



Special Project Report

ON

**Centralized Customer Flow Management and Appointment
Systems**

CCFMAS

DOF # 2740-191

DMV # 2010-010

Field Operations Division

Department of Technology Revision: October 14, 2013

September 18, 2013

Version

1.0



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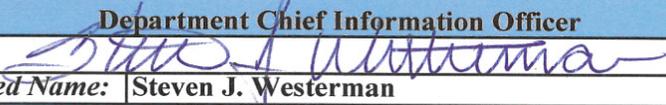
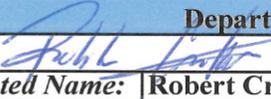
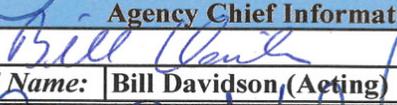
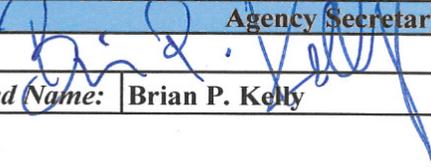
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1.0 EXECUTIVE PROJECT APPROVAL TRANSMITTAL

Information Technology Project Request External/Reportable Special Project Report Executive Approval Transmittal			
Department Name	Department Priority	Agency Priority	
Department of Motor Vehicles			
Project Title (maximum of 75 characters)			
Centralized Customer Flow Management and Appointment Systems			
Project Acronym	CaDOT Project Number	FSR Approval Date	
CCFMAS	2740-191	January 10, 2012	
APPROVAL SIGNATURES			
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and /or implementation of this project.</p> <p>I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).</p> <p>I have reviewed and agree with the information in the attached Special Project Report.</p> <p>I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).</p>			
Department Chief Information Officer		Date Signed	
 Printed Name: Steven J. Westerman		9/25/2013	
Department Budget Officer		Date Signed	
 Printed Name: Robert Crockett		9/26/2013	
Department Director		Date Signed	
 Printed Name: Jean Shiomoto (Acting)		9/27/2013	
Agency Chief Information Officer		Date Signed	
 Printed Name: Bill Davidson (Acting)		10/22/2013	
Agency Secretary		Date Signed	
 Printed Name: Brian P. Kelly		10/25/13	

2.0 PROPOSED PROJECT CHANGE

2.1 Project Background/Summary

As detailed in the approved Feasibility Study Report (FSR) dated December 1, 2011, the Department of Motor Vehicles (DMV) initiated the development of a Request for Proposal (RFP DMV 2740-191) for the replacement of DMV's current Customer Queuing and Appointment Systems. The purpose of the RFP is to obtain proposals from qualified firms that can provide the DMV with centralized, web-enabled, commercial off-the-shelf software (COTS) for a new Centralized Customer Flow Management and Appointment System (CCFMAS). In preparation for the RFP the Department released a Request for Information (RFI) to obtain information from vendors regarding the available solution options. During the review of the RFI, it was discovered there are other viable options that had not been considered in the FSR. This SPR provides DMV the opportunity to explore those options as a possible solution.

2.2 Reason for Proposed Changes

This SPR addresses the CCFMAS proposed solution and schedule as reported in the CCFMAS FSR dated December 1, 2011.

Proposed Solution:

In March 2013, the DMV released a RFI to solicit current information from vendors that provide such products. Upon review of the RFI responses and vendor demonstrations, it was evident there are other viable solutions available (i.e. externally hosted Software-as-a-Service) which were not explicitly stated in the FSR. The DMV has subsequently revised the RFP to include the possibility of an externally hosted Software-as-a-Service (SaaS) as a practical solution for this project. This modification will expand the bidding competition and provide DMV with better options in selecting the most appropriate solution.

The FSR indicated the Customer Flow Management System (CFMS) would be available at 172 locations (170 plus two test sites). The DMV will be installing equipment in 187 locations representing 170 field offices, one additional in the Los Angeles field office, 14 industry centers, one test site and one travel run. Although the number of locations has increased from 172 to 187; the project cost is not expected to change significantly. The estimated per unit hardware (i.e. TV-Monitors) cost is anticipated to be lower than originally estimated; which should offset the hardware cost for the additional 15 office locations.

