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**STATE OF NEVADA
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Date: January 31, 2025

To: Tiffany Greenameyer, Director
Governor's Finance Office

From: Vince Young-Brown, Executive Branch Budget Officer
Governor's Finance Office, Budget Division

Subject: INTERIM FINANCE COMMITTEE **INFORMATION ITEM** *VYB*

The following describes an information item submitted for placement on the agenda of the next Interim Finance Committee meeting. An analysis of the information item is also provided.

DEPARTMENT OF MOTOR VEHICLES

Agenda Item Write-up:

Pursuant to the 2021 Legislative Session Letter of Intent – Semi-annual report on the status of the Department of Motor Vehicles Transformation Effort. This is the semi-annual report covering the period from July 1, 2024 through December 31, 2024.

Additional Information:

The 2021 Legislature approved Highway Fund appropriations of \$52.8 million and reserve funding of \$6.7 million over the 2021-23 biennium to fund the continuation of the system transformation effort to replace the Department of Motor Vehicles' computer system. In doing so, the Senate Committee on Finance and the Assembly Committee on Ways and Means requested the department provide semi-annual reports addressing, at minimum, the following:

- status reports of activities
- update on project implementation and project deployment timeline
- change management efforts
- overview of the activities of the project vendor

- list of deliverables received and anticipated for the next reporting period
- staffing levels
- summary of expenditures and cost projections
- summary of findings of the Quality Assurance/Organizational Change Management contractor
- a plan for the system to account for, and collect, credit card fees

Statutory Authority:

Submitted in accordance with 2021 Legislative Letter of Intent.

REVIEWED: JK

GFO INFO ITEM: _____

LCB AGENDA ITEM: _____



State of Nevada Department of Motor Vehicles DMV Transformation Effort (DTE)

Letter of Intent

Semiannual Report to the Interim Finance Committee

July – December 2024

January 31, 2025

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I. Executive Summary

The Department of Motor Vehicles (DMV) Transformation Effort (DTE) is a multiyear initiative involving long-term operational improvements following implementation. This is the seventh semiannual status report for the Interim Finance Committee (IFC), as required by a Letter of Intent (LOI) from the 2021 Legislative Session and continued by the 2023 Legislative Session. The DMV was directed to provide status updates on the DTE Program, including progress and updates for semi-annual activities. Below are the highlights for the reporting period from July 1 through December 31, 2024.

A. July – December 2024 State Fiscal Year 2025 Highlights

All workstreams have continued delivery within their respective areas (e.g., Data, Finance and Accounting, Title/Registration, and Identity Management). All active DTE projects are ongoing, as discussed in Section II.A. Collaboration between the DTE Program team and vendor partners (Salesforce, Slalom, MuleSoft, and AWS) has been positive and productive.

Subgroups of staff from these vendors continue to conduct regular onsite planning and strategy activities.

B. Staffing Levels, Vacancies, and Recruitment Activities

The DTE staff, including all full-time equivalents (FTEs) in 4716 (STAR), comprises 56 defined positions (29 FTEs and 27 MSAs). Of these, 53 positions are filled. Recruitment is ongoing for the following vacancies:

- 1 IT Professional IV (Replacement)
- 1 Business Process Analyst II (Replacement)
- 1 DMV Services Technician IV (Replacement)

C. Budget

The DTE program remains within the planned FY25 budget. As of December 31, 2024:

- \$15,751,034.52 has been expended
- \$899,891.42 is pending payment
- \$18,565,653.56 is projected for projected expenditure

For detailed cost information, see Exhibit 2. The projected expenditures for SFY 2025, which include contract and software licensing costs, are primarily allocated to Category 16, Required Implementation Costs.

II. Detailed Project Progress Summary

The DMV adopted a revised modernization approach in SFY 2020 by contracting with MTG Management Consultants (now Mission Critical Partners) to conduct an independent baseline assessment and develop a comprehensive road map for the project. Completed in June 2020, the baseline assessment analyzed business process issues, technology needs, and viable modernization options for the Combined Automotive Revenue and Registration System (CARRS) application and operating environment. The roadmap, completed in August 2020, represents a strategic pathway for transforming the DMV's systems, environment, and business structure.

Refer to Exhibit 3 (DTE Roadmap) for the current core product timeline. The DMV is on schedule for upcoming releases.

The DTE Road Map (DEL-03) consists of six initiatives focused on primary domains and prioritized workstreams. Please see Exhibit 4 (Overall Percent Complete) for a snapshot of program progress:

- Initiative 1 – Program Organization
- Initiative 2 – Compliance and Enforcement Services
- Initiative 3 – Data Migration
- Initiative 4 – Finance and Accounting
- Initiative 5 – Driver Licensing/Credentialing
- Initiative 6 – Titling/Registration

A. Progress

The DTE is progressing at full speed. Technical staff are focused on Security, Architecture, Data Migration/Conversion/Translation, and critical path integrations. Existing DTE workstreams continue to develop Salesforce online application processes for titling, registration, and driver's license/credentialing product domains. Detailed status reports for technical work are available upon request. Below is a high-level update on the work completed up to and including this reporting period:

- Progress from previous reporting periods:
 - » Year 1 – Compliance Enforcement (CED) Case Management Released, including foundational Customer Case Management and Document Upload Capabilities.
 - » Years 1 and 2 – Dealer Title Pilot Versions 1 and 2 released, including foundational CED work, added AABBY Document Recognition, and OCR capability to reduce manual document handling. Dealer title turnaround time improved to five days, faster than the legacy solution. Iteration 1 of Chatbot was released.
 - » Year 3 – Foundational design and development of customer portal for individual and business releases, Rapid Registration (New Registration) V1 Pilot launched in Sahara and Elko Offices, and Iteration 2 of Chatbot released.

- Rapid Registration (New Registration) Full Expansion
- All State of Nevada Offices accept online registration intake, except for two rural offices scheduled to go live in the New Year. Over 6,500 Rapid Registration applications have been submitted as of December 31, 2024.
- Turbo Titles
 - » Staged for production.
 - » On track for pilot go live in the Sahara and Elko offices on January 13, 2025.
 - » “Train the Trainer”: program completed.
- Enhancements to Rapid Registration and Turbo Titles Versions 2:
 - » Design and development are ongoing for additional title products, with most specialty plates and exemptions completed.
- Three Operational Releases moved to production supporting enhancements for CED: Case Management, Rapid Registration, and Integrations.
- Finance and Accounting Workstream:
 - » UAT completed for General Ledger and Accounting.
 - » Design and Backlog complete for fees and credits, slated for promotion in upcoming quarters.
 - » Payment Gateway demo and UI development completed for AWS.
 - » Security Review for Payment Gateway UI underway.
- Box Implementation – Content Services Platform (CSP):
 - » Design and development of Salesforce Box integration completed; testing is in progress.
 - » Document Migration Plan completed.
- DMV Parallel DTE Efforts:
 - » AWS Connect Contact Center went live successfully in July 2024, with continuous enhancements and adjustments underway.
 - » Mainframe assessment completed in support of OCIO’s request for DMV to migrate off of EITS Mainframe Support.

B. Transition Planning and Execution

The DMV has relied heavily on vendor support to deliver improved online transactions for customers and establish long-term operating models. The DTE Transition and Adoption Plan (DEL-14) identifies the activities, events, and resources required to support and maintain the new solution environment. DEL-14 is supported by the Service Level Plan (DEL-09), which outlines the support plan for the solution, including completed and upcoming releases. The full transition follows a five-phase approach, with the DMV currently in Phase 2 of execution.

- Phase 1 Complete:
 - » Onboarded Operational Support Team, focusing on production functionality.
 - » Integrated agile ceremonies, including Sprint Planning and Backlog Refinement into the larger DTE Program.
 - » Scheduled a regular release cadence planned for each month an implementation release is not scheduled. These releases include hotfixes and enhancements to production functionality. Three such releases were completed during this reporting period.
- Phase 2 In Progress:
 - » Targeting team members for upskilling onto Salesforce, AWS, and MuleSoft, with a special focus on current MVIT vacancies.
 - » Of 31 identified potential transition roles, 21 are filled and/or included in upskilling and training plans, the remaining roles are in the process of recruitment into existing FTE vacancies or are existing staff members slated to be included in upcoming training.
 - » Additional team members are being onboarded to the Operational Support Team for added capacity to support the additive releases. Non-key roles like Developers, Quality Assurance Testers, and Business Analysts are being onboarded to the Operational Support Team as they are hired or to upskill and contribute to preparation for transition.
 - » DETR Work Program approved includes additional funding for technical training. Will complete interlocal and invest in upskilling in-house team members identified as transition roles for Salesforce, AWS, MuleSoft, and ABBYY. The existing training budget continues to focus on upskilling business resources and supplemental technical resources.
 - » Backlog of undelivered bug fixes or enhancement requests is now in maintenance and delivery for current products in production (CED, Rapid Registration, Integrations).
- Phase 3: Ramp-down of vendor implementation teams for the core vehicle product will begin once the exit criteria for Phase 2 are met.
- Phase 4: Vendor influence reduced further and replaced with internal DMV team members for the core vehicle product, completing this phase once the exit criteria for Phase 3 are met.
- Phase 5: The NV DMV will enter the Self-Sufficiency and Adoption Sustainment Phase once exit criteria for Phase 4 are met.

