partners to ensure the overall success of the modernization effort. The Project Director will work with DMV Executive Leadership, CDT, and the project steering committee to overcome obstacles by identifying opportunities and alternatives designed to achieve project and organizational success.

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The Assistant Project Director for the Project Management Unit will support the Project Director and will be responsible for overseeing the project teams. The Assistant Project Director will set standards and expectations for the project teams; as well as guide the teams effectively to collaborate with business partners and stakeholders. The Assistant Project Director will provide the Project Director executive level updates regarding the health of the project including risks, issues, changes to scope, schedules, and budget schedules. The Assistant Project Director will provide additional support for managing organizational changes.

The Assistant Project Director for the Technical Unit will support the Project Director and will be responsible for overseeing the technical teams. The Assistant Project Director will set standards and expectations for the technical teams and guide the teams to effectively collaborate with business partners and stakeholders. The incumbent will also lead teams in the development of IT strategies and policies as well as directly engaging in the solution development and implementation.

The software development workload continues to be undertaken by the VR SI vendor. This DXP project organization will consist of the following groups and work units which will help coordinate and facilitate the development of the new modern DMV system built using hybrid methodology on a PaaS platform.

**Enterprise Modernization Architecture**

Workload	Classification	2025-26
Technical Architect	IT Specialist III	1
Application Architect	IT Specialist III	1
Business Architect	IT Specialist III	1
Cloud Architect	IT Specialist III	1
Data Architect	IT Specialist III	1
<b>Total Requested Temporary Positions</b>		<b>5</b>

While DMV will continue to leverage the advanced skills, knowledge, and expertise of the SI vendor to develop modern DMV business products and services, it is essential that the DMV retain its own staff who will participate, influence, guide, and advance the design of the modern DMV system.

The DMV is proposing a new working unit of enterprise and domain architects who will advise, strategize, plan, and provide guidance to the SI and DMV leadership in support of DXP and enterprise modernization. The Enterprise Modernization Architecture team will consist of six specific architecture positions for application, business, technical, cloud, data, and security domains. The architects will report to the Project Director and serve as liaisons between the IT organization, the DMV business programs, and DMV business partners, which ensures the new modern DXP system stays aligned with DMV's strategy and vision by finding simpler, faster ways to fulfill customer needs.

- o The Technical Architect is dedicated to designing and planning the modernization of automation systems and technology. The Technical Architect will assess and suggest new technologies required to meet the project's operational objectives. The Technical Architect takes on the role of providing strategic and technical leadership, influence, and expertise to continually enhance DXP's utilization of technology. Additionally, the

Technical Architect is responsible for guiding the evaluation and recommendation process for adding new technology to the project's accepted inventory of products.

- The Applications Architect will strategize how all the applications within the DXP can collaborate effectively to achieve the project's goals. This involves evaluating the proposed software used in the project. The Architect assesses the project's objectives and conducts research to suggest alternative application design options. They plan and create application designs (also known as blueprints) containing information about the application's features, configuration, process flow, and interactions including interfaces with internal and external components.
- The Business Architect is responsible for aligning the project's objectives with the overall business goals. The Architect will analyze and understand the business requirements and translate them into technical solutions. Their role involves designing and planning how different components and systems will work together to achieve the desired outcomes, ensuring the solution meets the needs of both the project and the business.
- The Cloud Architect is responsible for overseeing the DXP cloud strategy. This includes cloud adoption plans, cloud application design, and cloud management and monitoring. The Cloud Architect will design and guide DXP application architecture and deployment in cloud environments including public cloud, private cloud, and hybrid cloud.
- The Data Architect is responsible for leading project activities related to integration of internal and external systems and the sharing of data. Provides strategic and technical leadership, and mastery-level expertise to drive continuous improvement of the DMV's DXP. Leads the evaluation and analysis of technical systems integration and data flow architectural deliverables, work products, technical analysis, and design documents to bridge strategic intent and practical application across multiple domains. Additionally, serves as technical expert in the analysis, planning and architecting data flow solutions to internal and external technical teams as well as analyze current business data flows and develops standards that align with the department's strategic goals. Defines, develops, implements data flow strategies, structure, performance monitoring and capacity planning for DMV modernization requirements.

