DMV Transformation Effort
Monthly Quality Assurance Assessment Report

September 1 – October 31, 2023

Final Report

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Executive Summary

This is the thirteenth quality assurance (QA) risk assessment performed by Mission Critical Partners, LLC (MCP), as contracted by the Nevada Department of Motor Vehicles (DMV), to provide checkpoints every two months for the DMV Transformation Effort (DTE). The write-up of this report covers the assessment of project activities for September 1 through October 31, 2023. DTE employees continue to express that since they have become a part of the DTE not only are they helping to transform the way DMV conducts business and provide access to the public, but a transformation is happening in their own personal lives. The DTE is a wholistic approach that is transforming the technology, hardware, software, lives, and the culture within DMV. DMV continues to address areas of concerns as they are brought to the Department's attention as a result of this report.

Project Background

DMV has assessed the need to become more efficient in how it processes transactions for the customers that it serves. This multiyear, complete transformation pertains to DMV work processes and systems that are currently used to handle department transactions. This program's intent is to modernize legacy systems, thereby improving the efficiency and effectiveness of DMV operations, enhancing customer service, and increasing the department's online presence.

Nevada's DTE Program is the first of its kind for a DMV across the country. Nevada DMV is on target to be the model and example for other states' DMVs that want to completely transform their operations. Given its complexity, this effort is scheduled to be completed in four years and has been divided into seven initiatives. The effort requires dedicated staff to ensure success and the upgrading of current skills to continue to manage the new technology.

The American Association of Motor Vehicle Administrators (AAMVA) has advised that DMV could only have one connection to AAMVA and therefore the agile approach would have to be adapted to provide an advantageous approach for DMV. As a result, a decision was made to move to an approach that would allow for quick wins over time. This approach drives the DTE Unified Release with selected deployments of value-added products. The DMV solution will use agile development within this unified approach. DMV will further break down the value-added products' release on a quarterly basis. This revised direction will allow DMV to highlight wins both internally within the Department and externally to customers. The first such delivery is due on November 27 for Dealer Titles. The value-added release strategy has led to a need to revise planning based on a new quarterly schedule, which requires revisions to the timeline and roadmap for all impacted groups.

Summary Findings and Recommendations

This subsection presents a brief overview of the QA findings for this reporting period. For a more complete picture of the assessment, including a description of the methodology, the scoring framework, detailed scoring, and criteria descriptions, it is important to read beyond the Executive Summary section.

The overall project risk for the assessment, based on a scale of 1 (low) to 5 (high), is depicted below. The current overall project risk is 2.62. This represents a slight increase in the risk score from the previous assessment.

The current risk score falls near the transition point from lime to light yellow of the scale and is a low level of risk for a program with this schedule and scope at this point in the project. As the Unified Release with selected

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value-added deployment process continues and the plans for the future of the DMV data remain fluid, some risks have elevated as the initial challenges are being mitigated. It is expected that the overall project risk score will ebb and flow throughout the project.

The 12 assessment areas were created to monitor 60 risk criteria. All criteria are being monitored at this stage of the project.

Of the 60 risk criteria assessed for this report, the most notable scoring changes are that three moved from the medium risk area (yellow) into the high-medium risk area (orange) based on impact and likelihood. The graphic below depicts the number of criteria in each scoring area.
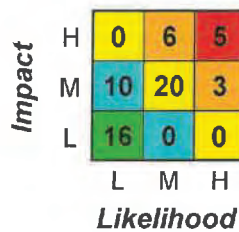
While the increased risk level has prompted new or revised recommendations, many of the previous risks and associated recommendations are still applicable. The following table summarizes the high-risk findings (red and orange) and recommendations noted during this review:

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
A. Scope Management			
A.1	Program Scope Size	Finding	*The product catalog has been developed by Slalom based on DMV's Latest Usable Version (LUV), but this might impact the anticipated go-live date of July 2025, and the go-live date needs to be re-evaluated based on the timing of the quarterly releases. At this time, it is likely at least two additional years will be required to complete all planned delivery.*
		Recommendation	MCP recommends that DMV realistically evaluate the impact of completing all the items slated in the product catalog within the parameters of the new release strategy and determine if the go-live date is realistic or if the LUVs should be reevaluated.

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
		Recommendation	MCP recommends that DMV review the roadmap and timeline and update them according to the new strategy. This recommendation includes review of resources to ensure required capabilities can be met.
		Recommendation	MCP recommends that DMV select a resource who is in charge of the DMV transition to participate in quarterly development. This resource would coordinate to the impacted Pods to help guide the quarterly development events.
A.4	Funding and Budget	Finding	*New legislation, the Unified Release with selected deployment of value-added products, and the direction chosen for data migration have resulted in a budget that has very little room for any additional rework, changes, or errors.*
		Recommendation	MCP recommends that more consideration be given to the costs associated with any future decisions and how they will impact the overall budget in this fiscal period. This includes an evaluation of requirements beyond the original completion deadline and future budget needed to complete the program initiatives.
A.5	Available Resources	Finding	*With holidays and retirements approaching, as well as "use it or lose it" time off needing to be taken, resource impacts are likely across Pods.*
		Recommendation	MCP recommends a resource planning session involving all Pods to ensure required resources are available for delivery.
B. Business Impact			
B.2	User Impact	Finding	*Some frontline perceptions indicate that users are not being provided enough information to know what to expect when the technology is released and that users are not advised when changes in the releases or plans are taking place. Additionally, users who are impacted do not understand terminology related to releases, such as the differences in Unified versus Agile Release; this is more evident in some rural locations.*
		Recommendation	MCP recommends that the Organizational Change Management (OCM) Team continue periodic visits to the offices and provide demonstrations of the software and

ID	Risk Area	Finding/Recommendation	Summary Finding/Recommendation
			other pertinent information that gives the frontline workers a glimpse of the future state, including sharing the timeline and providing related information from Q&A sessions.
		Recommendation	MCP recommends that DTE leadership continue the plan that will significantly increase the involvement of the administrative leadership of each division that is not currently actively involved in the DTE Program, so that the division leaders communicate the information they are receiving to their own respective organizations.
		Recommendation	MCP recommends that the OCM Team continue to provide training related to methodologies to SMEs and administrative leadership.
		Finding	*Because of the move to Unified Release with selected deployment of value-added products, Pods are concerned that resources will be called up on multiple occasions to be trained and support releases that are done.*
		Recommendation	MCP recommends that DTE solidify the roadmap and quarterly release plans so that users can better plan requirements to their time and commitments to support the program.
		Recommendation	MCP recommends that DTE leadership, in coordination with the OCM Team, provide an updated roadmap with alignment to training dates to the administrative leaders to account for the new requirements with the quarterly release plan. We recommend that this plan be shared at the next quarterly session.
		Finding	*Users will have to work in two systems using a "dual chair approach," (i.e., a process in which any business workflow or task requires manually entry of the data into different systems) due to requirements for data in the Combined Automotive Revenue and Registration System (CARRS) and Salesforce. This direction will result in DMV providing quick wins that can be highlighted internally and externally.*
		Recommendation	MCP recommends that DTE leadership, in alignment with the OCM team and Slalom, create training to highlight the requirements and processes related to working in dual systems.

ID	Risk Area	Finding/Recommendation	Summary Finding/Recommendation
B.3	Change in Customer Service	Finding	*The DTE Program will completely change the way business is conducted today, and Unified Release with value-added releases does not openly provide an avenue to introduce changes to the public. The impact of these factors will be a challenge for the public to initially find a comfort level.*
		Recommendation	MCP recommends that DMV develop a mechanism to engage the public information officer (PIO) and leverage this position to introduce to the public the new technology that is coming through Unified Release, which will provide some level of comfort for the public.
		Finding	*The PIO office engagement is more critical given the move to Unified Release with selected delivery of value-added products on a quarterly basis. This office needs to increase the release of information to the public now that the DTE release planning has changed. Since DTE has engaged Pulsar Advertising active partnering with the PIO is essential to messaging.*
		Recommendation	MCP recommends that the DTE Program utilize the PIO office in coordination with Pulsar to disseminate information highlighting current successes in the quarter and building excitement related to the upcoming quarterly releases that are planned. This will help the public remain informed of the advancement to the future state and build excitement internally and externally.
B.4	Technology Dependencies	Finding	*The move to Unified Release with limited quarterly delivery of value-added products has increased the need to coordinate across related technologies on a more frequent basis.*
		Recommendation	MCP recommends that the roadmap and timeline be revised to highlight the required integrations between technology teams and vendors and that this timeline be shared at the next quarterly planning meeting.