C. Quality Assurance Efforts

The DMV engaged MCP to conduct periodic quality assurance reviews of the DTE. MCP completed the baseline review in December 2021 and continues to conduct reviews every eight weeks to evaluate the overall health and execution of the DTE. The most recent report, covering the period ending December 31, 2024, rates the project risk at 2.7 on a scale of 1 (low) to 5 (high). This score reflects a low level of

risk for a program of this schedule and scope. The score is expected to fluctuate throughout the project duration, and the DMV is pleased to report that a risk reduction was noted in the assessment score four times during the calendar year 2024. For the full report for the review period ending December 31, 2024, see Exhibit 5 (Quality Assurance Report).

D. Organizational Change Efforts

DTE's Organizational Change Management (OCM) efforts remain focused on communications, engagement, training, and sustainment. OCM works closely with the PIO team to ensure alignment on external communications and advertising campaigns:

- Communications:
 - » 452 meeting invites, training reminders, surveys, training resources, user acceptance region emails, and production access emails sent statewide for the Rapid Registration roll-out.
 - » Additional communications were sent, including pilot office awareness, statewide rollout awareness, and a one-pager communication distributed to all staff.
 - » Communications drafted and scheduled for the Turbo Titles rollout.
 - » Bi-monthly ambassador program continues with regular cadence meetings.
- Engagement and Training:
 - » 18 weeks, including 76 training sessions, reaching nearly 700 employees to complete training for Rapid Registration.
 - » "Train the Trainer" for Turbo Titles is complete, with collaboration underway with field and central services divisions to train super users and employees at the Sahara and Elko Pilot offices.
 - » Extending training materials, demo videos, and additional resources prepared and made available to support the release timeline.
 - » Finance and Accounting workshops completed, with training drafts finalized.

E. Expected Deliverables for the Next Reporting Period

DTE expects to complete the following deliverables when dependencies are resolved, and the configuration of the solution is complete and documented. See below for additional information:

- DEL-10 – Solution Configuration

The Solution Configuration will encompass as-built information for database, interface, and solution designs. A draft is complete, and program leadership has agreed on an extension for delivery, considering the agile approach for solution configuration. As we continued to build and deploy solutions, we identified additional configuration and software needs. Furthermore, we are working with the Office of the Chief Information Officer (OCIO)

to deploy a common external user identification solution, which requires a longer time frame than initially anticipated.

- **DEL-11 – Configuration Management Plan**

The Configuration Management Plan will document and implement a process for performing configuration control. Program leadership agreed on an extension for delivery due to the AAMVA integration and adjustments in data strategy, which continue to evolve.

- **DEL-15 – Continuity of Operations Plan (COOP)**

COOP planning and development will document and establish a viable COOP capability to ensure the performance of essential functions during emergencies or disruptions that render normal operations and Primary Site facilities damaged or inaccessible. Program leadership has agreed on an extension for delivery due to the DMV's existing COOP update requirements at DMV as well as AAMVA integration, Unified Release, and data strategy adjustments. This deliverable is dependent on the completion of DEL-10 – Solution Configuration.

Exhibit 1: MSA Detail

	Pos Title	Pos Description
MSA	BUSINESS PROCESS ANALYST 3	Driver's License/ID/Credentialing - Design
MSA	BUSINESS PROCESS ANALYST 3	F&A
MSA	BUSINESS PROCESS ANALYST 3	QA Testing
MSA	DATABASE WAREHOUSE ADMINISTRATOR (Replacement)	AWS Connect - Contact Center Architect
MSA	DATABASE WAREHOUSE ADMINISTRATOR	QA/Data Cleansing/Migration/Conversion
MSA	DATABASE WAREHOUSE ADMINISTRATOR	QA/Data Cleansing/Migration/Conversion
MSA	INFORMATION SECURITY PROJECT MANAGER	Security Support and Technology Partner Roadmap/Alignment
MSA	SENIOR QUALITY ASSURANCE MANAGER IV	QA
MSA	PROJECT MANAGER	MVIT Backlog Cleanup/Data MSA PM
MSA	PROJECT MANAGER (PROGRAM MANAGER)	Overall Program Manager
MSA	SENIOR PROGRAMMER (Replacement - not replacing for data cleansing)	AWS Cloud Developer
MSA	SENIOR PROGRAMMER (Replacement - not replacing for data cleansing)	Dev Ops Engineer
MSA	SENIOR PROGRAMMER	Mulesoft Development
MSA	PROJECT MANAGER	Software Procurement and Implementation - CSP
MSA	SENIOR PROGRAMMER	Data-Stored Procedure Developer
MSA	SENIOR PROGRAMMER	Web Services Developer
MSA	IT PROFESSIONAL 4	AWS Connect Dev/Integrations
MSA	IT PROFESSIONAL 4	Security
MSA	BUSINESS PROCESS ANALYST 3	Technical BPA/IDM Support
MSA	SENIOR PROGRAMMER (DC) (Previously ITP IV)	QA Engineer (Suparna Replacement)
MSA	BUSINESS PROCESS ANALYST/SF-CONFIG	Salesforce BA/Config
MSA	Man Power Analyst	Finance & Accounting Backfill
MSA	Man Power Analyst	Finance & Accounting Backfill
MSA	IT PROFESSIONAL 4	Security
MSA	QA Tester	QA Engineer
MSA	SENROR PROGRAMMER	Technical Scrum Lead Implementation/Support Transition Team
MSA	SENIOR PROGRAMMER	API Developer
FY25 CAT 10 Summary		
Authority: 5,375,640.00		
Expended: 1,606,643.38		
Pending: 195,447.76		
Projected: 2,885,664.86		
Remaining Balance: 687,884.00		

Exhibit 2: DTE Expenditure Summary

Primary	Description	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Total Planned
T	TOTAL:	\$16,089,139.03	\$27,527,825.06	\$35,519,149.47	\$34,902,271.85
01	Personnel Services	\$1,277,644.88	\$2,768,473.54	\$3,077,550.95	\$3,255,727.93
02	Out-of-State Travel		\$4,465.78	\$3,528.99	\$0.00
03	In-State Travel	\$6,981.20	\$16,266.68	\$12,656.38	\$46,108.67
04	Operating	\$173,780.35	\$176,313.46	\$167,808.18	\$178,523.06
05	Equipment	\$16,338.51	\$0.00	\$0.00	\$0.00
10	MSA Programmers	\$1,957,424.50	\$3,171,379.26	\$3,640,912.41	\$4,659,277.60
16	Required Impl Costs	\$12,457,492.86	\$21,182,987.64	\$28,314,634.26	\$26,432,719.21
22	One shot			\$97,475.24	\$105,429.33
26	Information Services	\$192,289.79	\$152,630.79	\$148,634.11	\$211,003.76
30	Training	\$377.94	\$48,740.91	\$44,395.95	\$57.29
86	Reserve		\$0.00	\$0.00	\$0.00
87	Purchasing Assessment	\$6,809.00	\$3,449.00	\$1,588.00	\$1,588.00
88	SWCAP		\$3,118.00	\$9,965.00	\$11,837.00