### System Development and Support Group

The System Development and Support Group will continue to provide data migration, reporting and technical deliverables within the Data Analytics and Deliverable Review Units, including building effective, collaborative, high-performing teams for the project.

Workload	2025-26
System Development and Support Manager	1
Data Analytics	6
Deliverable Review	11
<b>Total Requested Temporary Positions</b>	<b>18</b>

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DMV requests continuing resources for one (1) IT Manager I, one (1) IT Specialist III, two (2) IT Specialist II, and three (3) IT Specialist I positions to develop and implement comprehensive tools and strategies that allow raw data to be transformed into business insights that can be used for DMV decision-making and strategic planning.

Workload	Classification	2025-26
System Development and Support Manager	IT Manager I	1
<b>Total Requested Temporary Positions</b>		<b>1</b>

The System Development and Support Group is led by one (1) IT Manager I who works with the Senior Data Engineer and oversees the Data Analytics and Deliverables Review Unit:

**Data Analytics**

Workload	Classification	2025-26
Senior Data Engineer	IT Specialist III	1
Senior Data Analyst	IT Specialist II	2
Data Analyst	IT Specialist I	3
<b>Total Requested Temporary Positions</b>		<b>6</b>

One goal for the modernized DMV system is to provide the DMV with better and faster access and analysis of its data, turning the DMV into a truly data-driven organization. To accomplish this, the DMV is proposing a new Data Analytics group that will be responsible for enhancing the quality, reliability, and access of DMV data. This group will oversee creating value from the project's data assets and from the larger DMV data ecosystem too. This group will also report to the Assistant Project Director.

**Deliverable Review Unit**

Workload	Classification	2025-26
Senior Deliverable Review Analyst	IT Specialist II	5
Deliverable Review Analyst	IT Specialist I	4
Senior Review Manager	DMV Manager IV	1
Deliverable Review Manager	DMV Manager III	1
<b>Total Requested Temporary Positions</b>		<b>11</b>

The Deliverable Review unit will continue to monitor the health and performance of DXP products and services to ensure exceptional interactions with all stakeholders. This group consists of five (5) IT Specialist II, four (4) IT Specialist I, one (1) DMV Manager IV, and one (1) DMV Manager III.

### Release & Information Security Group

This group is instrumental in supporting technical oversight on release management and information security deliverables for the DXP Project. The group will ensure the project is following developed policies and best practices.

Workload	2025-26
Release and Information Security Manager	1
Release Management Unit	4
Information Security Unit	2
<b>Total Requested Temporary Positions</b>	<b>7</b>

DMV requests resources to support one (1) IT Manager I to oversee two (2) IT Specialist II and two (2) IT Specialist I positions to continue staffing this team as Senior Release Management Analysts and Release Management Analyst, as well the Information Security Team.

Workload	Classification	2025-26
Release and Information Security Manager	IT Manager I	1
<b>Total Requested Temporary Positions</b>		<b>1</b>

### Release Management Unit

Workload	Classification	2025-26
Senior Release Management Analyst	IT Specialist II	2
Release Management Analyst	IT Specialist I	2
<b>Total Requested Temporary Positions</b>		<b>4</b>

The DXP Release Management team manages, plans, schedules, and controls software builds. The team facilitates the tracking and sharing of DXP design components with other projects/products portfolio teams that may be impacted and communicate changes to requirements and user stories.

While the DXP vendor will be managing maintenance and operations for the DXP project, DMV will continue needing staff who collaborate with the vendor to ensure that DXP products and services are released in a coordinated fashion that syncs with organizational change management to ensure a smooth transition to the new way of doing business. Having effective release management increases the success rate of DXP releases and reduces quality assurance problems. Overall DMV productivity, communication, and coordination will continue improving, and the DXP project can produce software deliverables faster while decreasing risk.