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
F. Program Integration			
F.5	Roadmap Alignment	Finding	*All groups and teams in the program are not in receipt of the latest copy or changes in the roadmap. Not having the most recent version can lead to confusion on expectations or the need to scramble resources close to deadlines to achieve goals.*
		Recommendation	MCP recommends publishing the most current version of the roadmap at the quarterly meeting and sharing a copy to all teams. This publication should also include an evaluation of existing meetings and demonstrations, which will ensure that required persons receive invites and those not required are removed.
J. Technology			
J.2	Infrastructure Capabilities	Finding	*DTE staff will need to examine the non-AAMVA interfaces one by one to determine the level of effort required to complete each interface. Discovery is underway to capture the scope of interfaces, and discussions are ongoing to determine how to categorize these interfaces, which will determine which Pods will be responsible for managing them for Unified Release.*
		Recommendation	MCP recommends that DMV make the decision now regarding which Pod owns what specific segments of the interfaces and begin to prepare for these within each of the specific Pods to prevent disruptions in the velocity of the Pods as they are introduced. This recommendation has been resolved during this reporting period with development of a dedicated interface Pod.
		Recommendation	MCP recommends that DMV work to revise the roadmap and timeline to highlight how the work related in each Pod ties into the new quarterly release structure. This includes planning of the Pods timing to continue work on prior releases while advancing new releases and requirements in each interface by Pod.
J.3	Data Migration	Finding	*While the data approach was previously determined, many feel that the change in direction to the quarterly release plan will place a need to drive further into CARRS data than was previously planned or known.*

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
		Recommendation	MCP recommends that DMV first use every opportunity to communicate the progress being made within the Data Pod, providing increased updates to groups that would not normally be entitled to hear this information. This might provide some level of comfort as DMV moves forward.
		Recommendation	MCP recommends that DTE leadership review the roadmap and timeline to determine requirements for the CARRS data at all phases of the new release plan. This includes a breakout of both historical and cleansed data.
		Finding	*The data approach selected by DMV has many layers and the framework requires some level of skills that might not yet be available to DMV in time to meet Unified Release with quarterly selected delivery of value-added products.*
		Recommendation	MCP recommends that DMV take a closer look at the grants that may be available through Amazon Web Services (AWS) to assist with the creation of the framework to support the data approach selected.
J.4	System QA	Finding	*The velocity of the development and releases has increased, and the need for automation tools and trained QA staff is becoming vital to the continued success of development and testing.*
		Recommendation	MCP recommends that DMV begin the purchase and/or implementation of the automated tools for QA testing while bringing the new staff up to speed.
J.5	Technology Experience	Finding	*While Slalom has tremendous experience in implementing technology of similar size, DTE has not had the same level of experience; this will be a challenge as the technology is implemented through the revised methodology of quarterly Unified Release with selected delivery of value-added products.*
		Recommendation	MCP recommends that DTE continue to explore all available options that will supplement its current resources or negotiate with an outside agency to assist with the technology as the future state is released.

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ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
K. User Involvement			
K.1	User and Acceptance Testing	Finding	*The program is four months away from the March release, with holidays approaching. To date, a training plan that explains timing and highlights user expectations has not been published.*
		Recommendation	MCP recommends a planning session with OCM and impacted Pods, along with related vendors to highlight the training delivery methods and timing.
L. Implementation			
L.1	Conversion from Existing System	Finding	*The new release approach will require a dual chair approach for a period of time with users working in CARRS and Salesforce. The details regarding the amount of time in the dual chair and what data will be required have not been decided.*
		Recommendation	MCP recommends that DMV and Slalom continue to work together to finalize the solution to what data needs to remain in CARRS and what data must be accessible in the new technology to process transactions efficiently. This includes the need to determine how long the dual data access approach will be required.
L.4	Change in Customer Experience	Finding	*The new technology will have a high impact on the customer experience to an extent that may not be fully understood. Our current process does not allow for input from the public perspective.*
		Recommendation	MCP recommends that DMV provide the ability for some public input to this report to correctly ascertain the perception of the public in anticipation of the Unified Release of the new technology.

Identifying the high- and highest-level risks and providing recommendations regarding how to alleviate them will allow DTE program/project management to establish action plans to address these areas.

Key risk assessment points are listed below:

- The pivot to a Unified Release with selected delivery of value-added products across a quarterly basis requires:

  - A review of the timeline and roadmap to allow planning for work across all Pods
  - Publication of the timeline and roadmap to all impacted parties to ensure alignment of expectations
  - More frequent interaction of the OCM Team with administrative leadership so that message received by all is current and consistent
  - A stronger focus on infrastructure capabilities and technology dependencies, which require realignment to the roadmap and timeline to ensure all Pods have required resources and understand timing

- DTE has selected an approach for the data, but lack of effective communication on the progress brings some skepticism from within other areas of DMV. This perception increased with the pivot to a dual chair approach for CARRS and Salesforce data during a period that is yet unspecified.
- The development of the product catalog has moved DMV from transactional thinking to a Salesforce methodology and has now shown a need to reevaluate what items need to be completed for the current go-live date given the new release strategy.
- The Unified Release with selected deployment of value-added products, new legislation, and data approach have required close monitoring during this fiscal period. In addition, it is recommended that DMV evaluate future budget requirements beyond the current planned deadline.
- Multiple vacancies are increasing as a result of retirement, and regular attrition has increased the workload of, and pressure on, the staff who are filling in for those that remain. This is an issue across all departments and is ongoing. Additionally, holidays and use-it-or-lose-it time-off requirements can impact the schedule and resource demands.
- A decision has not been made as to which Pod will own the non-AAMVA interfaces, and discovery of these interfaces is ongoing. The required decision-making in relationship to interface ownership is key given the change in release strategy direction; as such, a dedicated interface Pod has been created.
- The PIO will need to take a more active approach given the new quarterly release strategy. This is essential to keep the public and users informed.
- Not all teams are in receipt of the current roadmap, which can create confusion on expectations and timing. So it is important to publish this plan at the next quarterly meeting.
- The training schedule is also not well known by all and should be shared so that users understand timing and expectations.

Overall, DTE is going well, and the project team has continued to make significant progress in several areas, including the following:

- A 90-day review of the Compliance Enforcement Division (CED) implementation has been completed, and significant realignment has taken place in OCM as a result of the postmortem.
- Pivoting to Unified Release with agile development has moved forward with the revised approach of Unified Release with selected delivery of value-added products across a quarterly basis.

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- Although DTE will have a Unified Release, the strategy now aligns with agile methodology, allowing DTE to highlight wins.
- DTE is reviewing projects that can be published to demonstrate that work is occurring within the program behind the scenes.
- The OCM Team will continue to visit the offices in Nevada and provide a demonstration of the new technology and answer questions from the staff. This has provided the frontline workers with some understanding of what is occurring with the DTE Program.
- The OCM visits have been received with overwhelming excitement for the program and a feeling of inclusion for the frontline workers.
- The DMV continues to work and align staffing to promote healthy relationships with the vendors.
- The DTE Program administrator is fully engaged in the project activities.
- The Executive Sponsors continue to be advocates and champions for the DTE Project and have a realistic view and understanding of the DTE Program.

Summary Risk Assessment

EXHIBIT I presents a summary profile of the assessed risk for the DTE Project.

								Impact/Likelihood
A.	**Scope Management**							
	A.1	Program Scope Size	1	2	3	4	**5**	(H,H)
	A.2	Change Control Management	1	2	**3**	4	5	(M,M)
	A.3	Requirements Diversity	1	2	**3**	4	5	(M,M)
	A.4	Funding and Budget	1	2	3	**4**	5	(H,M)
	A.5	Available Resources	1	2	3	**4**	5	(M,H)
B.	**Business Impact**							
	B.1	Agency Mission/Program Impact	1	2	**3**	4	5	(M,M)
	B.2	User Impact	1	2	3	4	**5**	(H,H)
	B.3	Change in Customer Service	1	2	3	**4**	5	(H,M)
	B.4	Technology Dependencies	1	2	3	**4**	5	(H,M)
	B.5	Performance Requirements	1	**2**	3	4	5	(M,L)
C.	**Oversight**							
	C.1	Monitoring Progress	1	2	**3**	4	5	(M,M)
	C.2	Oversight Involvement	1	**2**	3	4	5	(M,L)
	C.3	Organizational Stability	1	2	**3**	4	5	(M,M)
	C.4	Milestone Reviews	1	**2**	3	4	5	(M,L)
	C.5	Status Reporting	1	2	**3**	4	5	(M,M)
D.	**Program Management**							
	D.1	Program Manager Experience	1	**2**	3	4	5	(M,L)
	D.2	Commitment	**1**	2	3	4	5	(L,L)
	D.3	Authority	1	**2**	3	4	5	(M,L)
	D.4	Approach	**1**	2	3	4	5	(L,L)
	D.5	Relationships	**1**	2	3	4	5	(L,L)
E.	**Program Controls**							
	E.1	Executive Management Involvement	**1**	2	3	4	5	(L,L)
	E.2	Progress Reporting	**1**	2	3	4	5	(L,L)
	E.3	Change Management	1	2	**3**	4	5	(M,M)
	E.4	Issue Management	**1**	2	3	4	5	(L,L)
	E.5	Completion	1	2	**3**	4	5	(M,M)
F.	**Program Integration**							
	F.1	Management Support	1	**2**	3	4	5	(M,L)
	F.2	Requirement Stability	1	2	**3**	4	5	(M,M)
	F.3	Communication	1	2	**3**	4	5	(M,M)
	F.4	System Dependencies	1	2	**3**	4	5	(M,M)
	F.5	Roadmap Alignment	1	2	3	**4**	5	(M,H)

Legend:

Score from previous review period (if score has changed).
Area of measure not applicable for this review period.
No action required during the next review period.
Monitoring only required during the next review period.
Be prepared for minor corrective actions during the next review period.
Take corrective action during the next reporting period.
Take immediate corrective action.