Exhibit 3: DTE Roadmap

Nevada DMV Transformation Effort (DTE) Roadmap

as of May 2024

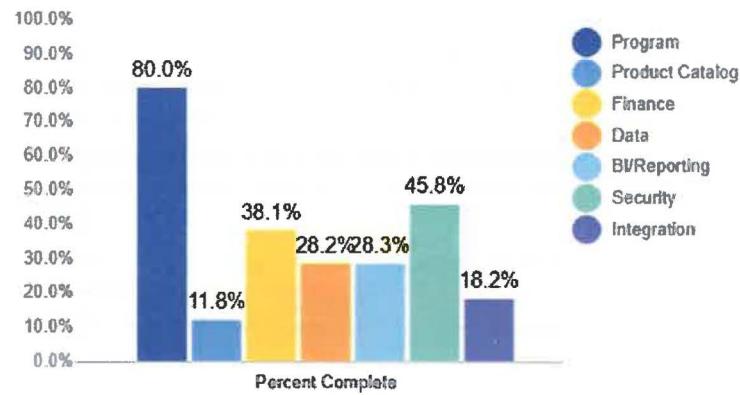
FY25 Q1	FY25 Q2	FY25 Q4	FY25 Q4	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4
Non-Fleet Registration	Standard Titles	Non-Fleet Registration	Standard Titles	Non-Standard Titles	Placards & Stickers	Movement Permits & Business Services	Additional Vehicle Services
DriveNV, the DMV's new online portal, is released allowing Nevadans to create an account and apply for new, non-fleet, registration online.	Nevadans can now also apply for the most common title products with the DriveNV portal.	Individuals can browse and select specialty plates for their vehicle or motorcycle during the registration process on the DriveNV portal.	Expands DriveNV to allow individuals to apply for additional, common, title products, such as rebuilds.	Individuals can use the DriveNV portal to apply for common "non-standard" titles, such as lien sales.	Nevadans can apply for disabled placards or stickers online via the DriveNV portal.	Nevadans can now apply for movement permits online. Nevada businesses, can create accounts on the DriveNV portal and apply for new, fleet, registration online.	Apply for additional common products, including official use placards & stickers and golf cart permitting, via the DriveNV portal.
FY27 Q1 - FY27 Q4	FY28 Q1 - FY28 Q2	FY28 Q3	FY28 Q4	FY29 Q1	FY29 Q2	FY29 Q3	FY29 Q3 - FY29 Q4
Non-Commercial Drivers License	NV State ID	Commercial Drivers License	NCDL Permits	Driver Authorization Card & NCDL Tests	CDL Permits and Tests & Special IDs	Clearance Letters & Business Credentials	AAMVA Account & Product Integrations
Nevadans can apply for new Non-Commercial Drivers Licenses via the DriveNV portal.	Individuals can apply for new Nevada State ID Cards via the DriveNV portal.	Nevadans can apply for new Commercial Drivers Licenses via the DriveNV portal.	Residents can apply for common Non-Commercial Drivers Licenses permits, such as learner's and restricted permits, online.	Individuals can apply for Driver Authorization Cards & manage Non-Commercial Drivers License testing on the DriveNV portal.	Residents can apply for common Commercial Drivers Licenses learner's permit & manage associated testing online.	Nevada businesses can apply for the most common credentials and individuals can apply for clearance letters via the Drive NV portal.	DriveNV platform & AAMVA integrations for vehicle service and credentials products.

Exhibit 4: Overall Percent Complete

Overall Percent Complete

Percent Complete **30.5%**

Workstream Percent Complete



Overall Percent Complete

Work Streams **1126**

Workstreams

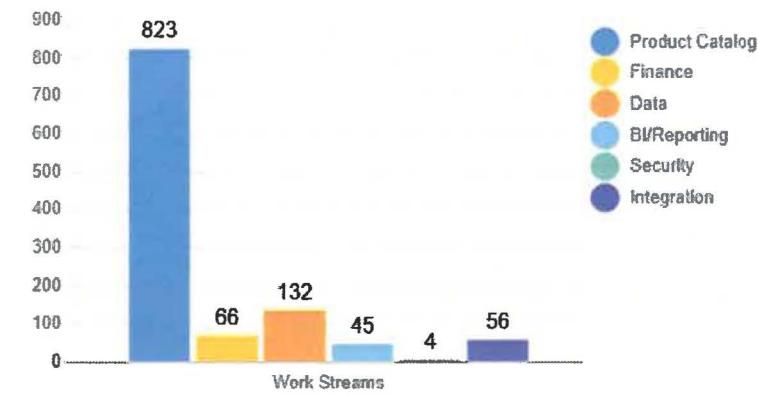


Exhibit 5: Quality Assurance

The current Monthly Quality Assurance Assessment Report is provide on the following pages.



DMV Transformation Effort Monthly Quality Assurance Assessment Report

November 1 – December 31, 2024

Draft Report

Prepared December 2024

Nevada Department of Motor Vehicles

M
MissionCriticalPartners

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Executive Summary

This is the 20th 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 from November 1 through December 31, 2024. DTE employees remain committed and continue to express high confidence in the program. The DTE program provides a holistic approach that is transforming the technology, hardware, software, lives, and culture within DMV. DMV leadership readily addresses areas of concern as they are brought to the Department's attention as a result of this report.

Project Background

The Nevada DMV has recognized the need to increase the processing efficiency of customer transactions. This multiyear, complete transformation pertains to DMV work processes and systems currently utilized to handle department transactions. This program intends to modernize legacy systems, thereby improving the efficiency and effectiveness of DMV operations, enhancing customer service, and increasing the department's online presence, making it easier for customers to conduct business with DMV. The Release 1 (R1) Vehicle Registration is complete for all offices, making it the second public-facing release following the Compliance Enforcement Division's (CED) online complaint submissions.

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 for other states' DMVs that want to completely transform their operations. Given the complexity of vendors and integration points, this effort was originally scheduled to be completed in four years. However, recent discoveries in the level of effort have led DMV leadership to recognize that the program must continue for additional years.

The American Association of Motor Vehicle Administrators (AAMVA) has advised that DMV can only have one connection to AAMVA, therefore the agile approach would have to be adopted. DMV continues to utilize this approach, allowing quick wins over time that demonstrate the value of the program to the public, the governor, and the legislature. The DMV solution will use agile development within this quick-release strategy. DMV will further break down the releases on a value-driven basis to maximize the ability to show value to the public. Releases will be prioritized based on customer value.

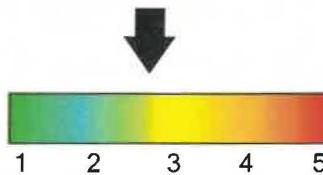
Summary Findings and Recommendations

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 2.70. This reflects a slight reduction in scores from the prior period.

The current risk score falls near the transition point from lime to light yellow on the scale and is a low level of risk for a program with this schedule and scope at this point in the project. Some risks have stabilized as a result of the increased understanding of the working lean method, the new release strategy, recent work on resource

alignment, and a recent quarterly planning session. 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, one decreased from the high-high risk area (red) to the medium-high risk area (orange), and another decreased from the medium-high risk area (orange) to the medium-medium risk area (yellow). These decreased risks are attributed to the continued success of R1 efforts in rural offices and communication enhancements.

The chart below depicts the number of criteria in each scoring area. Currently, eight criteria are in the high-medium risk area, three are in the medium-high area (also orange), and two are in the high-high risk area. These 13 such scores relate to changes in delivery strategy, resource management, overall project communications, technical requirements, and budget requirements. The scoring is the result of the complexity and duration of the overall endeavor.

Impact	Likelihood		
	L	M	H
H	0	8	2
M	7	27	3
L	13	0	0

With the overall risk score decreasing slightly, the impact of responding to these findings is becoming incrementally evident. We are gaining consistency in delivery as the program moves forward. Additionally, the categories of risk associated with the current level have prompted updates or revisions to prior recommendations. Many of the previous risks and associated recommendations remain applicable as originally written or are in progress toward resolution. As such, it is critical to review the findings and recommendations in their entirety, rather than just focusing on the scoring. The following table summarizes the high-risk findings (red and orange), and the corresponding recommendations noted during this review:

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
Scope Management			
A.1	Program Scope Size	Finding	<i>DMV and Slalom built the product catalog based on DMV's revised release strategy and updated release plan, but concerns remain within the team that velocity could be impacted by the roll-off of resources or gaps in the resource technical capability.</i>
		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 cutover date is realistic or if the timing of planned releases should be reevaluated due to resource constraints. This includes preparation and planning in progress for future yearly budgets. This also includes reviewing and updating the roadmap.
A.4	Funding and Budget	Finding	<i>DMV's inability to complete the volume of work has created velocity issues and, therefore, budget issues.</i>
		Recommendation	DMV needs to more realistically plan for its capability to complete work when estimating the budget. The department is making efforts to address the velocity issue by realigning resources within the DTE program. DMV leadership expects the DTE budget to be adhered to as approved, with no assumptions by the program that additional funding will be available.
		Finding	<i>The Fiscal Year (FY) 2025 budget is still tight and must be closely monitored.</i>
		Recommendation	MCP recommends that DTE leadership continue reviewing the quarterly release plans to ensure that the necessary financial adjustments can be made. DMV leadership expects the DTE budget to be adhered to as approved, with no assumptions by the program that additional funding will be available.