### Information Security

Workload	Classification	2025-26
Senior Information Security Analyst	IT Specialist II	1
Information Security Analyst	IT Specialist I	1
<b>Total Requested Temporary Positions</b>		<b>2</b>



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The Information Security Unit will continue to ensure DMV cybersecurity risks are identified, tracked, prioritized, measured, and addressed according to best practices, and in accordance with applicable compliance requirements. This will require two (2) positions, one (1) IT Specialist II and one (1) IT Specialist I position to continue to staff this team as Senior Information Security Analysts and Information Security Analysts, respectively.

**Project Management Office (PMO)**

<b>Workload</b>	<b>2025-26</b>
PMO Manager	1
Project Management Unit	5
Human Resources Support	3
Contract/Vendor Management Group	9
Change Management Unit	2
<b>Total Requested Temporary Positions</b>	<b>20</b>

Modernizing the DMV systems is not simply a matter of new software and hardware but also requires a shift in thinking and organizing the way in which the system is developed, implemented, and maintained. The DXP effort will be using modern methods and practices using the hybrid methodology. The DXP project will continue running multiple, parallel work streams at the same time while working on different but integrated components of the new system. To ensure smooth project administration, the DMV requests continued funding for PMO that will be led by a PMO Manager and consist of the following work units.

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Project Manager	IT Manager I	1
<b>Total Requested Temporary Positions</b>		<b>1</b>

**Project Management Unit**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Senior Project Manager	IT Specialist II	4
Project Manager	IT Specialist I	1
<b>Total Requested Temporary Positions</b>		<b>5</b>

The DXP project will continue needing four temporary (4) Senior Project Manager at the IT Specialist II classification as well as one (1) temporary Project Manager position at the IT Specialist I classification to manage the DXP efforts through planning, executing, monitoring, controlling, and closing of the project life cycle of each product process.

**Human Resources (HR) Support**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Human Resources Branch Support	Associate Governmental Program Analyst	2
DXP Project Human Resource Analyst	Associate Government Program Analyst	1
<b>Total Requested Temporary Positions</b>		<b>3</b>

This project will continue needing two (2) temporary Human Resource Analysts at the Associate Governmental Program Analyst classification to support the additional Human Resources Branch workload due to multiple concurrent work efforts generated to establish the Modernization Project Team. The project requires these positions to support the effort of recruiting qualified individuals to fill numerous DXP project positions.

DMV is requesting continued resources for one (1) temporary Associate Government Program Analyst position as a designated DXP Project Human Resource Analyst who will be the liaison for the Human Resources Branch analysts. The Project Human Resource Analyst will continue to collaborate and coordinate with the Human Resources Branch to achieve the streamlined and expedited hiring timeline; perform hiring activities such as preparing the hiring recruitment, support and guide the hiring process, review, and validate documentation for compliance, onboarding, as well as monitor tasks with guidance from DXP executive management to fill the ISD technical and DXP project team positions that are vital to the success of the project. This position will continue monitoring project resources, budget tracking and validation, oversight activities regarding compliance and training requirements of new hires as well as vendor consultants.

#### **Contract/Vendor Management Group**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Contract/Vendor Management Lead	IT Supervisor II	1
Senior Vendor Management Analyst	IT Specialist II	2
Contract Management Analyst	IT Specialist I	6
<b>Total Requested Temporary Positions</b>		<b>9</b>

Given the size and scope of the project, the DMV is requesting continued resources for the Contract/Vendor Management group that is led by one (1) IT Supervisor II who works with the Senior Vendor Management and Contract Management Analysts.

The IT Supervisor II will work with the Vendor Management Unit and manage the workload of the Contract Management Unit:

- o The Vendor Management unit is responsible for managing and monitoring contractors' performance and the quality of deliverables via the Deliverable Expectations Documents/Work Order Authorizations (DEDs/WOAs) process. This includes the vendor staff supporting development of the DXP (e.g., System Integrator, PaaS, and data services). DMV requests continued funding for two (2) positions at the IT Specialist II level.
- o The Contract Management unit will continue to perform, organize, and support all aspects of contract development for the DXP Project from initiation to maintenance, to closure of each complex hardware, software, and IT consulting contract. DMV requests continued funding for six (6) positions at the IT Specialist I level.