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G. Resource Management

	Area	1	2	3	4	5	Rating
G.1	Allocation			**3**			(M,M)
G.2	Conflicts		**2**				(M,L)
G.3	Oversight	**1**					(L,L)
G.4	Stability	**1**					(L,L)
G.5	Skill Alignment			**3**			(M,M)

H. Contractor Performance

	Area	1	2	3	4	5	Rating
H.1	Schedule Compliance			**3**			(M,M)
H.2	Communication	**1**					(L,L)
H.3	Change Orders	**1**					(L,L)
H.4	Working Relationships	**1**					(L,L)
H.5	Contract Administration	**1**					(L,L)

I. Lead Contractor Performance

	Area	1	2	3	4	5	Rating
I.1	Schedule Performance			**3**			(M,M)
I.2	Program Performance	**1**					(L,L)
I.3	Change Orders	**1**					(L,L)
I.4	Working Relationships		**2**				(M,L)
I.5	Contract Compliance	**1**					(L,L)

J. Technology

	Area	1	2	3	4	5	Rating
J.1	System Capacities			**3**			(M,M)
J.2	Infrastructure Capabilities					**5**	(H,H)
J.3	Data Migration					**5**	(H,H)
J.4	System QA				**4**		(H,M)
J.5	Technology Experience				**4**		(H,M)

K. User Involvement

	Area	1	2	3	4	5	Rating
K.1	User and Acceptance Testing			3	**4**		(M,H)
K.2	User Involvement		**2**				(M,L)
K.3	User Communication			**3**			(M,M)
K.4	Users on Program Team		**2**				(M,L)
K.5	User Justification			**3**			(M,M)

L. Implementation

	Area	1	2	3	4	5	Rating
L.1	Conversion from Existing System					**5**	(H,H)
L.2	User Training and Documentation			**3**			(M,M)
L.3	Technology Transfer			**3**			(M,M)
L.4	Change in Customer Experience				**4**		(H,M)
L.5	Technology Infrastructure	**1**					(L,L)

Legend:

- Score from previous review period (if score has changed)
- Area of measure not applicable for this review period.
- No action required during the next review period.
- Monitoring only required during the next review period.
- Be prepared for minor corrective actions during the next review period.
- Take corrective action during the next reporting period.
- Take immediate corrective action.

1 Introduction

1.1 Background

Nevada DMV has engaged MCP to provide QA assessment services for the remainder of the Transformation Effort. These services will ensure that the project scope, schedule, and budget are appropriate, and the project and program are being managed effectively. This will help ensure that the overall project quality is maintained.

1.2 Methodology

MCP has taken its standard framework for identifying project risk and adapted it to include the assessment categories identified in the project scope of work.

1.2.1 Assessment Framework

MCP uses a structured framework for assessing project risk. This framework consists of 12 risk areas, which each contain five risk criteria. The framework for our risk assessment, identifying the risk areas and criteria, is shown below.

A. SCOPE MANAGEMENT	**B. BUSINESS IMPACT**	**C. OVERSIGHT**
A.1 – Program Scope Size	B.1 – Agency Mission/Program Impact	C.1 – Monitoring Progress
A.2 – Change Control Management	B.2 – User Impact	C.2 – Oversight Involvement
A.3 – Requirements Diversity	B.3 – Change in Customer Service	C.3 – Organizational Stability
A.4 – Funding and Budget	B.4 – Technology Dependencies	C.4 – Milestone Reviews
A.5 – Available Resources	B.5 – Performance Requirements	C.5 – Status Reporting
D. PROGRAM MANAGEMENT	**E. PROGRAM CONTROLS**	**F. PROGRAM INTEGRATION**
D.1 – Program Manager Experience	E.1 – Executive Management Involvement	F.1 – Management Support
D.2 – Commitment	E.2 – Progress Reporting	F.2 – Requirement Stability
D.3 – Authority	E.3 – Change Management	F.3 – Communication
D.4 – Approach	E.4 – Issue Management	F.4 – System Dependencies
D.5 – Relationships	E.5 – Completion	F.5 – Roadmap Alignment
G. RESOURCE MANAGEMENT	**H. CONTRACTOR PERFORMANCE**	**I. LEAD CONTRACTOR PERFORMANCE**
G.1 – Allocation	H.1 – Schedule Compliance	I.1 – Schedule Performance
G.2 – Conflicts	H.2 – Communication	I.2 – Program Performance
G.3 – Oversight	H.3 – Change Orders	I.3 – Change Orders
G.4 – Stability	H.4 – Working Relationships	I.4 – Working Relationships
G.5 – Skill Alignment	H.5 – Contract Administration	I.5 – Contract Compliance

J. TECHNOLOGY	K. USER INVOLVEMENT	L. IMPLEMENTATION
J.1 – System Capacities	K.1 – User and Acceptance Testing	L.1 – Conversion from Existing System
J.2 – Infrastructure Capabilities	K.2 – User Involvement	L.2 – User Training and Documentation
J.3 – Data Migration	K.3 – User Communication	L.3 – Technology Transfer
J.4 – System QA	K.4 – Users on Program Team	L.4 – Change in Customer Experience
J.5 – Technology Experience	K.5 – User Justification	L.5 – Technology Infrastructure

1.2.2 Assessment Interpretation

Each risk criterion was evaluated based on MCP's professional judgment regarding the impact and likelihood of risks occurring. Risk impact is a rating (high [H], medium [M], or low [L]) of the potential negative consequences that would result if the risk were realized. A color-shaded cell in the scoring matrix, as illustrated below, indicates the risk rating applied to each criterion. For example, risks in the lower left (L,L) cell denote low project impact and low likelihood of being realized and are shaded green. Risks in the upper right (H,H) cell denote high project impact and high probability of being realized and are shaded red.
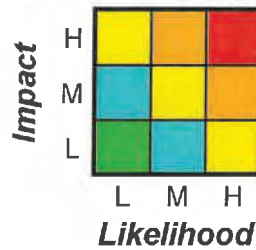
2 Review Items and Recommendations

This section outlines our current assessment findings and recommendations, where applicable, and is organized by applicable areas of risk measurement for this review period of Nevada's DTE Program. Recommendations are provided for those risk criteria that have been identified as having orange or red status.

Legend

The table below explains the components of the findings and recommendations tables in the remainder of this section, discussing the symbols and colors, etc., used to capture this information.

ID	Risk Area	Summary Finding/Recommendation
1	Criterion	This is the risk criterion within the risk area under discussion. The criterion is one of the evaluation factors in the baseline risk assessment and subsequent assessments.

ID	Risk Area	Summary Finding/Recommendation
2	Period Trend	↔ This indicates that this period's risk level is the same as the last period's risk level.
		↑ This indicates that this period's risk level is higher than last period's risk level.
		↓ This indicates that this period's risk level is lower than last period's risk level.
3	Current Rating	This indicates the color code associated with the risk item, along with the impact (H, M, or L) and likelihood (H, M, or L) for the rating based on this period's assessment.
4	Prior Rating	This indicates the color code associated with the risk item, along with the impact (H, M, or L) and likelihood (H, M, or L) for the rating based on the last period's assessment.
5	Discussion and/or Status	This includes any comments associated with the risk area.
6	Finding/Recommendation	This indicates the action recommended by MCP to deal with a risk item assigned an orange or red rating. There may be one or more recommendations per risk item or one or more risk items that a single recommendation applies to.