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
A.5	Available Resources	Finding	<i>The DTE program continues to function with lean resource levels across Pods.</i>
		Recommendation	MCP recommends that DTE leadership review incumbent employees to determine if any have skillsets that can be augmented and adapted in the Pods. Applicable DTE employees can shadow Slalom employees for knowledge transfer in required areas.
B. Business Impact			
		Finding	<i>Internal users indicate that they are not being provided with enough information to know what to expect when the technology is released and that they are not advised when changes in the releases or plans are taking place.</i>
		Recommendation	MCP recommends that the Organizational Change Management (OCM) Team continue conducting periodic in-person visits to the offices (ongoing office hours) and providing demonstrations of the software and other pertinent information. This will give the frontline workers a glimpse of the future state, including sharing the timeline and providing related information from Q&A sessions.
B.2	User Impact	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, including documentation sharing the top five program success factors. This can be shared during office hours set by OCM.
		Recommendation	MCP recommends that DTE leadership, in alignment with the OCM Team and Slalom, survey and share the results from those users who have been working in R1. Their input can



ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
B.4	Technical Dependencies		be key in assuaging the fears of future dual chair users.
		Finding	<i>The move to the revised value-driven release strategy with more structured deployment based on scope, size, and value has increased the need to coordinate across related technologies on a more frequent basis. Feedback still indicates that not everyone receives information on the roadmap and related schedule.</i>
		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 with administrators and change ambassadors.
		Finding	<i>Given the removal of resources due to the FY2025 budget, DTE teams must expand their knowledge of legacy and transformed systems.</i>
		Recommendation	MCP recommends that DTE leadership require DMV and DTE employees to shadow Slalom teams to expand their knowledge, as Frank Maiden did with Andrew Hall in release management.

F. Program Integration

F.3	Communication	Finding	<i>Communications that are unclear or made with incomplete or spotty information can cause upset to the team.</i>
		Recommendation	MCP recommends that no communication be made without certainty of the facts and consideration of the impact that the communication will have on the receiver.
F.5	Roadmap Alignment	Finding	<i>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 about expectations or the need to scramble resources close to deadlines to achieve goals.</i>



ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
		Recommendation	MCP recommends publishing the most current version of the roadmap via the office hours and communication by the change ambassadors and administrators. This publication should also include an evaluation of existing meetings and demonstrations, which will ensure that the required people receive invites and those not required are removed.
		Finding	<i>Not all personnel are aware of the changes in direction. Further, based on the previous program goals, they are unsure of whether this release equates to success.</i>
		Recommendation	MCP recommends sharing this change in the roadmap using OCM delivery. DTE leadership should define the success factors, like this, for the program, so that everyone is aware of the leadership definition of success and all intended functionalities. MCP suggests publishing the top five success factors and having Tonya Laney and Angela Smith share them in person, and via DTE video announcing those success factors and why they were chosen.
G. Resource Management			
G.5	Skill Alignment	Finding	<i>The DTE program faces resource issues across Pods in finding skills that align with each Pod's specific requirements.</i>
		Recommendation	MCP recommends that DMV add resources to all Pods to shadow Slalom, facilitating skill development and knowledge-sharing sessions.
J. Technology			
J.3	Data Migration	Finding	<i>While the data approach was previously determined, many technology team members feel that the change in direction to the value-driven release plan will place a need to drive further into the Centralized Automated Records Retrieval System (CARRS) data than was previously planned.</i>



ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
		Recommendation	MCP recommends that DTE leadership review the revised roadmap and timeline to determine the requirements for CARRS data at all phases of the new release plan. The quarterly meeting helped to further define the data strategy.
J.4	System QA	Finding	<i>DTE is experiencing a shortage of QA resources since the offboarding of Slalom resources. The DTE Team still believes the QA process lacks velocity.</i>
		Recommendation	MCP recommends that DMV DTE select key DMV resources to learn the QA function by shadowing current Slalom resources to close the skills gap. If QA speed has improved, MCP recommends providing statistics that can be distributed to highlight this performance.
J.5	Technology Experience	Finding	<i>Members of the DTE team are still concerned about the direction of the technology solution and why certain applications were selected.</i>
		Recommendation	MCP recommends that DTE leadership continue to share their approach and dedication to regularly reviewing selected tools and technology. Given the rapid pace of technological change, it is essential for leadership to ensure that tools chosen in prior years continue to align with current needs as technology advances, fiscal environments change, and new information emerges.
L. Implementation			
L.1	Conversion from Existing System	Finding	<i>DTE resources are concerned that insufficient time has been allocated to address interface requirements related to AAMVA.</i>
		Recommendation	MCP recommends reviewing the roadmap timeline to determine whether AAMVA efforts could be initiated earlier in the program and sharing the findings with the DTE Team.

ID	Risk Area	Finding/ Recommendation	Summary Finding/Recommendation
L.2	User Training and Documentation	Finding	<i>There are disparate opinions on the value and success of the recent training provided for the rural R1 office releases.</i>
		Recommendation	MCP recommends involving end users or department-specific trainers in reviewing training materials prior to release to ensure the content is valuable and minimizes confusion for the intended audience.
		Finding	<i>Any changes to the training materials that lack consensus can disrupt both the delivery and overall success of the program.</i>
		Recommendation	MCP recommends that FSD trainers, OCM trainers, Slalom, and DTE continue to review the training content and approve a finalized delivery product.

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

Key risk assessment points are listed below:

- The pivot to a more structured, value-driven release plan requires:
 - A focus on a plan to allow DMV and DTE resources with aligned skills to shadow Slalom teammates in all Pods. This knowledge transfer is key to future sustainment.
 - 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 and delivery from the administrative level downward.
 - More frequent interaction of the OCM Team with administrative leadership so that the message received by all is current, consistent, and prompt.
 - A message to the DTE program team, delivered in person or via video, highlighting the program's top five success factors would help team members better understand and support the mission.
 - A reorganization by leadership within the DTE program to emphasize that significant work is occurring beyond marquee items such as the R1 release.
 - A communication explaining the reasons for selecting applications in the transformation plan would help team members better understand the program's direction and keep this messaging ongoing for future tool selection.



- DTE has experienced some skepticism about how data will move from CARRS to Salesforce. This perception increased with the pivot to a dual chair approach for CARRS and Salesforce data for a period that is yet unspecified. The Data Pod can overcome this risk by sharing its recent plan for a new data direction at the earliest possible date.
- The program should confirm the release priorities and maintain that strategy in order to increase release velocity.
- ABBYY is still rejecting documents that it has not assimilated, which could create the need for Solar Winds cases.
- DTE is functioning in a lean resource landscape, with both Slalom and MCP making resource changes to accommodate this need.
- R1 testers expressed concern that customers entering documents online might not fully understand the document requirements and that only straightforward or "happy path" scenarios were addressed. Trainees frequently requested additional training to cover scenarios beyond the happy path during interviews.
- R1 Trainers and Technicians have expressed the need for more time to review and work on cases involving edge scenarios.
- Not all teams received the current roadmap, which can cause knowledge gaps in expectations and timing. The roadmap should be published and shared with all administrators for dissemination.
- The CED continues to experience gaps in reporting functionality, which requires manual intervention.

The DTE program is progressing well with significant advances made in 2024. Risk rating and scoring were reduced for the fourth time in 2024.

- The new release strategy enables the public to witness more frequent releases and wins.
- A streamlined workflow increased confidence in the release strategy and process.
- A percentage complete tracker has been posted to the public.
- The current roadmap, including key milestones, is now available to the public and DMV as part of DMV's commitment to transparency.
- R1 is live for all locations, and the team is excited to have reached and delivered this milestone.
- Customer and DMV team impressions of R1 remain positive and strong.
- Release 2 (R2) for titles is currently undergoing training in preparation for its release in Sahara.
- The leadership team continues to hold leadership summits to review key issues, with the most recent summit being deemed very successful.
- The most recent quarterly review session was highly successful, helping to highlight and drive the program's vision and direction.
- DTE is reviewing projects that can be published to demonstrate that significant work is occurring behind the scenes within the program.
- Key members of Slalom are visiting Pods to observe the progress of ideas across all Pods.
- The lift of the legacy mainframe to Amazon Web Services (AWS) is a priority. There is positive feedback and progress in this critical direction.