### Change Management Unit

Workload	Classification	2025-26
Change Management Analyst	IT Specialist II	1
Change Management Analyst	IT Specialist I	1
<b>Total Requested Temporary Positions</b>		<b>2</b>

To continue supporting the significant organizational change management necessary for the successful delivery of the DXP project, DMV is proposing a new Change Management Unit focusing on the people and process-related changes necessary to achieve the desired benefits from investments made in DXP technology solutions. This will require continuing resources for two (2) positions: one (1) IT Specialist II and one (1) IT Specialist I, specifically focused on Change Management Analyst activities.

### Product Quality Group

Workload	2025-26
Product Quality Group Manager	1
Quality Assurance Unit	9
Requirements Management	5
Product Owners Unit	22
<b>Total Requested Temporary Positions</b>	<b>37</b>

The Product Quality group continues to manage the DXP product portfolio, provides Information Technology oversight for the DXP project, as well as develops and maintains quality standards with respect to DXP products and services which is led by an IT Manager I position.

Workload	Classification	2025-26
Product Quality Group Manager	IT Manager I	1
<b>Total Requested Temporary Positions</b>		<b>1</b>

### Quality Assurance (QA) Unit

Workload	Classification	2025-26
Quality Assurance Engineer	IT Specialist III	1
Senior Quality Assurance Analyst	IT Specialist II	3
Quality Assurance Analyst	IT Specialist I	1
Senior Quality Assurance Business Manager	Manager IV	1
Quality Assurance Business Manager	Manager III	3
<b>Total Requested Temporary Positions</b>		<b>9</b>

The QA work unit ensures the delivery of high quality DXP products and services. They will develop and maintain quality assurance plans; monitor DXP product development activities and user experience with delivered products; validate the use of quality processes by the DXP development team; oversee and communicate product testing; and pursue continuous improvement of DXP processes and products. This will require continuing resources of nine (9) positions: one (1) IT Specialist III, three (3) IT Specialist II, one (1) IT Specialist I, one (1) Manager

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IV, and three (3) Manager III, to ensure the DXP continues to deliver high-quality products and services.

### **Requirements Management**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Senior Requirements Analyst	IT Specialist II	1
Requirements Analyst	IT Specialist I	2
Senior Requirements Business Manager	Manager IV	1
Requirements Business Manager	Manager III	1
<b>Total Requested Temporary Positions</b>		<b>5</b>

The Requirements Management work unit oversees the DXP project business analysis efforts and outcomes including the evaluation of current and/or proposed information and business process flows to meet as-is and to-be process and organizational change objectives. This will require continuing resources of five (5) positions: one (1) IT Specialist II, two (2) IT Specialist I, one (1) Manager IV, and one (1) Manager III.

### **Product Owners Unit**

<b>Workload</b>	<b>Classification</b>	<b>2025-26</b>
Senior Product Owners	Manager IV	3
Product Owners	Manager III	11
Product Manager	IT Specialist II	5
DXP Project Accountant	Accounting Administrator II	2
General Counsel	Attorney IV	1
<b>Total Requested Temporary Positions</b>		<b>22</b>

An organizational transformation is needed that will bring in product owners from the DMV business units who will be central to the development, delivery, and maintenance of DMV products and services on the new Digital Experience Platform.

The DMV requests continued resources for three (3) DMV Manager IVs and eleven (11) DMV Manager IIIs for to serve as Product Owners who liaise with DMV business programs, IT teams, vendors, and external stakeholders. These individuals come from the DMV business programs and act in a DXP product owner capacity. Their responsibilities include leading the elicitation and documentation of the most complex business requirements; leading workgroups and efforts to add, enhancing and updating DXP services; analyzing business requirements, user stories, addressing business problems, and developing system requirements specifications.