The Department of Technology is requesting DMV to obtain the services of an external Independent Project Oversight Consultant (IPOC) and Independent Verification and Validation (IV&V) for this project. The FSR indicated DMV would provide oversight services using DMV resources. This new request for external service providers will increase the overall project costs.

Schedule:

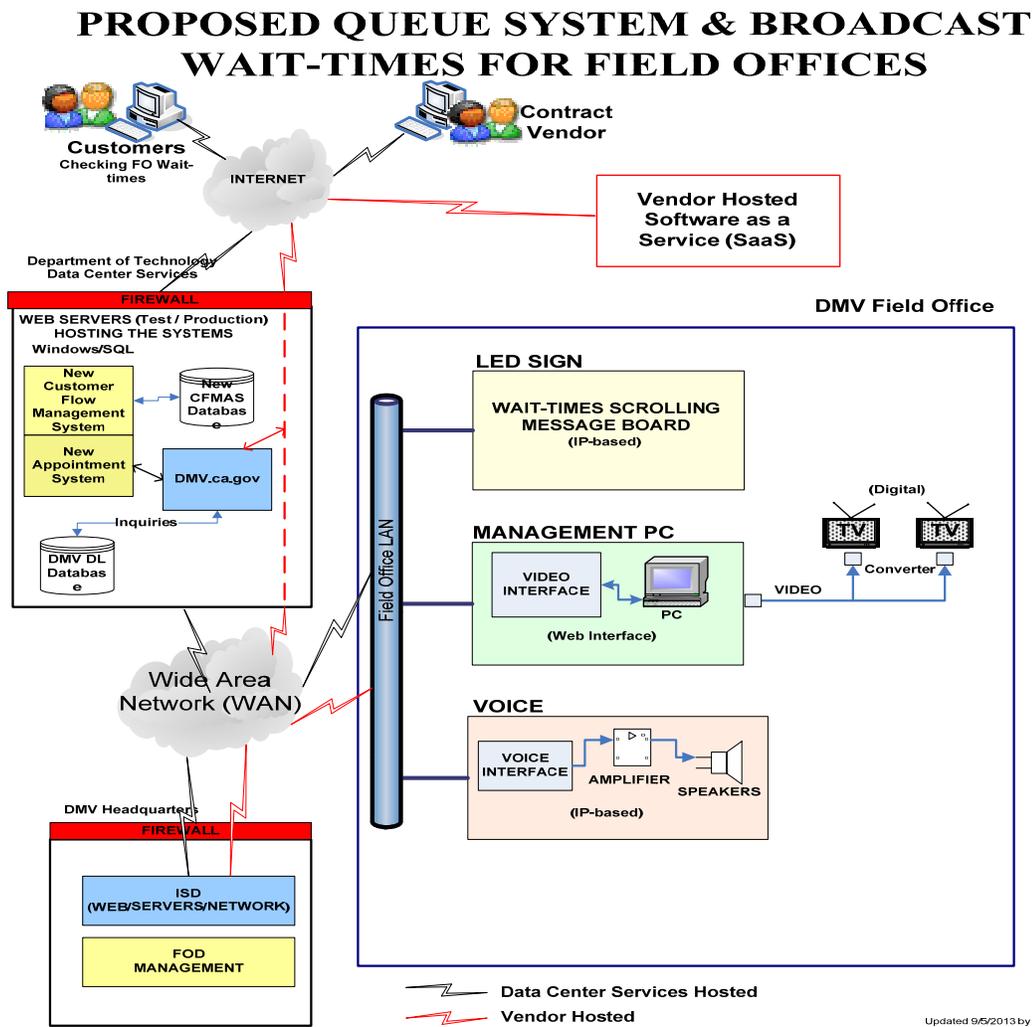
The schedule has been adjusted to account for unplanned delays in the review of the RFP. Additionally, a system acceptance period has been included in the implementation time frame. These alterations will result in the project schedule slipping in excess of the 10% threshold.