- 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 web chat functionality for resolving R1 issues is highly successful.
- SolarWinds cases for R1 are solved quickly.
- 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.
- DMV leadership views the work completed to date as a significant success, laying the foundation to advance the project with in-house resources. Leadership consistently reviews resource needs and implements fiscally responsible changes wherever possible.
- DMV leadership has established a clear definition of "Done" for the program to ensure a successful transition to DMV-led resources, aiming to reduce dependency on vendors. Leadership has directed the project team to focus on registration products, advancing toward completion in a single, targeted area. This approach allows DMV staff to gain skills in maintaining and furthering development, ensuring long-term project sustainability.

Summary Risk Assessment

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

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QUALITY ASSURANCE ASSESSMENT – AS OF DECEMBER 31, 2024

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Impact/Likelihood						
	1	2	3	4	5	
A. Scope Management						
A.1 Program Scope Size	1	2	3	4	5	(M,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,H)
A.5 Available Resources	1	2	3	4	5	(H,M)
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,M)
B.3 Change in Customer Service	1	2	3	4	5	(M,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,M)
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	(H,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

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

H. Contractor Performance

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

I. Lead Contractor Performance

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

J. Technology

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

K. User Involvement

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

L. Implementation

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

The Nevada Department of Motor Vehicles (DMV) has engaged Mission Critical Partners, LLC (MCP) to provide quality assurance (QA) services for the remainder of the DMV Transportation Effort (DTE). These services will ensure that the project scope, schedule, and budget are appropriate, and the project and program are managed effectively. This will help ensure that the overall project quality is maintained.

1.2 Methodology

MCP has adopted 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.

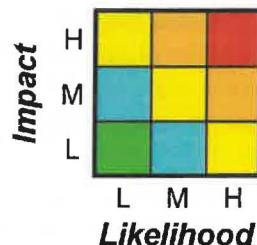
A. SCOPE MANAGEMENT A.1 – Program Scope Size A.2 – Change Control Management A.3 – Requirements Diversity A.4 – Funding and Budget A.5 – Available Resources	B. BUSINESS IMPACT B.1 – Agency Mission/Program Impact B.2 – User Impact B.3 – Change in Customer Service B.4 – Technology Dependencies B.5 – Performance Requirements	C. OVERSIGHT C.1 – Monitoring Progress C.2 – Oversight Involvement C.3 – Organizational Stability C.4 – Milestone Reviews C.5 – Status Reporting
D. PROGRAM MANAGEMENT D.1 – Program Manager Experience D.2 – Commitment D.3 – Authority D.4 – Approach D.5 – Relationships	E. PROGRAM CONTROLS E.1 – Executive Management Involvement E.2 – Progress Reporting E.3 – Change Management E.4 – Issue Management E.5 – Completion	F. PROGRAM INTEGRATION F.1 – Management Support F.2 – Requirement Stability F.3 – Communication F.4 – System Dependencies F.5 – Roadmap Alignment
G. RESOURCE MANAGEMENT G.1 – Allocation G.2 – Conflicts G.3 – Oversight G.4 – Stability G.5 – Skill Alignment	H. CONTRACTOR PERFORMANCE H.1 – Schedule Compliance H.2 – Communication H.3 – Change Orders H.4 – Working Relationships H.5 – Contract Administration	I. LEAD CONTRACTOR PERFORMANCE I.1 – Schedule Performance I.2 – Program Performance I.3 – Change Orders I.4 – Working Relationships 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	<p>↔ This indicates that this period's risk level is the same as the last period's risk level.</p> <p>↑ This indicates that this period's risk level is higher than last period's risk level.</p> <p>↓ This indicates that this period's risk level is lower than last period's risk level.</p>
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,M	 H,M	<ul style="list-style-type: none"> The change to a more structured, value-driven release strategy based on scope, size, and value 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. Nevada can only budget for a two-year period. The team's primary focus in the immediate term is the upcoming biennium Fiscal Year (FY) 26/27. Additionally, leadership is working to assess how Motor Vehicle Information Technology (MVIT)



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<p>resources and transition deliverables will reduce our funding needs through FY29.</p> <ul style="list-style-type: none"> The transition off the current mainframe and its related timing are currently being planned and evaluated.
A.2 – Change Control Management	↔	M,M	M,M	<ul style="list-style-type: none"> 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 control management outreach needs to increase in frequency for administrative leads to allow more timely information sharing.
A.3 – Requirements Diversity	↔	M,M	M,M	<ul style="list-style-type: none"> Subject-matter experts (SMEs) are now fully engaged in the program as it affects their specific areas, but communications can still be improved. DTE now has a high-level roadmap based on the completion of functional and technical requirements and in alignment with the release strategy of the most value-added product. MCP, Slalom, DMV, and the MVIT continued to review and update the list of completed deliverables.
A.4 – Funding and Budget	↔	H,H	H,H	<ul style="list-style-type: none"> It is important to understand that some unknowns may negatively impact the budget, especially with the pivot to the current release strategy. This must be reviewed and evaluated for each quarter. DMV leadership expects the DTE budget to be followed as approved, with no assumptions that additional funding will be secured. Nevada can only budget for a two-year period. The team's primary focus in the immediate term is the upcoming biennium FY26/27. Additionally, leadership is working to assess how MVIT resources and transition deliverables will reduce our funding needs through FY29.



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
A.5 – Available Resources	↔	H,M 	H,M 	<ul style="list-style-type: none"> The administrators, managers, and supervisors provide staff when requested by DTE. DTE resources should shadow Slalom members in the Pods to gain skills. There is a strong need in Security to have a full-time Slalom counterpart. The DMV will always have to manage those who are eligible for retirement and consider how this may impact DTE Program resources. Both Slalom and MCP have made resource changes to accommodate leanness in the program.
<p>Findings/Recommendations A-1: DMV and Slalom built the product catalog based on DMV's revised release strategy and updated release plan, but concerns remain within the team that velocity could be impacted by the roll-off of resources or gaps in the resource technical capability.</p> <ul style="list-style-type: none"> 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 cutover date is realistic or if the timing of planned releases should be reevaluated due to resource constraints. This includes preparation and planning in progress for future yearly budgets. This also includes reviewing and updating the roadmap. <p>Findings/Recommendations A-4a: DMV's inability to complete the volume of work has created velocity issues and, therefore, budget issues.</p> <ul style="list-style-type: none"> DMV needs to more realistically plan for its capability to complete work when estimating the budget. The department is making efforts to address the velocity issue by realigning resources within the DTE program. DMV leadership expects the DTE budget to be adhered to as approved, with no assumptions by the program that additional funding will be available. <p>Findings/Recommendations A-4b: The Fiscal Year (FY) 2025 budget is still tight and must be closely monitored.</p> <ul style="list-style-type: none"> MCP recommends that DTE leadership continue reviewing the quarterly release plans to ensure that the necessary financial adjustments can be made. DMV leadership expects the DTE budget to be adhered to as approved, with no assumptions by the program that additional funding will be available. <p>Finding/Recommendations A-5: The DTE program continues to function with lean resource levels across Pods.</p>				



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
<ul style="list-style-type: none"> MCP recommends that DTE leadership review incumbent employees to determine if any have skillsets that can be augmented and adapted in the Pods. Applicable DTE employees can shadow Slalom employees for knowledge transfer in required areas. 				

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	<ul style="list-style-type: none"> The DTE Program is core to DMV divisions' missions and the ability to deliver the DMV transformation successfully. Agency members expressed concerns regarding how the program will impact their offices or daily duties. DTE leadership has shown the ability to quickly address any known concerns or issues that surface during the value-driven release process.
B.2 – User Impact	↔	 H,M	 H,M	<ul style="list-style-type: none"> 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 ones. Others will move from a disparate system to one that encompasses everything required to complete a customer service request. Testers were concerned that customers would not know which documents are required for Release 1 (R1) due to their experience submitting such documents in person. They shared a similar concern with information such as vehicle Identification Numbers (VINs) and National Association of Insurance Commissioners (NAIC) numbers. This concern improved with the release to rural offices.