This group is also comprised of five (5) temporary IT Specialist II positions who serve as product managers for the DXP project. The product managers are responsible for guiding the success of a product and leading the cross-functional teams responsible for improving it.

Product managers provide the business and product expertise needed to influence the organization and contribute to strategic product decisions. The product managers analyze current and emerging business needs providing alternative approaches designed to

achieve the product vision. The role spans many activities from strategic to tactical and provides important cross-functional leadership.

The product managers are responsible for defining the why, when, and what of the product that the engineering team builds. This means they lead cross-functional teams from a product's conception to launch.

DMV requests continuing funds for two (2) temporary Accounting Administrator II positions to provide financial and accounting services for the DXP project. The DXP Project Accountants will be responsible for the DXP project's fiscal operations and the overall planning and directing of the project's procedures concerned with the safeguarding of assets and the reliability of financial records.

DMV requests continued funding for one (1) temporary Attorney IV position for the DXP project. The DXP Legal Counsel will continue to provide, manage, and coordinate in-house legal services for the DXP project. These services focus on legal opinions relating to the DXP effort and include providing advice relating to how DXP products and services abide by California vehicle regulations, codes, and laws. The legal services will provide opinions on proposed opportunities to streamline product process flows by modifying, enacting, and eliminating regulations, codes, and laws.

**Supporting Contracts:**

<b>Description</b>	<b>2025-26</b> (Dollars in thousands)
System Integrator	\$1,861
Platform as a Service (PaaS) Licenses	\$13,000
Transitional Architecture and Technology	\$1,254
MuleSoft Services	\$750
Special Advisors	\$500
Salesforce Architect	\$750
Elastic Workforce PMO	\$750
Elastic Workforce DevOps/Cloud Architect	\$750
Organizational Change Management (OCM)	\$500
Project Management	\$500
Independent Verification and Validation (IV&V)	\$375
CDT Oversight & STP	\$625
Security Oversight Services	\$100
PAL Acquisitions Support	\$100
Eposly	\$500
Contingency	\$3,266
<b>Total Support Contracts</b>	<b>\$24,956</b>

**System Integrator (SI) Services & Contingency**

DMV requests \$1.9 million in 2025-26 for maintenance and operations support for the OL and VR phases. In addition, \$3.3 million is identified for contingency costs for unanticipated project expenditures.

**PaaS Software Licenses**

DMV requests \$13 million in 2025-26 for the platform software licenses for each DMV staff member on a gradual rollout of the core product functions. In addition, the PaaS software licenses include the maintenance and operation of a cloud platform for the DXP System. The retirement of legacy DMV system maintenance and operations from the California Department of Technology (CDT) may result in savings to the Department, which will be redirected to ongoing PaaS costs.

**Transitional Architecture and Technology**

DMV requests \$1.3 million in 2025-26 to continue the design, development, testing, and implementation of the transitional architecture and technology required to support the incremental transformation of legacy technology services to the DXP target architecture and technology. The DXP project will employ a development approach to incrementally move key business functions to a modernized technology platform. DMV will need to maintain critical

legacy business applications and continuous operations throughout the modernize effort. The interdependent legacy systems and the need to modernize with minimal disruption will require the establishment of a transitional architecture and technology services. The interim architecture is necessary to support the incremental, feature-centric development for the end-state. The transitional architecture will address the fluid nature of the incremental architecture and build a solid foundation to reduce the implementation risks associated with performance, engineering, security, and extensibility.

### **MuleSoft Services**

DMV requests \$750k in FY 2025/26 to continue services in support of the project which provides data integration from different systems using Application Programming Interfaces (APIs). The DXP Project team has chosen MuleSoft Anypoint platform to be its Enterprise Service Bus (ESB).

### **Special Advisor**

DMV requests \$500k in 2025-26 to continue advisory services on the DD&I, and M&O project. This support will include completing the VR DD&I effort.

### **Salesforce Architect**

DMV requests \$750k to continue implementation and knowledge transfer to departmental staff in support of the DXP Project, including but not limited to implementation of Organizational Strategy; independent review and verification of architectural design; solutions for data model alignment between service cloud and public sector foundations using platform-specific best practices; architecture governance; and Sandbox, code review, and release strategy.