2.1   Scope Management

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
A.1 – Program Scope Size	↔	🟥 H,H	🟥 H,H	• The change to a Unified Release with selected deployments of value-added products provides the ability for the DTE Program to manage and test the technology before it is implemented, with the understanding that additional years may be required to complete delivery
A.2 – Change Control Management	↔	🟨 M,M	🟨 M,M	• There is a formal process for change management that can be used when there is a change to the scope or if something is out of scope. The change management outreach needs to increase for administrative leads to allow more timely information sharing.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
A.3 – Requirements Diversity	↔	M,M	M,M	• Subject-matter experts (SMEs) are now fully engaged in the program as it affects their specific areas. • DTE now has a high-level roadmap that is based on the completion of functional and technical requirements.
A.4 – Funding and Budget	↔	H,M	H,M	• It is important to understand that there are some unknowns that may negatively impact the budget, especially in relation to the pivot to the new release strategy. • Any future unknowns will have to be reviewed not only for scope but also for how it will impact the budget for this fiscal period and for future budget requirements beyond the original completion planned date.
A.5 – Available Resources	↑	M,M	H,M	• The administrators, managers, and supervisors provide staff when requested by DTE. • The DMV will always have to manage those that are eligible for retirement and how this may impact the DTE Program resources. • Retirements, holidays, and "use it or lose it" time-off requirements can impact resource availability.

Findings/Recommendations A-1: *The product catalog has been developed by Slalom based on DMV's Latest Usable Version (LUV), but this might impact the anticipated go-live date of July 2025 and the go-live date needs to be re-evaluated based on the timing of the quarterly releases. At this time, it is likely at least two additional years will be required to complete all planned delivery.*

- MCP recommends that DMV realistically evaluate the impact of completing all the items slated in the product catalog within the parameters of the new release strategy and determine if the go-live date is realistic or if the LUVs should be reevaluated.

- MCP recommends that DMV review the roadmap and timeline and update them according to the new strategy. This recommendation includes review of resources to ensure required capabilities can be met.

- MCP recommends that DMV select a resource who is in charge of the DMV transition to participate in quarterly development. This resource would coordinate to impacted Pods to help guide the quarterly development events.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status

Findings/Recommendations A-4: New legislation, the Unified Release with selected deployments of value-added products, and the direction chosen for data migration have resulted in a budget that has very little room for any additional rework, changes, or errors.

- MCP recommends that more consideration be given to the costs associated with any future decisions and how they will impact the overall budget in this fiscal period. This includes an evaluation of requirements beyond the original completion deadline and future budget needed to complete the program initiatives.

Findings/Recommendations A-5: With holidays and retirements approaching, as well as use-it-or-lose-it time off needing to be taken, resource impacts are likely across Pods.

- MCP recommends a resource planning session involving all Pods to ensure required resources are available for delivery.

2.2   Business Impact

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
B.1 – Agency Mission/ Program Impact	↔	■ M,M	■ M,M	• The DTE Program is core to DMV divisions' missions and the ability to deliver the DMV transformation successfully. • DTE leadership has shown the ability to quickly address any known concerns or issues that have surfaced during the Unified Release process.
B.2 – User Impact	↔	■ H,H	■ H,H	• The new technology will have a tremendous impact on DMV users and the way they are currently conducting business. Some will be moving from manual processes to automated. Others will move from a disparate system to one that encompasses everything required to complete a customer service request. • Some users will still use the current system outside of CARRS with the hope that their current systems will be reevaluated after releases are in place.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				• Users will have to work in two systems using a dual chair approach due to requirements for data in CARRS and Salesforce. This direction is the result of DMV providing quick wins that can be highlighted internally and externally.
B.3 – Change in Customer Service	↔	H,M	H,M	• The new technology will have a significant impact on DMV's ability to provide customer service, given the changes in many business processes required to support the new technology.
B.4 – Technology Dependencies	↔	H,M	H,M	• The Motor Vehicle Information Technology Division (MVIT) is working to pivot those that are technically able to support CARRS to the new technology. • MVIT has made great strides in its ability and desires to embrace and support the new technology.
B.5 – Performance Requirements	↔	M,L	M,L	• Smartsheet is used to track key performance indicators (KPIs). This information is reviewed at status meetings, Steering Committee (Sterco) meetings, and executive leadership updates. • Several divisions report their excitement about the new technology and are emerged and actively participating in some of the development sessions.

Findings/Recommendations B-2: Some frontline perceptions indicate that users are not being provided enough information to know what to expect when the technology is released and that users are not advised when changes in the releases or plans are taking place. Additionally, users who are impacted do not understand terminology related to releases, such as the differences in Unified versus Agile Release; this is more evident in some rural locations.

- MCP recommends that the Organizational Change Management (OCM) Team continue periodic visits to the offices and provide demonstrations of the software and other pertinent information that gives the frontline workers a glimpse of the future state, including sharing the timeline and providing related information from Q&A sessions.

- MCP recommends that DTE leadership continue the plan that will significantly increase the involvement of the administrative leadership of each division that is not currently actively involved in the DTE

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status

Program, so that the division leaders communicate the information they are receiving to their own respective organizations.

- MCP recommends that the OCM Team continue to provide training related to methodologies to SMEs and administrative leadership.

Because of the move to Unified Release with selected deployment of value-added products, Pods are concerned that resources will be called up on multiple occasions to be trained and support releases that are done.

- MCP recommends that DTE solidify plans for the roadmap and quarterly releases so that users can better plan for their required time and commitments to support the program.

- MCP recommends that DTE leadership, in coordination with the OCM Team, provide an updated roadmap with alignment to training dates to the administrative leaders to account for the new requirements with the quarterly release plan. We recommend that this plan be shared at the next quarterly session.

Users will have to work in two systems using a "swivel chair approach," (i.e., a process in which any business workflow or task requires manually entry of the data into different systems) due to requirements for data in the Combined Automotive Revenue and Registration System (CARRS) and Salesforce. This direction will result in DMV providing quick wins that can be highlighted internally and externally.

- MCP recommends that DTE leadership in alignment with the OCM team and Slalom create training to highlight the requirements and processes related to working in dual systems.

Findings/Recommendations B-3: *The DTE Program will completely change the way business is conducted today, Unified Release does not openly provide an avenue to introduce changes to the public. The impact of this will be a challenge for the public to initially find a comfort level.*

- MCP recommends that DMV develop a mechanism to engage the public information officer (PIO) and leverage this position to introduce to the public the new technology that is coming through Unified Release, which will provide some level of comfort for the public.

The PIO office engagement is more critical given the move to Unified Release with selected delivery of value-added products on a quarterly basis. This office needs to increase the release of information to the public now that the DTE release planning has changed. Since DTE has engaged Pulsar Advertising, the need for active partnering with the PIO is essential to messaging.

- MCP recommends that the DTE Program utilize the PIO office, in coordination with Pulsar, to disseminate information highlighting current successes in the quarter and building excitement related to the upcoming quarterly releases that are planned. This will help the public remain informed of the advancement to the future state and build excitement internally and externally.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status

Findings/Recommendations B-4: The move to Unified Release with limited quarterly delivery of value-added products has increased the need to coordinate across related technologies on a more frequent basis.

- MCP recommends that the roadmap and timeline be revised to highlight the required integrations between technology teams and vendors and that this timeline be shared at the next quarterly planning meeting.

2.3   Oversight

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
C.1 – Monitoring Progress	↔	M,M	M,M	• Slalom provides a burndown in monthly status reports to track efforts and ensure DMV receives the level of effort expected from the contract. This effort is in progress based on movement to the quarterly release strategy. • Continued close monitoring of the budget is vital to the success of the DTE Program and assurance that everything is completed within the allotted budget for this fiscal period. The program also needs to look at budget requirements for periods beyond the original planned deadline.
C.2 – Oversight Involvement	↔	M,L	M,L	• The DTE Program has significant involvement from DMV's upper levels, including the Director's Office and the administrator of each DMV division. • The DTE Program has implemented a more comprehensive oversight plan for product development which requires more involvement at the administrator's level.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
C.3 – Organizational Stability	↔	◻ M,M	◻ M,M	• DTE has restructured the way product owners are selected and, in some instances, there are more than one product owner for specific products. • MVIT has made significant changes to prepare for the future state and support of the new technology. The division's role in the project going forward has been evaluated and shared.
C.4 – Milestone Reviews	↔	◻ M,L	◻ M,L	• Many staff members are not sure if there are milestone reviews but trust that some are occurring. • Milestones are monitored closely by the DTE Executive Management Team and reviewed during weekly status meetings; this may not be known to the other staff that are not part of executive management.
C.5 – Status Reporting	↔	◻ M,M	◻ M,M	• While the line staff may feel disconnected from the entire program, many are now paying more attention to the startup screen. • Everyone enjoys the weekly demonstrations that show the progress being made within each Pod. • The OCM Team will continue to make trips to the offices to make more information available to the frontline staff about the upcoming changes with the new technology. • The change ambassadors have frequent meetings with OCM staff and are provided documentation to distribute to their internal teams.