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> Users will have to work in two systems using a dual chair approach due to requirements for data in the Centralized Automated Records Retrieval System (CARRS) and Salesforce. This direction is the result of DMV providing quick wins that can be highlighted internally and externally. The current timing for transitioning off CARRS is projected to occur between 2026 and 2029, aligning with the organization's plan to move off the mainframe. Users have assimilated this approach during R1. The R1 Vehicle Registration release is live for all Nevada areas.
B.3 – Change in Customer Service	↓	 M,M	 H,M	<ul style="list-style-type: none"> 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. Technicians reported feeling more comfortable working on R1 cases without the customer present and waiting. They noted that this approach provides more time and alleviates the pressure to review and resolve issues before the customer arrives.
B.4 – Technology Dependencies	↔	 H,M	 H,M	<ul style="list-style-type: none"> The MVIT team is working to pivot those that are technically able to support CARRS with the new technology but will have to work in conjunction with Slalom to adopt some of the skills required. DTE leadership should share the reasons for the technology selection to help program members understand and support its direction.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
B.5 – Performance Requirements	↔	M,L	M,L	<ul style="list-style-type: none"> Smartsheet is used to track key performance indicators (KPIs). This information is reviewed at status meetings, Steering Committee (Steerco) meetings, and executive leadership updates. Testers in the Field Services Division (FSD) reported ease in working in dual systems to support R1. Training is in progress for Release 2 (R2) Titles releases.
<p>Findings/Recommendations B-2a: Internal users indicate that they are not being provided with enough information to know what to expect when the technology is released and that they are not advised when changes in the releases or plans are taking place.</p>				
<ul style="list-style-type: none"> MCP recommends that the Organizational Change Management (OCM) Team continue conducting periodic in-person visits to the offices (ongoing office hours) and providing demonstrations of the software and other pertinent information. This will give 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 Program, so that the division leaders communicate the information they are receiving to their own respective organizations, including documentation sharing the top five program success factors. This can be shared during office hours set by OCM. MCP recommends that DTE leadership, in alignment with the OCM Team and Slalom, survey and share the results from those users who have been working in R1. Their input can be key in assuaging the fears of future dual chair users. 				
<p>Findings/Recommendations B-4a: The move to the revised value-driven release strategy with more structured deployment based on scope, size, and value has increased the need to coordinate across related technologies on a more frequent basis. Feedback still indicates that not everyone receives information on the roadmap and related schedule.</p>				
<ul style="list-style-type: none"> 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 with administrators and change ambassadors. 				
<p>Findings/Recommendations B-4b: Given the removal of resources due to the FY2025 budget, DTE teams must expand their knowledge of legacy and transformed systems.</p>				
<ul style="list-style-type: none"> MCP recommends that DTE leadership require DMV and DTE employees to shadow Slalom teams to expand their knowledge, as Frank Maiden did with Andrew Hall in release management. 				



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 	<ul style="list-style-type: none"> 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 each fiscal period. Nevada can only budget for a two-year period. The team's primary focus in the immediate term is the upcoming biennium FY26/27. Additionally, leadership is working to assess how MVIT resources and transition deliverables will reduce funding needs through FY29. Our quarterly reviews are a vehicle to highlight the progress of the program.
C.2 – Oversight Involvement	↔	M,L 	M,L 	<ul style="list-style-type: none"> Continued close monitoring of the budget is vital for the success of the DTE Program. The DTE Program has implemented a more comprehensive oversight plan for product development which requires more involvement at the administrator's level. Leadership is involved daily in providing program oversight and direction.
C.3 – Organizational Stability	↔	M,M 	M,M 	<ul style="list-style-type: none"> DTE has restructured the way product owners are selected. In some instances, there is more than one product owner for specific products. A decision has been made to have specific MVIT support legacy systems for stability and continuity. Both Slalom and MCP have trimmed resources to align with the DTE Lean working methodology.



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
C.4 – Milestone Reviews	↔	M,M	M,M	<ul style="list-style-type: none"> 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. A handout of program success factors could help in gaining a widespread understanding of the milestones. MCP has recommended sharing the top five success factors. A video could also be used to disseminate this information.
C.5 – Status Reporting	↔	M,M	M,M	<ul style="list-style-type: none"> Not all teams understand the current program or program status. Impacted teams enjoy the weekly demonstrations showing the progress 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. Overall program status is reviewed during the leadership and quarterly planning sessions.

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



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 	<ul style="list-style-type: none"> 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. Knowledge increases as the program advances.
D.2 – Commitment	↔	L,L 	L,L 	<ul style="list-style-type: none"> 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 prompt and responsive to any concerns.
D.3 – Authority	↔	M,L 	M,L 	<ul style="list-style-type: none"> The program manager and the administrators feel that most often they have the appropriate authority within the DTE Program. In moments of uncertainty, leadership must be available to set standards and expectations DTE leadership should quickly address program direction and technology direction concerns. The leadership team should work to avoid future directional pivots.
D.4 – Approach	↔	L,L 	L,L 	<ul style="list-style-type: none"> The program manager is using proven skills and techniques to manage this implementation. It is essential to have DTE work with Slalom to deliver MVP over the planned release strategy
D.5 – Relationships	↔	L,L 	L,L 	<ul style="list-style-type: none"> There is good interaction with DMV's main vendors, and communication is transparent and occurs daily. Not all teams and offices are aware of the program, its goals, and objectives, leading to a lack of understanding between leadership, administrators, and DTE and its vendors.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> DTE leadership can utilize on-site visits, newsletters, or video messaging to improve relationships, such as a video highlighting critical success factors. <p><i>There are currently no risk criteria in the orange or red area for the Program Management risk area.</i></p>

2.5 Program Controls

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
E.1 – Executive Management Involvement	↔	 L,L	 L,L	<ul style="list-style-type: none"> The Executive Team strategy must be consistent to maintain current program velocity. 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 and supportive of all aspects of the program. The Executive Sponsors, Steerco, and core leadership have an established cadence for status meetings. Quarterly planning sessions led by Slalom provide a good forum for gaining opinions, consensus, and buy-in among DMV leadership. The leadership team has set a recurring summit to review key issues. The meetings are effective and ongoing.
E.2 – Progress Reporting	↔	 L,L	 L,L	<ul style="list-style-type: none"> Tools are in place that closely track and monitor the budget and scope and continue to be relied upon heavily. The Program's progress is not understood by all teams but is frequently shared with them.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> DTE Leadership has updated the why/who slides for all existing tools and are actively disseminating them with the help of OCM.
E.3 – Change Management	↔	M,M	M,M	<ul style="list-style-type: none"> Requirement adjustments are addressed during the weekly leadership meeting. The weekly leadership meeting also addresses escalated changes requiring management's decision to move forward.
E.4 – Issue Management	↔	L,L	L,L	<ul style="list-style-type: none"> The Steerco provides good governance, with each administrator responsible for their own area. Issues are tracked using Smartsheet and reviewed by the Executive Management Team. Issue resolution can involve too many voices, leading to confusion in the resolution process. Issue/Risk/Action/Decision (IRAD) meetings have been very effective.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
E.5 – Completion	↔	 M,M	 M,M	<ul style="list-style-type: none"> The DTE Program has moved to a value-driven release strategy. This has required revisions to the timeline/roadmap. The roadmap will require recurring reviews to align with the product release strategy. The Executive Management Team is taking a realistic view of the value-driven release strategy and is prepared for any event that might cause deviation from the current trajectory of the process. At the same time, the team is currently looking at budget requirements beyond the current planned end date, with a specific focus on FY2026 through FY2027. DTE leadership, along with MCP and Slalom, are working to ensure updates to the timeline and roadmap are completed and socialized. Leadership should communicate within the DTE program that they recognize the significant work and effort being put in beyond the high-profile releases. A successful meeting was held to define “Done,” focusing on planning a successful transition to DTE-owned processes.

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	<ul style="list-style-type: none"> DMV and the DTE Program do not have prior experience with implementing programs of this size and complexity but continue to learn as the program moves forward.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> The program team has the experience to lead the program and continues to demonstrate this ability throughout the process, utilizing standard project management techniques.
F.2 – Requirement Stability	↔	M,M	M,M	<ul style="list-style-type: none"> Requirements for value-driven releases are ongoing and continuing to evolve as the program progresses. Some releases may happen quarterly, or more or less often, depending on the value brought to the program. The value-driven release strategy is on a tight schedule and there is no room for significant requirements variances. Leadership should work to avoid future directional pivots. DMV and DTE have demonstrated they can pivot quickly when process changes occur, but the roadmap will need to be reviewed frequently to ensure alignment with the progress in the release of products. The program team is now more effectively utilizing detailed requirements to guide development.
F.3 – Communication	↓	H,M	H,H	<ul style="list-style-type: none"> Not all teams receive the same messages about the project's progress. 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. Teams should ensure that communication is clear and precise. Leadership should express appreciation to the team for their ongoing efforts.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
F.4 – System Dependencies	↔	M,M	M,M	<ul style="list-style-type: none"> MVIT will manage legacy systems but will have to work with the Slalom team to gain the skills and knowledge necessary to manage the technology from the backend. Team members must shadow Slalom and move through Pods to gain the necessary skills.' Many system dependencies are still being worked on within the Pods, including Box, ABBYY, Clariti, Mulesoft, Salesforce, CARRs, and Azure.
F.5 – Roadmap Alignment	↔	H,M	H,M	<ul style="list-style-type: none"> Although there are many moving pieces around new priorities, DTE is proceeding in the right direction with excellent partnership and collaboration. The R1 Vehicle Registration was the second public-facing release after the Compliance Enforcement Division's (CED) online complaint submissions. Training for the Release 2 (R2) Vehicle Title is in progress. The roadmap plan is not known and understood throughout DMV. Therefore, any changes to the roadmap based on a shift to value-driven releases should be disseminated to all administrative leadership to allow the assimilation of requisite changes to related employees.
<p>Findings/Recommendations F-3: Communications that are unclear or made with incomplete or spotty information can cause upset to the team.</p> <ul style="list-style-type: none"> MCP recommends that no communication be made without certainty of the facts and consideration of the impact that the communication will have on the receiver. <p>Findings/Recommendations F-5a: 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 about expectations or the need to scramble resources close to deadlines to achieve goals.</p> <ul style="list-style-type: none"> MCP recommends publishing the most current version of the roadmap via the office hours and communication by the change ambassadors and administrators. This publication should also include an 				