### **Elastic Workforce PMO Consultants**

DMV requests \$750k in 2025-26 to continue services in support of the project providing subject matter expertise in the areas of business solutions analysts, usability test engineer, and project and schedule management. The business solutions analysts will continue the evaluation of the DXP SI vendor use case and other design artifacts against the features delivered to the User Acceptance Environment for each Sprint. In addition, the usability test engineer will create a detailed test strategy document for the DXP Project. The strategy must ensure all the system requirements, processes, and transactions are met as defined in the business requirements, and the usability test engineer will develop and document all necessary test processes, procedures, and user guides/documentation to implement the test strategy. The project and schedule management consultants will perform risk management, schedule/work breakdown structure management, release management, conduct lessons learned, maintain project change control process, and maintain, update, and retain all project documentation in accordance with CA-PMF, best practices and DMV requirements.

### **DevOps and Cloud Architect**

DMV requests \$750k in 2025-26 to continue services in support of the cloud implementation standards, subject matter expertise services in Cloud & DevOps capabilities and experience. This will ensure that the DMV is utilizing the best tools available to accomplish the DXP project goals and strategic objectives.

### **Organizational Change Management (OCM)**

DMV requests \$500k in 2025-26 to continue OCM services to focus on the people side of project changes, including changes to business processes, systems, and technology, along with how that 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.

### **Project Manager(s) Consulting Services**

DMV requests \$500k in 2025-26 to continue services in support of the initialization, planning, execution, and control of the project including managing project activities. The Project Manager(s) will plan and designate project resources, prepare budgets, monitor progress, track identifiable risks and issues, and present regular project status updates to stakeholders and the DMV Directorate. Program Manager (PgM) will be responsible for overseeing and coordinating all contractors, ensuring they work toward a common goal and that the various workstreams align with the overall project objectives. The PgM will act as a bridge between all contractors, ensuring that communication is clear, timelines are met, and deliverables align with project goals. They will also manage any dependencies between workstreams and monitor the integration of outputs.

### **Independent Verification & Validation (IV&V)**

DMV requests \$375K in 2025-26 for IV&V consulting services to be performed in accordance with CDT SIMM 45. DMV will enter a contract with an independent provider for IV&V services. The IV&V consultants will provide monthly reporting on the status of the project from a technical aspect. IV&V will assess the project from an independent point of view while also ensuring that resources are used appropriately.

### **CDT Independent Project Oversight & Statewide Technology Procurement**

DMV requests \$625k in 2025-26 to fund CDT Independent Project Oversight support with adjustments made due to the CDT rate increases effective 8/1/2023. The CDT PAO representative will provide PAL support and guidance to the DMV team regarding the necessary PAL deliverables to complete Stage 4 for the Driver License phase of the project. The IPO consultant will provide oversight services to the senior project leadership and DMV PAL team. The CDT STP consultant will guide the CBP procurement phases with the DMV IT Acquisitions Unit and the Project core team to identify the best qualified SI/platform team. They are essential to completing the statement of work (SOW), negotiating, and awarding the primary contract for the DXP Project.

### **Security Oversight**

DMV requests \$100K in 2025-26 to continue IT security oversight for the DXP project to assess and mitigate potential cybersecurity risks. Their expertise ensures the implementation of robust security measures, safeguarding sensitive data, preventing breaches, and maintaining the integrity of the project infrastructure.



### PAL Acquisitions

DMV requests \$100K in 2025-26 to continue services needed to facilitate the development of the projects primary and ancillary procurements and to provide content and/or updates to the Project Approval Lifecycle (PAL) documentation and/or special project reports (SPR) as needed.

### Eposly

DMV requests \$500k for 2025-26 to identify and prioritize design considerations to improve the customer experience and optimize processing time and provide analysis on the technical implications of the design considerations.