There are currently no risk criteria in the orange or red area for the Oversight risk area.

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2.4 Program Management

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
D.1 – Program Manager Experience	↔	M,L	M,L	• While no one in the DTE Program has managed a project of this size before, strong confidence has been expressed across all divisions in DMV's DTE Program management staffing, and they have displayed strong skills within the team.
D.2 – Commitment	↔	L,L	L,L	• The DTE Program manager is fully engaged in the project activities. • The Executive Sponsors are advocates and champions for this project. • The Program Team and Executive Sponsors are always prompt and responsive to any concerns.
D.3 – Authority	↔	M,L	M,L	• The program manager and the administrators feel that they have the appropriate authority within the DTE Program.
D.4 – Approach	↔	L,L	L,L.	• The program manager is using proven skills and techniques to manage this implementation. • The program team continues to execute the roadmap that has been provided by Slalom.
D.5 – Relationships	↔	L,L	L,L	• There is good interaction with DMV's main vendors, and communication is transparent and occurs daily. • There is an opportunity for more coordination via OCM so all participants are informed expeditiously of program changes.

There are currently no risk criteria in the orange or red area for the Program Management risk area.

2.5 Program Controls

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
E.1 – Executive Management Involvement	$\leftrightarrow$	L,L	L,L	• The Executive Management Team is very involved in every aspect of the DTE Program. • The Executive Management Team has been quickly investigating and quickly correcting any misinformation that may have been communicated about the DTE Program. • The Executive Management Team is on board. • The Executive Sponsors, Sterco, and core leadership have an established cadence for status meetings. • Periodic planning sessions led by Slalom provide a good forum for gaining opinions, consensus, and buy-in among DMV leadership.
E.2 – Progress Reporting	$\leftrightarrow$	L,L	L,L	• Tools are in place that closely track and monitor the budget and scope and continue to be relied upon heavily. • Any potential significant variances in schedule are immediately addressed by the Executive Management Team.
E.3 – Change Management	$\leftrightarrow$	M,M	M,M	• Adjustments to requirements are handled and discussed at the weekly scrum of scrum meetings. • The weekly leadership meeting also addresses changes that have been escalated and required management decision to move forward. • The pivot in direction that transpired this quarter can be supported via the OCM Team. • Pulsar has been added to the marketing effort and will share messaging, along with the PIO, to internal and external stakeholders. This will help to highlight program results and intention, as well as provide transparent information sharing.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
E.4 – Issue Management	↔	🟩 L,L	🟩 L,L	• The Sterco provides good governance with each administrator responsible for their own area. • Issues are tracked using Smartsheet and reviewed by the Executive Management Team.
E.5 – Completion	↔	🟨 M,M	🟨 M,M	• The DTE Program has moved to Unified Release with selected deployment of value-added products. This has required revisions to the timeline/roadmap. • The Executive Management Team is taking a realistic view of the Unified Release with selected deployment of value-added products and is prepared for any event that might cause deviation to the current trajectory of the process. At the same time, the team is looking at budget requirements beyond the current planned end date. • DTE leadership, along with MCP and Slalom, are working to ensure updates to the timeline and roadmap are completed and socialized.

There are currently no risk criteria in the orange or red area for the Program Controls risk area.

2.6 Program Integration

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
F.1 – Management Support	↔	🟦 M,L	🟦 M,L	• DMV and the DTE Program do not have prior experience with implementing programs of this size and complexity. • The program team has the experience to lead the program and continues to demonstrate this ability throughout the process, utilizing standard project management techniques.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
F.2 – Requirement Stability	↔	🟨 M,M	🟨 M,M	• The reorganization of the Pods has been completed and the process is working, with velocity increasing daily. • Requirements for Unified Release with selected deployments of value-added products are ongoing and continuing to evolve as the program progresses. • The Unified Release with selected deployments of value-added products is on a tight schedule and there is not much room for significant variances in requirements. • DMV and DTE have demonstrated their ability to pivot quickly when there is change in the process.
F.3 – Communication	↔	🟨 M,M	🟨 M,M	• Communication methods are in place and increasingly utilized as daily stand-up meetings and personal visits. • While communication will continue to be something that can always be improved upon, the DTE Program is showing progress in the methodology used in communicating with the users of DMV. • The OCM Team and DTE leadership should ensure that changes in scope or direction are communicated as soon as possible to the administrative leadership for distribution to related teams.
F.4 – System Dependencies	↔	🟨 M,M	🟨 M,M	• MVIT continues to need staff, other than contractors, who can manage the technology from the backend. • MVIT is constantly evolving and reviewing staff and skills to ensure that the right staff is placed in a position to have the opportunity to effectively absorb the knowledge transfer provided by Slalom.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				• The division's role was evaluated, discussed, and shared to establish future needs and expectations of the MVIT team.
				• MVIT should work with Slalom and leadership to confirm dependencies related to the move to Unified Release with selected deployments of value-added products.
				• The absorption process from Slalom to DMV has increased significantly, but there is still room for improvement to be aligned with the new technology when released. This is more critical given the move to the quarterly release strategy.
F.5 – Roadmap Alignment	↑	H,M	M,M	• Although there are many moving pieces around new priorities, DTE is proceeding in the right direction with excellent partnership and collaboration The first delivery of Dealer Titles on November 27 has the team excited and does provide inspiration on delivery capability. • The roadmap was completed; visual representation needs to be disseminated across all levels of the organization, including to the technician level. This includes sharing the roadmap at the upcoming quarterly meeting. • Any changes to the roadmap based on movement to Unified Release with selected deployments of value-added products across quarters should be disseminated to all administrative leadership to allow assimilation of requisite changes to related employees.

Findings/Recommendations F.5: All groups and teams in the program are not in receipt of the latest copy or changes in the roadmap. Not having the most recent version can lead to confusion on expectations or the need to scramble resources close to deadlines to achieve goals.

• MCP recommends publishing the most current version of the roadmap at the quarterly meeting and sharing a copy to all teams. This publication should also include an evaluation of existing meetings and demonstrations, which will ensure that required persons receive invites and those not required are removed.

2.7 Resource Management

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
G.1 – Allocation	↔	◼ M,M	◼ M,M	• All the divisions within DMV have multiple vacancies that they are struggling to fill. • The administrators are making available the staff required to move the program to completion even with the shortages in their divisions.
G.2 – Conflicts	↔	◼ M,L	◼ M,L	• There are instances in which someone hired for a specific position within the DTE Program has been assigned other duties within DMV, based on their skill set. Conflicts arise because the other assignment potentially impacts a person's ability to complete tasks required to achieve Unified Release. • The move to the quarterly release strategy can create the need for movement of resources between Pods and should be evaluated.
G.3 – Oversight	↔	◼ L,L	◼ L,L	• There is solid administrative oversight with a cadence of weekly meetings. Additional forums are added as needed for a deep dive into pain points.
G.4 – Stability	↔	◼ L,L	◼ L,L	• Many of the DTE employees are committed to seeing the successful outcome of the entire program. • The DTE resources are stable and once assigned have no problem committing to the program as long as their other assignments can be covered.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
G.5 – Skill Alignment	↔	M,M	M,M	• Knowledge transfer is increasing for the DMV technical staff as they continue to learn the new technology along with the Slalom staff as Slalom leads the process. • Slalom is supporting solution owners with the process of design and requirements development. Slalom is making progress in coaching for innovative, out-of-the box thinking to ensure true transformational work. • MCP continues technical support to watch the scrum process and what is being built, ensuring Pods are consistent and decisions are uniform. • With the pivot to Unified Release with selected deployment of value-added products, there may be a need to add skills or move skills between Pods in order to meet the quarterly release requirements.

There are currently no risk criteria in the orange or red area for the Resource Management risk area.

2.8 Contractor Performance

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
H.1 – Schedule Compliance	↔	M,M	M,M	• Contractors are on schedule and in compliance with the Unified Release.
H.2 – Communication	↔	L,L	L,L	• Communication from the DTE Program is strong, with many online tools being used to communicate and make information widely available. • There is high collaboration with vendors, with strong mutual support and the common goal of making DTE successful.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
H.3 – Change Orders	↔	L,L	L,L	• There is an established process for handling change orders, and it is working as designed.
H.4 – Working Relationships	↔	L,L	L,L	• There are no significant issues with contractors that are engaging with DMV or DTE staffing.
H.5 – Contract Administration	↔	L,L	L,L	• No blockers have been reported. • Onboarding of new vendors is on track for integrating them into the process.