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
evaluation of existing meetings and demonstrations, which will ensure that the required people receive invites and those not required are removed.				
<p>Findings/Recommendations F-5b: Not all personnel are aware of the changes in direction. Further, based on the previous program goals, they are unsure of whether this release equates to success.</p> <ul style="list-style-type: none"> MCP recommends sharing this change in the roadmap using OCM delivery. DTE leadership should define the success factors, like this, for the program, so that everyone is aware of the leadership definition of success and all intended functionalities. MCP suggests publishing the top five success factors and having Tonya Laney and Angela Smith share them in person, and via DTE video announcing those success factors and why they were chosen. 				

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	<ul style="list-style-type: none"> The administrators are making available the staff required to move the program to completion even with the shortages in their divisions. Many Pods are still experiencing resource shortages due to the offboarding of Slalom resources Pods should monitor and report resource shortages so that leadership can prioritize meeting needs.
G.2 – Conflicts	↔	 M,M	 M,M	<ul style="list-style-type: none"> 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 value-driven release timing. The move to the value-driven release strategy can create the need for the movement of

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<p>resources between Pods and should be monitored.</p> <ul style="list-style-type: none"> Shadowing and cross-training can increase skills.
G.3 – Oversight	↔	 L,L	 L,L	<ul style="list-style-type: none"> 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	↔	 M,M	 M,M	<ul style="list-style-type: none"> 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. Resource changes can cause instability that must be resolved.
G.5 – Skill Alignment	↔	 H,M	 H,M	<ul style="list-style-type: none"> 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. MCP continues technical support to watch the scrum process and what is being built, ensuring Pods are consistent and decisions are uniform. This includes newly created Pods. With the pivot to value-driven releases, there may be an ongoing need to add skills or move skills between Pods to meet the value-driven release requirements. The DTE team can better align skills by shadowing Slalom members in related Pods.
<p>Findings/Recommendations G-5: The DTE program faces resource issues across Pods in finding skills that align with each Pod's specific requirements.</p> <ul style="list-style-type: none"> MCP recommends that DMV add resources to all Pods to shadow Slalom, facilitating skill development and knowledge-sharing sessions. 				

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	<ul style="list-style-type: none"> Contractors are on schedule and in compliance with the value-driven release. It is important to continue to evaluate the schedule to ensure alignment with value-driven release strategy and product development. It is essential to monitor the schedule to identify opportunities for improving delivery velocity. We have gained a stronger flow in our release process. As more releases occur, the team has become increasingly effective at ensuring compliance.
H.2 – Communication	↔	 M,M	 M,M	<ul style="list-style-type: none"> Communications do not reach all stakeholders at the same time or with the same level of detail. There is high collaboration with vendors, with strong mutual support and the common goal of making DTE successful. Team members should ensure they listen to everyone speaking during all meetings.
H.3 – Change Orders	↔	 L,L	 L,L	<ul style="list-style-type: none"> There is an established process for handling change orders, and it works as designed.
H.4 – Working Relationships	↔	 M,M	 M,M	<ul style="list-style-type: none"> There is an increased need to further analyze relationships between Slalom and DMV and increase shadowing opportunities due to the recent release of resources.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> Relationships in the program gain strength through open and transparent communications and effective listening.
H.5 – Contract Administration	↔	 L,L	 L,L	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> The DTE Program remains on schedule as the product catalog is reevaluated. There is momentum, structure, and consistency building in the DTE release process. Nevada can only budget for a two-year period. The team's immediate focus is the upcoming biennium FY26/27. Additionally, leadership is working to assess how MVIT resources and transition deliverables will reduce funding needs through FY29. The schedule performance changes when the direction pivots, impacting velocity. It is important to minimize pivots. The roadmap must be consistently reviewed to align with the progress of product releases and the value of the program. Once revised, the roadmap must always be shared with the team.
I.2 – Program Performance	↔	 L,L	 L,L	<ul style="list-style-type: none"> We are now publishing our current percentage complete for review by the public.



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> This will help all to see the progress of our releases and the value of the program.
I.3 – Change Orders	↔	 L,L	 L,L	<ul style="list-style-type: none"> The change order process is documented and is followed with no reported issues.
I.4 – Working Relationships	↔	 M,M	 M,M	<ul style="list-style-type: none"> Lines of communication are open and utilized. DMV administrators are strategically placing staff to ensure synergy among the employees and the vendor staff as they work alongside each other. Some relationships were strained when resources were moved off the project or based on a lack of understanding of the key milestones and success factors Working relationships within the program are enhanced through transparent and open communication.
I.5 – Contract Compliance	↔	 L,L	 L,L	<ul style="list-style-type: none"> 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.
<p><i>There are currently no risk criteria in the orange or red area for the Lead Contractor Performance risk area.</i></p>				

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	<ul style="list-style-type: none"> The solution selected has a proven record of success, DMV continues to test the results of development, and this will be an ongoing process.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> • DMV leadership was asked to share the five key program success factors and the technology direction with the team. • DMV continues to build the infrastructure that will support this new technology in the future state. • Demonstrations are very successful in showing DTE progress in the roadmap and builds. • Hearing the strategic direction for the program would be beneficial for the team.
J.2 – Infrastructure Capabilities	↔	 M,M	 M,M	<ul style="list-style-type: none"> • There currently exists a backlog on interfaces. The magnitude or outcome of the development efforts required to complete all the interfaces is consistently being monitored. • The interface Pod continues to track progress. • Infrastructure capabilities must be reviewed to ensure alignment with the new value-driven release strategy, including in relation to Azure, Box, ABBYY, Tableau, MuleSoft, Salesforce, and Clariti. • eDealer Services (EDS) will help to support the Dealer Title process; this is necessary because processing titles took longer than 30 days and caused buybacks. • Leadership should share the technology direction and purpose with the team. This is key to eliminating questions and alleviating concerns.
J.3 – Data Migration	↔	 H,M	 H,M	<ul style="list-style-type: none"> • The DTE Program has created a Data Cleansing/Migration Pod. • The DTE Program must review data requirements based on the dual chair

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<p>approach and data in both CARRS and Salesforce.</p> <ul style="list-style-type: none"> The new data strategy should be shared with the entire team. The MVIT team has the one-pager and has indicated it will use their regular Data touchpoint to review and confirm their agreement with its content so we can share it with all of MVIT/DTE/RPM and anyone else we believe should be aware. Recent quarterly planning sessions included data-related breakouts to help drive the direction of data between CARRS and Salesforce.
J.4 – System QA	↔	 H,M	 H,M	<ul style="list-style-type: none"> We are short QA resources due to the off boarding of Slalom resources DTE should train select DMV or MVIT personnel to understand QA by shadowing current Slalom personnel. DTE personnel still believe QA velocity is slower than the process requires.
J.5 – Technology Experience	↔	 H,M	 H,M	<ul style="list-style-type: none"> The risk remains with DMV and its ability to manage technology of this size to continue beyond the future state and drive toward sustainability. The team consensus is that release velocity should be increased. The technology experience needs to be reviewed as the program moves forward with the DTE value-driven release strategy.
<p>Finding/Recommendations J-3a: While the data approach was previously determined, many technology team members feel that the change in direction to the value-driven release plan will place a need to drive further into the Centralized Automated Records Retrieval System (CARRS) data than was previously planned.</p> <ul style="list-style-type: none"> MCP recommends that DTE leadership review the revised roadmap and timeline to determine the requirements for CARRS data at all phases of the new release plan. The quarterly meeting helped to further define the data strategy. 				