### **Other Operating Expenses & Equipment**

<b>Other Operating Expenses &amp; Equipment (OEE)</b>	<b>2025-26</b> (Dollars in Thousands)
Standard Complement	\$1,296
IT Software	\$10,400
<b>Total Other OE&amp;E</b>	<b>\$11,696</b>

DMV requests \$11.7 million in 2025-26 to provide the standard complement operating expenses for requested resources. In addition, resources are requested for various software to support the project. The software such as MuleSoft Cores, Talend, Copado, Own Backup, and other various software required to support the project.

## **C. Departmentwide and Statewide Considerations**

### **DMV Statewide Impact**

DMV is responsible for providing a broad range of services to millions of California residents through 188 DMV field offices (FOs) 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 \$13.0 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.

### **Statewide Considerations**

In July 2019, Governor Gavin Newsom announced a new DMV leadership team to implement the recommendations of the GovOps Strike Team to modernize DMV and reinvent the way DMV's services are delivered to Californians.

In response to the COVID-19 pandemic, DMV has accelerated implementation of modern technology and created new service channels to better serve its customers, such as 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 statewide to expedite the REAL ID application process, redesigned the DMV website, simplified establishing an online account, and expanded credit card to all DMV Field Offices. However, the constraints and limitations of the legacy systems still exist and, therefore, the extent of these improvements have been very limited.

DMV's service transformation via the DXP Project will also enable it to support required legislative mandates and partner Agency's regulation changes in a timely and efficient manner.

The DMV's 2021-2026 Strategic Plan was designed to unify the many initiatives currently underway and, on the horizon, propelling DMV towards providing greater services and positive experiences for our customers. This DXP effort supports the following goals in that plan:

- **GOAL 2: DIGITAL SERVICES**  
Deliver simpler, faster ways to fulfill customer needs through expanded digital services.
- **GOAL 3: TECHNOLOGY & DATA**  
Create flexible, secure technology systems to enable innovation and continuous improvement.
- **GOAL 4: OPERATIONAL EFFICIENCY**  
Embed measurable efficiency in every aspect of the organization.
- **GOAL 5: CUSTOMERS**  
Become California's leading customer-centric public sector organization.

#### **D. Outcomes and Accountability**

- **Project Approval Lifecycle Review and Approval Process**  
The Project Approval Lifecycle (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 DOF and DGS) to evaluate the PAL documents and provide approval to progress to the next stage. As additional information is collected and refined through the PAL, the cost estimates, schedules, and business objectives are progressively updated and evaluated to determine if the project is still practical to pursue the State investment. The estimated timeline for the DXP Project PAL stages is shown in section G.
- **Controls and monitoring of the Project and Resources**  
CDT Project Approvals and Oversight will perform the Independent Project Oversight (IPO) services on the DXP Project. DMV will also enter a contract with an independent provider for Independent Validation and Verification (IV&V) consultant services. The IPO and IV&V assessors will provide required monthly reporting on the status of the project. This will not only assess the project from an independent point of view but will 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 IPO will generate a monthly Independent Project Oversight Report (IPOR) to detail the DXP Project progress against the project objectives, scope, schedule, and costs defined in the approved

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PAL documents. The IPOR will identify any project risks, issues, findings, and recommendations throughout the project lifecycle. In addition, the department will collaborate with CDT on the retirement of DMV legacy system maintenance and operations from the California Department of Technology (CDT) services.

**E. Implementation Plan**

The Implementation Plan for the remaining PAL stages, contract award, and project completion timeline for the Digital eXperience Platform effort is currently as following:

<b>Project Approval Lifecycle (PAL)</b>	<b>Submitted</b>	<b>Completed</b>
<b>Update S1BA- Completed</b>	2/3/2020	8/17/2020
<b>Update S2AA - Completed</b>	2/3/2020	5/14/2021
<b>Update S3SD – OL Completed</b>	1/1/2021	5/14/2021
<b>Complete S4 - OL Phase Approval – Contract Award</b>	6/1/2021	9/9/2021
<b>Update S3SD – VR Completed</b>	1/1/2021	12/1/2021
<b>Complete S4 - VR Phase Approval – Contract Award</b>	6/1/2021	8/29/2022
<b>Update S3SD – DL Completed</b>	1/1/2021	5/10/2022
<b>Special Project Report 1- Completed</b>	3/1/2024	5/18/2024
<b>Special Project Report 2 – In progress</b>	7/1/2024	5/16/2025
<b>Update S3SD DL</b>	11/12/2024	4/30/2025