There are currently no risk criteria in the orange or red area for the Contractor Performance risk area.

2.9 Lead Contractor Performance

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
I.1 – Schedule Performance	↔	M,M	M,M	• The DTE Program remains on schedule at this time as the product catalog is being reevaluated, and budget needs are being reviewed beyond the current planned delivery date. • Slalom has the ability to manage a Unified Release program. • Slalom has provided a roadmap that is not just a build map; the unknown variable in this plan is the data migration and conversion.
I.2 – Program Performance	↔	L,L	L,L	• It is widely agreed that the Slalom team is highly qualified, having performed and delivered quality products.
I.3 – Change Orders	↔	L,L	L,L	• The change order process is documented and is being followed with no reported issues.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
I.4 – Working Relationships	↔	M,L	M,L	• Lines of communication are open and utilized. • Most DMV staff are absorbing the Slalom team coaching skills and responsiveness. • DMV administrators are strategically placing staff to ensure synergy among the employees and the vendor staff as they work alongside each other.
I.5 – Contract Compliance	↔	L,L	L,L	• The vendor is managing the contract and ensuring that there are no cost overruns and that the program is running according to what has been agreed to in the contract.

There are currently no risk criteria in the orange or red area for the Lead Contractor Performance risk area.

2.10 Technology

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
J.1 – System Capacities	↔	M,M	M,M	• The solution selected has a proven record of success, DMV continues to test the results of development, and this will be an ongoing process. • DMV continues to build the infrastructure that will support this new technology in the future state.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
J.2 – Infrastructure Capabilities	↔	■ H,H	■ H,H	• There currently exists a backlog on interfaces. The magnitude or outcome of the development efforts required to complete all the interfaces is not yet known. • There is now a Pod dedicated to managing just the interfaces. • Infrastructure capabilities must be reviewed to ensure alignment with the new quarterly release strategy.
J.3 – Data Migration	↔	■ H,H	■ H,H	• The DTE Program now has an understanding that the data cleansing phase has not progressed as planned and the state of the data is still being investigated. • The DTE Program has created a Data Cleansing/Migration Pod and an Integration Pod, which are in the beginning stages at this time. • The DTE Program must evaluate the data requirements given the move to quarterly releases. This includes historical and cleansed data. • The DTE Program must review data requirements based on the dual chair approach and data in both CARRS and Salesforce.
J.4 – System QA	↔	■ H,M	■ H,M	• Recent promotions and departures have left a gap in the QA area; however, the staff continues to conduct QA on the work produced from the Pods. • The Quarterly Planning revealed the hiring of a new QA employee; this employee is in the beginning stages of learning about the DTE Program.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
J.5 – Technology Experience	↔	■ H,M	■ H,M	• The risk remains with DMV and its ability to manage technology of this size and to continue beyond the future state. • The technology experience needs to be reviewed as the program moves forward with the DTE quarterly release strategy.

Findings/Recommendations J-2: DTE staff will need to examine the non-AAMVA interfaces one by one to determine the level of effort required to complete each interface. Discovery is underway to capture the scope of interfaces, and discussions are ongoing to determine how to categorize these interfaces, which will determine which Pods will be responsible for managing them for Unified Release.

- MCP recommends that DMV make the decision now regarding which Pod owns what specific segments of the interfaces and begin to prepare for these within each of the specific Pods to prevent disruptions in the velocity of the Pods as they are introduced. This recommendation has been resolved during this reporting period with development of a dedicated interface Pod.

- MCP recommends that DMV work to revise the roadmap and timeline to highlight how the work related in each Pod ties into the new quarterly release structure. This includes planning of the Pods timing to continue work on prior releases while advancing new releases and requirements in each interface by Pod.

Finding/Recommendations J-3: While the data approach was previously determined, many feel that the change in direction to the quarterly release plan will place a need to drive further into the CARRS data than was previously planned.

- MCP recommends that DMV first use every opportunity to communicate the progress being made within the data pod, providing increased updates to groups that would not normally be entitled to hear this information. This might provide some level of comfort as DMV moves forward.

- MCP recommends that DTE leadership review the roadmap and timeline to determine requirements for the CARRS data at all phases of the new release plan. This includes a breakout of both historical and cleansed data.

The data approach selected by DMV has many layers and the framework requires some level of skills that might not yet be available to DMV in time to meet Unified Release with quarterly selected delivery of value-added products.

- MCP recommends that DMV take a closer look at the grants that may be available through Amazon Web Services (AWS) to assist with the creation of the framework to support the data approach selected.

Finding/Recommendation J-4: The velocity of the development and releases has increased, and the need for automation tools and trained QA staff is becoming vital to the continued success of development and testing.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status

- MCP recommends that DMV begin the purchase and/or implementation of the automated tools for QA testing while bringing the new staff up to speed.

Finding/Recommendation J-5: While Slalom has tremendous experience in implementing technology of similar size, DTE has not had the same level of experience; this will be a challenge as the technology is implemented through the revised methodology of quarterly Unified Release with selected delivery of value-added products.

- MCP recommends that DTE continue to explore all available options that will supplement its current resources or negotiate with an outside agency to assist with the technology as the future state is released.

2.11 User Involvement

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
K.1 – User and Acceptance Testing	↑	■ H,M	■ M,L	• The user acceptance testing (UAT) process is being revaluated to take into account the lesson learned from the Compliance Enforcement Division (CED) implementation. • OCM is preparing to utilize a new methodology for the next iteration of training that will leverage the inclusion of more staff with the divisions that are being trained and individuals that have do not have current knowledge of DMV in the testing process. • The training plan has not been published to all; once that occurs, it should be released so it is widely known and can be followed.
K.2 – User Involvement	↔	■ M,L	■ M,L	• There have been significant changes in the users' feeling of involvement. • Many who once felt left out are now feeling like an active part of the DTE process.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
K.3 – User Communication	↔	🟨 M,M	🟨 M,M	• While changes and progress have been made to address field-level users' preference for targeted communication and more personal engagement, more attention to this area is required to keep users engaged. • DMV should continue to develop programs and communication methods that engage all users at all levels within DMV's workforce. • DMV should continue to tailor some of the communication about the DTE Program to specific areas to allow for easier dissemination among the users.
K.4 – Users on Program Team	↔	🟦 M,L	🟦 M,L	• Concerns exist in many divisions that the departure of senior-level individuals may have an impact on the final products. • There seems to be a knowledge drain in many divisions with attrition and retirement.
K.5 – User Justification	↔	🟨 M,M	🟨 M,M	• The current, released CED solution has not been fully accepted; however, a formal process has been established to continue to support development of missing features and future enhancement requests.

Finding/Recommendation K.1: *We are 4 months away from our March release, with holidays approaching. To date, a training plan has not been published explaining timing and highlighting user expectations.*

Recommendation: MCP recommends a planning session with OCM and impacted Pods, along with related vendors to highlight the training delivery methods and timing.

2.12 Implementation

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
L.1 – Conversion from Existing System	↔	H,H	H,H	• The current CARRS environment is not supportable in the long term, and finding programmers to support the system is very difficult to achieve. • The Data Migration Pod has determined the path for the data to exist inside the AWS system which will be managed by MVIT. • The Data Pod will determine which data must reside in salesforce in order for customer transaction to be processed successfully. This includes historical and cleansed data.
L.2 – User Training and Documentation	↔	M,M	M,M	• OCM is partnering with the DMV and Slalom development teams to work proactively on training. • OCM is working with Slalom to have a training environment for future testing. • The lessons learned from the recent CED implementation will be integrated into the future training process. • Training for the swivel chair approach and related processes will be required so users understand what is needed to work in CARRS and Salesforce.
L.3 – Technology Transfer	↔	M,M	M,M	• The technology transfer at the Pod level within specific divisions is flowing and effective. Those that are participating in DTE as SMEs are providing and receiving all that is being given. • Technology transfer in other areas has improved exponentially and Slalom has decreased their role as the knowledge of the technology is occurring.

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Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
L.4 – Change in Customer Experience	↔	■ H,M	■ H,M	• Many DMV staff feel that the new technology will improve the customers' experience with DMV. • The new technology will provide the vehicle to continue to enhance the customers' experience after Unified Release. • Some staff fear that those customers of lower means, without access to a computer or the internet, will be left out of the new business process. • QA does not have access to resources that would help gauge the actual customer perception of the new technology at this time.
L.5 – Technology Infrastructure	↔	■ L,L	■ L,L	• The Unified Release has not stopped the development of some interfaces that can be connected to the backend with MuleSoft. • The Pod reorganization is in place.