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
Finding/Recommendation J-4: DTE is experiencing a shortage of QA resources since the offboarding of Slalom resources. The DTE Team still believes the QA process lacks velocity.				
<ul style="list-style-type: none"> MCP recommends that DMV DTE select key DMV resources to learn the QA function by shadowing current Slalom resources to close the skills gap. If QA speed has improved, MCP recommends providing statistics that can be distributed to highlight this performance. 				
Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status

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	↓	Y M,M	Y H,M	<ul style="list-style-type: none"> User acceptance testing for R1 encountered some issues with the scripts, which should be taken as lessons learned for future releases. OCM is preparing to utilize a new methodology for the next iteration of training that will leverage the inclusion of more staff within the divisions that are being trained and individuals that have current knowledge of DMV in the testing process. Questions were raised regarding the quality of training delivery to additional offices recently. Trainers should review the materials with Slalom and OCM before future sessions and releases. R1, the first public-facing release since the CED release, is now live. Training for R2 is currently in progress.



Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
K.2 – User Involvement	↔	M,L	M,L	<ul style="list-style-type: none"> Significant changes in users' sense of involvement have been observed, building excitement since the first R1 training. As DTE gets deeper into the value-driven releases, the user involvement and impact will increase. DMV involved internal and external users in R1 pilot. This methodology will be leveraged in future releases. The PIO, OCM, DMV, and DTE must work together to plan messages to the public sparking interest in the program. This must continue throughout the length of the program. R1 and R2 Satisfaction should be surveyed to show the true value to external and internal customers.
K.3 – User Communication	↔	M,M	M,M	<ul style="list-style-type: none"> 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. This includes in-person site visits being conducted by the OCM Team via office hours. OCM Office hours are still part of the OCM outreach plan between releases Not all internal and external teams receive information with the same detail or at the same time. 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	<ul style="list-style-type: none"> Teams have expressed concern that they are not involved early enough in the process.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
K.5 – User Justification	↔	M,M	M,M	<ul style="list-style-type: none"> Past delivery in CED and Dealer Title encountered issues because users were not involved early in the process. The CED team met with the new members of the Pod and expressed concerns about the lack of reporting functionality. It is important to seek community feedback on the R1 success to access lessons learned and the value of the release.

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

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	<ul style="list-style-type: none"> The current CARRS environment is not supportable in the long term, and finding programmers to support the system is very difficult to achieve. CARRS should be decommissioned in 2026, but this depends on the move off the mainframe system. MVIT team members are evaluating the process for lifting off the mainframe into AWS. There is positive feedback in this direction. Relationships with MVIT, DMV, and AWS are strong. Other MVIT team members continue to support legacy operations. The Data Pod has been working on an approach to move data between CARRS and Salesforce. The Data Pod should share the direction for the data approach so that it is known and understood as the Proof of Concept (POC) is developed.

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
				<ul style="list-style-type: none"> The Data Pod will determine which data must be in Salesforce for customer and financial transactions to be successfully processed.
L.2 – User Training and Documentation	↔	 H,M	 H,M	<ul style="list-style-type: none"> OCM is partnering with the DMV and Slalom development teams to work proactively on training. Users in the R1 release requested additional training for future releases, including more coverage of non-happy path scenarios. If such scenarios are to be reviewed, they must be approved and communicated to the stakeholders. Technicians requested additional training cases to work on during any future releases. The lessons learned from the CED and Dealer Title implementations will be integrated into the future training process, as well as lessons learned from recent dealer training. Trainers should review the materials with Slalom and OCM prior to future sessions. ABBYY is still necessitating SolarWinds's cases due to the rejection of documents, which may cause delays in the customer experience.
L.3 – Technology Transfer	↔	 M,M	 M,M	<ul style="list-style-type: none"> The technology transfer at the Pod level within specific divisions is flowing and effective. With the limited resources due to prior Slalom roll-offs, it is crucial to transfer knowledge to internal teams. This was discussed during review sessions on the definition of “Done.” Slalom should work with DTE to allow shadowing with the DTE team in key areas for technology knowledge transfer. MVIT is developing an overview of all DTE support occurring by MVIT staff. This will allow DTE to better identify the delta and better align resources

Criterion	Period Trend	Current Rating (Impact Likelihood)	Prior Rating (Impact Likelihood)	Discussion and/or Status
L.4 – Change in Customer Experience	↔	M,M 	M,M 	<ul style="list-style-type: none"> Many DMV staff feel that the new technology will improve the customers' experience with DMV. Some staff fear that customers without access to a computer or the internet will be left out of the new business process. R1 feedback has been extremely positive. Customers have expressed satisfaction with the ease of the R1 process.
L.5 – Technology Infrastructure	↔	L,L 	L,L 	<ul style="list-style-type: none"> Value-driven releases can slow the velocity of technology connectivity as we focus on releasing the most valuable product It is critical to look at all future implications when evaluating the roadmap for the rollout strategy. David Richards conducted a town hall overview for all MVIT and DTE leads to review the overall Salesforce Environment strategy, including a discussion of short-term vs. long-term gains and impacts. The vendors in the infrastructure must work together closely to resolve the complexities involved with Box, ABBYY, Mulesoft, Salesforce, CARRS, and Azure.

Finding/Recommendation L-1: DTE resources are concerned that insufficient time has been allocated to address interface requirements related to AAMVA.

- MCP recommends reviewing the roadmap timeline to determine whether AAMVA efforts could be initiated earlier in the program and sharing the findings with the DTE Team.

Finding/Recommendation L-2a: There are disparate opinions on the value and success of the recent training provided for the rural R1 office releases.

- MCP recommends involving end users or department-specific trainers in reviewing training materials prior to release to ensure the content is valuable and minimizes confusion for the intended audience.

Finding/Recommendation: L-2b: Any changes to the training materials that lack consensus can disrupt both the delivery and overall success of the program.

- MCP recommends that FSD trainers, OCM trainers, Slalom, and DTE continue to review the training content and approve a finalized delivery product.

Appendix A: Interview List

This appendix lists the people interviewed, in alphabetic order, as part of this QA assessment.

Name	Title
Andrew Barickman	Slalom, Senior Delivery Manager
Eric Bendall	Chief Enterprise Architect
Jeffrey Carlos	Supervisor, Sahara
Geraldine Chavez	Technician, Winnemucca
Zach Cord	Manager
Brandy Cox	Revenue Manager
Kerrie Dalton	Management Analyst I
Nikki Dabe	Training Manager
Lindy Dages	MCP, Change Manager
Shauna Dennis	Supervisor
Gary Dunn	Manager of Data Engineering
Denise Engle	Manager IV
Nayely Gamboa	Trainer, Henderso
Serena Gallegos	Administrator
Andrew Galloway	AWS Lead
Stephanie Hart	Slalom, Solution Owner
Joan Hoch	Slalom, Finance Pod Leader
Chris Inouye	Enhance & Operate Lead
Jose Ruiz Jimenez	Training Lead
Robert Kaelin	MCP, Senior Advisor
Jennelle Keith	Change Manager
Vish Krishnan	MCP, Data

Name	Title
Tonya Laney	Director
Renato Lara	Deputy Administrator
Belinda Lee	Supervisor Compliance and Enforcement
Molly Lennon	Administrator
Amy Levine	CED
Erica Lopez	Supervisor
Frank Maiden	DTE Release Manager
Isai Arasu Marichamy	IT Manager Customer Service
Katana Martinez	Management Analyst
David McGrath	Slalom, Integrations
Karla Medina	Supervisor I Reno
Ember Montana	Customer Service Product Owner
Bethany Musselman	Administrator
Justin Nelson	Infrastructure Manager
Tami Nielson	Supervisor
Joshua Parker	Chief Architect
Melissa Patrick	Examiner, Winnemucca
Michael Pertmer	Slalom, Product Manager
Suzie Pollard	Administrator
Alexandria Price	Change Manager
David Richards	Program Manager
Val Rivera	Slalom, Program Manager
Tim Simonetti	Deputy Administrator
Glenn Smith	Emissions Control Program Manager
Angela Smith-Lamb	Deputy Director

Name	Title
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Vanessa Velez	Technician, Yerington
Andrew Warren	Slalom, Client Relations
Tammy Westerman	Technician, Fallon
Audrey White	Trainer, Reno
Charlotte Whitehead	Slalom, Client Relations
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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 on 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.

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.



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, usability, 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.