<b>Project Phases</b>	<b>Submitted</b>	<b>Completed</b>
<b>Phase 1: Platform Readiness – OL/CC</b>	9/9/2021	10/3/2022
<b>Phase 1: Extended Support (Change Orders &amp; New Product)</b>	10/4/2022	9/13/2023
<b>Phase 2: VR/CC</b>	9/1/2022	11/17/2025
<b>Phase 2: Extended Support (Change Orders &amp; New Product)</b>	2/1/2025	5/15/2026

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**F. Supplemental Information**

<b>Cost Description</b>	<b>2025-26</b> Dollars in Thousands)
<b>Personal Services</b>	
Temporary Help (IT & SME Resources)	\$9,876
Staff Benefits	\$6,579
<b>Total Personal Services</b>	<b>\$16,455</b>
System Integrator	\$1,861
Platform as a Service (PaaS) Licenses	\$13,000
Transitional Architecture and Technology	\$1,254
MuleSoft Services	\$750
Special Advisors	\$500
Salesforce Architect	\$750
Elastic Workforce PMO	\$750
Elastic Workforce DevOps/Cloud Architect	\$750
Organizational Change Management (OCM)	\$500
Project Management	\$500
Independent Verification and Validation (IV&V)	\$375
CDT Oversight & STP	\$625
Security Oversight Services	\$100
PAL Acquisitions Support	\$100
Eposly	\$500
Contingency	\$3,266
<b>Total Support Contracts</b>	<b>\$24,956</b>
Standard Complement	\$1,296
IT Software	\$10,400
<b>Total Other OE&amp;E</b>	<b>\$11,696</b>
<b>TOTAL</b>	<b>\$53,107</b>

# BCP Fiscal Detail Sheet

(Dollars in Thousands)

BCP Title: Digital eXperience Platform (DXP) Project

BR Name: 2740-095-BCP-2025-MR

Budget Request Summary

## Personal Services

Personal Services	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
Salaries and Wages	0	9,876	0	0	0	0
Earnings - Temporary Help						
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$9,876</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Staff Benefits	0	6,579	0	0	0	0
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$16,455</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Expenses and Equipment

Operating Expenses and Equipment	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5301 - General Expense	0	1,296	0	0	0	0
5340 - Consulting and Professional Services - External	0	24,331	0	0	0	0
5340 - Consulting and Professional Services - Interdepartmental	0	625	0	0	0	0
5346 - Information Technology	0	10,400	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$36,652</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Total Budget Request

Total Budget Request	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$53,107</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Fund Summary

### Fund Source

Fund Source	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
State Operations - 0044 - Motor Vehicle Account, State Transportation Fund	0	53,107	0	0	0	0
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$53,107</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$53,107</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Program Summary

### Program Funding

Program Funding	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
2130 - Vehicle/Vessel Identification and Compliance	0	53,107	0	0	0	0
9900100 - Administration	0	4,408	0	0	0	0
9900200 - Administration - Distributed	0	-4,408	0	0	0	0
<b>Total All Programs</b>	<b>\$0</b>	<b>\$53,107</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Personal Services Details

## Salaries and Wages

Salaries and Wages	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
TH00 - Temporary Help (Eff. 07-01-2025)(LT 06-30-2026)	0	9,876	0	0	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$9,876</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Staff Benefits

Staff Benefits	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
5150600 - Retirement - General	0	6,579	0	0	0	0
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$6,579</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Total Personal Services

Total Personal Services	FY25 Current Year	FY25 Budget Year	FY25 BY+1	FY25 BY+2	FY25 BY+3	FY25 BY+4
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$16,455</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>