Finding/Recommendation L-1: *The new release approach will require a dual chair approach for a period of time with users working in CARRS and Salesforce. The details regarding the amount of time in the dual chair and what data will be required have not been decided.*

• MCP recommends that DMV and Slalom continue to work together to finalize the solution to what data needs to remain in CARRS and what data must be accessible in the new technology to process transactions efficiently. This includes the need to determine how long the dual access approach will be required.

Finding/Recommendation L-4: *The new technology will have a high impact on the customer experience to an extent that may not be fully understood. Our current process does not allow for input from the public perspective.*

• MCP recommends that DMV provide the ability for some public input to this report to correctly ascertain the perception of the public in anticipation of the Unified Release of the new technology.

Appendix A: Interview List

This appendix lists the persons interviewed as part of this QA assessment.

Name	Title
Molly Lennon	Administrator
Zach Cord	Manager
Thomas Martin	Manager, RPM
Glenn Smith	Emissions Control Program Manager
Jennelle Keith	Change Manager
Tonya Laney	Deputy Director
Eli Rohl	PIO
Serena Gallegos	Administrator
David Richards	Program Manager
Belinda Lee	Supervisor Compliance and Enforcement
Angela Smith-Lamb	Administrator
Ivie Hat	Emissions Control Program Manager
Frank Maiden	DTE Business Process Analyst
Lori Billingsley	Case Management Lead
Rebecca Gallegher	Manager of Henderson DMV
Jessica Vargas	Administrator
Janene Wohlers	Division Administrator
Brenda Witt	DLAT/DLRBM Manager
Denise Engle	Manager IV
Kerrie Dalton	Management Analyst I
Andrew Bohm	Management Analyst II
Bethany Musselman	Management Analyst IV

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Name	Title
Brandy Cox	Revenue Manager
Renato Lara	Deputy Administrator
Andrew Galloway	Data Manager
Karla Medina	Reno Supervisor I
Suzie Block	Administrator
Joshua Parker	Chief Architect
Mike Xavier	Administrator
Andrea Burnell	Tax Program Supervisor I
Pamela Bolden	Tax Program Supervisor I
Ember Montana	Customer Service Product Owner
Andrew Barickman	Slalom, Senior Delivery Manager
Stephinie Hart	Slalom, Solution Owner
Val Rivera	Slalom, Program Manager
David McGrath	Slalom, Integrations
Rekha Madiraju	Slalom, Enterprise Architect
Kevin Cocks	Slalom, Solution Owner
David Fritsche	MCP, Change Manager – Technology
Elisa Cafferata	MCP, Change Manager
Jim King	MCP, Change Manager
Robert Kaelin	MCP, Senior Advisor

Appendix B: Risk Assessment Criteria

This appendix defines the specific risk criteria used to evaluate the various aspects of the program's risk areas. Descriptions provide a baseline understanding of what is being evaluated. This assessment framework will be used to evaluate Nevada's DTE Program.

A.   Scope Management

The Scope Management risk area focuses on assessment criteria that impact the overall scope of the program and changes to that scope if they occur.

Risk Criterion	Definition
A.1 – Program Scope Size	Assesses the overall size of the program's scope, including monitoring scope changes, which can have dramatic program impact.
A.2 – Change Control Management	Evaluates the change control process and application of the process by the program team and agencies.
A.3 – Requirements Diversity	Assesses the definition and administration of functional and technical requirements.
A.4 – Funding and Budget	Monitors the spending and the funding source to assess whether the funding is reliable and substantial enough to cover proposed costs.
A.5 – Available Resources	Examines the degree to which resources are used and available when needed as the program moves to completion.

B.   Business Impact

The Business Impact risk area focuses on assessment criteria that examine the impact of technology changes and the effect to the overall business.

Risk Criterion	Definition
B.1 – Agency Mission/Program Impact	Assesses how the agency identifies and addresses variances in programs based on the comparison of work performed and work planned.
B.2 – User Impact	Assesses the extent to which an end user's daily routine (manual or automated) is impacted with the new solution. The impacts may be positive, negative, or neutral.
B.3 – Change in Customer Service	Evaluates the extent to which the new solution improves the level of service the agency provides to its customers.

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Risk Criterion	Definition
B.4 – Technology Dependencies	Assesses whether the program has reasonable processes and safeguards to ensure the success of new technology.
B.5 – Performance Requirements	Examines the extent to which program commitments to stakeholders are well-documented and reasonably stable and assesses whether the program is achieving the planned results.

C.   Oversight

The Oversight risk area focuses on assessment criteria that impact the overall internal oversight measures employed by the program.

Risk Criterion	Definition
C.1 – Monitoring Progress	Examines the established monitoring process that addresses high-risk factors and significant variances in schedule and budget.
C.2 – Oversight Involvement	Assesses the extent to which oversight mechanisms are actively involved in program planning and review.
C.3 – Organizational Stability	Measures the stability of the development organization in terms of its experience in developing solutions of similar size and complexity.
C.4 – Milestone Reviews	Examines whether regular reviews conducted by program staff and business and technical management are performed throughout the program's life cycle.
C.5 – Status Reporting	Assesses whether there is an established process for documenting and communicating program status, covering all dimensions of the program, and whether it is consistently utilized.

D.   Program Management

The Program Management risk area focuses on assessment criteria that impact the overall program capability, support for the program, and involvement of the program management office as a whole.

Risk Criterion	Definition
D.1 – Program Manager Experience	Assesses the experience of agency staff in managing programs of similar size and scope.

Risk Criterion	Definition
D.2 – Commitment	Evaluates whether the appropriate level of manager resources have been designated to the program.
D.3 – Authority	Examines whether the program managers have the authority over the necessary resources to conduct the program and whether the managers are held accountable and responsible for the program's success.
D.4 – Approach	Assesses whether the program managers and program management office use proven program management techniques and whether appropriate program management structures are in place.
D.5 – Relationships	Examines whether the program managers have positive and effective working relationships with program participants and stakeholders.

E. Program Controls

The Program Controls risk area focuses on assessment criteria that impact the specific controls used to maintain program scope and support program management.

Risk Criterion	Definition
E.1 – Executive Management Involvement	Assesses the extent of executive management support for the development program.
E.2 – Progress Reporting	Examines the established monitoring process that addresses potential significant variances in schedule, scope, and budget.
E.3 – Change Management	Evaluates how the program monitors, adjusts, and manages requirements, including changes as the elaboration and implementation efforts impact fulfillment. This includes tracking requirements via a Requirements Traceability Matrix (RTM) and adjusting requirements as needed.
E.4 – Issue Management	Assesses whether an understood process exists for documenting, communicating, and tracking issues through resolution.
E.5 – Completion	Evaluates the ability of the program controls to drive discrete program elements to a status of completion in accordance with the defined schedule.

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F.   Program Integration

The Program Integration risk area focuses on assessment criteria pertaining to the capability of the program managers and the responsiveness of the organizations to the program managers.

Risk Criterion	Definition
F.1 – Management Support	Assesses the level of maturity of the program management office based on the team's experience in successfully conducting programs of similar size and complexity.
F.2 – Requirement Stability	Evaluates the continuity of requirements throughout the program and the degree of changes, additions, and deletions to the requirements lists.
F.3 – Communication	Measures how well the program managers communicate with program staff and key stakeholders.
F.4 – System Dependencies	Assesses whether the program has reasonable processes and safeguards to ensure the success of new technology.
F.5 – Roadmap Alignment	Measures the degree to which the program process aligns with the Roadmap.

G.   Resource Management

The Resource Management risk area focuses on assessment criteria that impact the alignment and skills of the resources assigned to the program.

Risk Criterion	Definition
G.1 – Allocation	Evaluates the degree to which resources are used and available when needed as the program moves to completion.
G.2 – Conflicts	Assesses the conflicting resource assignments as the program moves through its life cycle.
G.3 – Oversight	Examines the extent to which the oversight mechanisms are actively used in the planning and review of the program resources.
G.4 – Stability	Measures the consistency of resources in terms of reliability and dedication to the program.
G.5 – Skill Alignment	Assesses the degree to which the resources' skills are in alignment with the program and how the resources impact program progress.

H.   Contractor Performance

The Contractor Performance risk area focuses on the risk criteria that impact how the solution contractor staff are providing additional value to the program beyond simply completing program tasks.

Risk Criterion	Definition
H.1 – Schedule Compliance	Examines whether the contractor is performing according to the master schedule; managing its program schedules effectively; and communicating schedule risks, issues, and updates with stakeholders.
H.2 – Communication	Assesses how well the contractor's program managers communicate with program staff and key stakeholders.
H.3 – Change Orders	Evaluates the change control process and application of the process by the program team and agencies.
H.4 – Working Relationships	Assesses the extent to which the contractor relationships with stakeholders are positive.
H.5 – Contract Administration	Evaluates how the vendor is managing the program contract.

I.   Lead Contractor Performance

The Lead Contractor Performance risk area focuses on the risk criteria that assess the execution of the overall program and management of other program contractors.

Risk Criterion	Definition
I.1 – Schedule Performance	Assesses whether the lead contractor is performing according to the master schedule; managing its schedules effectively; completing target milestones; and communicating schedule risks, issues, and updates with stakeholders.
I.2 – Program Performance	Examines whether the lead contractor's deliverables are meeting established standards, including timeliness, completeness, useability, and effectiveness.
I.3 – Change Orders	Evaluates how the lead contractor manages the change control process and application of the process by the program team and agencies.
I.4 – Working Relationships	Assesses the extent to which the lead contractor relationships with stakeholders are positive.
I.5 – Contract Compliance	Assesses how the lead contractor is managing the program contract compliance.

J.   Technology

The Technology risk area focuses on the risk criteria that impact the system infrastructure, applications, and databases that will be implemented for the DTE Program.

Risk Criterion	Definition
J.1 – System Capacities	Evaluates the magnitude of the software changes required and whether all dimensions of software implementation (e.g., applications, interfaces) are defined, planned, managed, and monitored.
J.2 – Infrastructure Capabilities	Evaluates the internal capabilities that support virtual resources, processing, and analysis of data.
J.3 – Data Migration	Assesses the complexity of converting data from the existing system to the new one and examines the sources required for data conversion.
J.4 – System QA	Assesses whether the technology infrastructure has been thoroughly tested and confirms that the infrastructure can support the system in widespread use.
J.5 – Technology Experience	Examines the level of experience program team members (state and vendors) have in implementing the chosen infrastructure solutions.

K.   User Involvement

The User Involvement risk area focuses on assessment criteria that evaluate the impact of user participation in the overall program and solution outcome.

Risk Criterion	Definition
K.1 – User and Acceptance Testing	Assesses the overall solution testing (system acceptance and user acceptance), including development, validation, and implementation of test cases.
K.2 – User Involvement	Examines the extent to which users are involved in the various stages of defining, crafting, and deploying the solution.
K.3 – User Communication	Assesses the level of communication provided to the user community, as well as the users' satisfaction with the communication provided.
K.4 – Users on Program Team	Examines the inclusion of users on the program teams and the resulting degree of success.

Risk Criterion	Definition
K.5 – User Justification	Evaluates the level of involvement from system users and operational owners, as well as assistance in any justification materials.

L.   Implementation

The Implementation risk area focuses on assessment criteria that impact the preparations for use and long-term support of the developed solution.

Risk Criterion	Definition
L.1 – Conversion from Existing System	Assesses the complexity of the process of converting from the existing system to the new one. It also examines the data and application coexistence, and conversion requirements risks.
L.2 – User Training and Documentation	Examines whether user documentation has been developed with solution users and whether the material has been thoroughly tested.
L.3 – Technology Transfer	Evaluates whether the contractor is effectively managing the transfer of knowledge and skills to solution users and system administrators.
L.4 – Change in Customer Experience	Assesses the extent to which the new solution impacts the way the agency interacts with its customers.
L.5 – Technology Infrastructure	Examines the extent to which the solution, which includes several disparate systems, can work together in a cohesive manner.

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Exhibit 2: MSA Detail

Role	Contract	Total	Rate	Hours	Amount	Balance	Description
MSA Project Manager	4716	$201,907.20	$105.60	1,008.00	$106,444.60	$95,462.60	Integrations
MSA BPA 3	4716	$133,380.00	$70.20	1,074.00	$75,394.80	$57,985.20	Finance & Accounting Implementation
MSA Project Manager	4716	$200,760.00	$105.00	984.00	$103,320.00	$97,440.00	Software Procurement & Implementation
MSA Database Admin	4716	$239,000.00	$125.00	1,016.00	$127,000.00	$112,000.00	Data Migration/Conversion
MSA Project Manager	4716	$231,925.00	$120.00	741.25	$88,950.00	$142,975.00	Program Management
MSA SR. Programmer	4716	$208,408.00	$109.00	1,075.50	$117,796.00	$90,612.00	Mulesoft Development
MSA BPA 3	4716	$133,840.00	$69.00	944.00	$65,136.00	$68,704.00	Credentialing Products
MSA BPA 3	4716	$133,840.00	$70.00	88.00	$6,160.00	$127,680.00	Terminated as of 7/19/23 Recruitment for replacement underway
MSA BPA 3	4716	$134,222.40	$70.00	936.00	$65,520.00	$68,702.40	Data Migration/Conversion
MSA BPA 3	4716	$133,840.00	$70.00	1,072.00	$75,040.00	$58,800.00	QA
MSA BPA 3	4716	$133,840.00	$70.00	1,072.00	$75,040.00	$58,800.00	QA
Data Warehouse Admin	4716	$249,272.80	$127.18	1,044.00	$132,775.52	$116,497.28	Mulesoft DPS/DMV Dev - AWS/SF Certified
MSA Database Admin	4716	$239,000.00	$125.00	1,016.00	$127,000.00	$112,000.00	Data Migration/Conversion
QA Engineer	4716	$214,855.20	$100.00	800.00	$80,000.00	$134,855.20	11/15/23 Contract terminated as of 11/22/23 Recruitment for replacement underway
MSA Application System	4716	$179,352.80	$109.47	976.00	$106,842.12	$72,510.68	Security Systems Analyst
MSA Project Manager	4716	$208,408.00	$100.00	1,000.00	$100,000.00	$108,408.00	Data Migration/Conversion/Cleansing
MSA Project Manager	4716	$201,907.20	$105.60	1,000.00	$105,599.80	$96,307.40	Legacy Backlog/Data
MSA BPA 3	4716	$168,000.00	$75.00	272.00	$20,400.00	$147,600.00	Vehicle Products
MSA BPA 3	4716	$168,000.00	$75.00	568.00	$42,600.00	$125,400.00	Identity Management
MA1	4716	$100,000.00	$70.00	412.50	$28,875.00	$71,125.00	Working in ASD-Manpower
IT Professional	4716	$224,000.00	$100.00	392.00	$43,200.00	$180,800.00	Security
Sr Programmer	4716	$245,548.00	$109.62	509.00	$55,796.58	$189,751.42	Data-Stored Procedure Dev
IT Professional	4716	$224,000.00	$100.00	464.00	$46,400.00	$177,600.00	Security
API Developer	4716	$117,600.00	$105.00	0.00	$0.00	$117,600.00	Data-API Dev Did not start
QA Engineer	4716	$95,994.00	$102.85	0.00	$0.00	$95,994.00	
	4716	$4,520,900.60		18,536.25	$1,803,138.42	$2,725,610.18	

Exhibit 3: DTE Expenditure Summary

Category	Description	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2024 Planned Total	FY2025 Planned	FY2026 Q1 Planned
T	TOTAL:	$15,608,518.71	$23,307,227.11	$9,015,798.43	$35,991,661.40	$33,785,538.95	$6,909,128.16
01	Personnel Services	$1,277,644.88	$2,719,675.88	$1,540,489.86	$3,012,552.69	$3,055,245.00	$832,111.50
02	Out-of-State Travel		$4,465.78	$0.00	$0.00		
03	In-State Travel	$6,981.20	$13,429.87	$577.20	$577.20	$58,375.00	$8,486.00
04	Operating	$173,780.35	$96,352.51	$86,076.58	$169,563.42	$182,572.00	$45,418.00
05	Equipment	$16,338.51	$0.00	$0.00	$0.00	$0.00	$0.00
10	MSA Programmers	$1,957,424.50	$2,947,861.18	$1,598,964.46	$4,323,735.80	$5,375,640.00	$1,132,171.00
16	Required Impl Costs	$11,976,872.54	$17,301,340.17	$5,648,017.19	$27,958,170.17	$24,806,671.95	$4,834,128.66
26	Information Services	$192,289.79	$168,793.81	$133,028.12	$369,431.12	$147,532.00	$38,067.00
30	Training	$377.94	$48,740.91	$2,868.52	$146,078.00	$146,078.00	$17,884.00
86	Reserve		$0.00	$0.00	$0.00	$0.00	$0.00
87	Purchasing Assessment	$6,809.00	$3,449.00	$794.00	$1,588.00	$1,588.00	$862.00
88	SWCAP		$3,118.00	$4,982.50	$9,965.00	$11,837.00	$0.00
22	FY2024 One shot			$15,471.86	$208,749.00		

Note: FY2026 represents one quarter of effort.

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DTE LOI
Jul. – Dec.