All other portions of the December 1, 2011, FSR remain in effect.

2.3 Proposed Project Change

Proposed Solution:

The original proposed solution is revised to clarify the DMV’s intent to include an externally hosted SaaS as a possible COTS option.



Schedule:

The implementation date has been extended to May 11, 2017.

3.0 Project Schedule

Schedule dates are predicated on what is known to date, the impact of future legislation, specifically bills with associated fees, could have a critical impact to the schedule.

Tasks	Last Approved Start Dates	Last Approved End Dates	SPR Start Dates	SPR End Dates
Centralized Customer Flow Management and Appointment Systems	7/2/2012	5/24/2016	7/2/2012	5/11/2017
Initiation	7/2/2012	10/29/2012	7/2/2012	11/2/2012
Project Approval	7/2/2012	7/2/2012	7/2/2012	7/2/2012
RFP Contractor Awarded	7/9/2012	10/29/2012	7/9/2012	10/29/2012
Planning	10/30/2012	4/22/2014	8/14/2012	10/27/2014
Contract Award	3/4/2014	4/15/2014	9/10/2014	10/17/2014
Execution & Control Phase	10/29/2012	5/24/2016	7/3/2014	5/11/2017
Analysis	10/29/2012	9/3/2014	7/3/2014	3/16/2015
Document Requirements	10/29/2012	9/3/2014	7/3/2014	3/16/2015
Design	9/4/2014	1/29/2015	3/17/2015	8/6/2015
Create System Design Documents	9/4/2014	1/29/2015	3/17/2015	8/6/2015
Build	12/16/2014	5/11/2015	6/25/2015	11/16/2015
Build Solution	12/16/2014	5/11/2015	6/25/2015	11/16/2015
Test	5/12/2015	10/1/2015	11/17/2015	4/13/2016
Test Results Approved	5/12/2015	10/1/2015	11/17/2015	4/13/2016
Implementation	10/2/2015	5/24/2016	4/14/2016	5/11/2017
Training	10/2/2015	5/24/2016	4/14/2016	9/29/2016
Staged Rollout	10/2/2015	5/24/2016	4/14/2016	11/10/2016
Error identification and resolution *	N/A	N/A	11/14/2016	2/10/2017
90 days of error-free processing following Full System Implementation *	N/A	N/A	2/13/2017	5/9/2017
Close-out Phase	5/25/2016	11/25/2017	3/30/2017	9/26/2018
Close out Project Artifacts	5/25/2016	11/25/2017	5/10/2017	11/5/2018
Close out Project Contracts	5/25/2016	11/25/2017	5/10/2017	11/5/2018

* Represents the newly added system acceptance period.

4.0 Project Monitoring and Oversight

DMV follows the standard requirements and CA-PMM status tracking and reporting requirements for project deliverables, schedule and budget. As directed by the Department of Technology, DMV will procure external IV&V and IPOC services for the remainder of the CCFMAS project.

Based on the Criticality/Risk Rating, the project is considered high and the project status reports will be submitted to the California Department of Technology monthly.



5.0 UPDATED ECONOMIC ANALYSIS WORKSHEETS (EAWs)

EXISTING SYSTEM/BASELINE COST WORKSHEET

All costs shown in whole (unrounded) dollars.

	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information								
Technology Costs								
Staff (salaries & benefits)	2.6	\$250,288	2.6	\$250,288	2.6	\$250,288	2.6	\$250,288
Hardware Lease/Maintenance		\$0		\$0		\$0		\$0
Software Maintenance/Licenses		\$0		\$0		\$0		\$0
Contract Services		\$463,032		\$463,032		\$463,032		\$463,032
Data Center Services		\$0		\$0		\$0		\$0
Agency Facilities		\$21,000		\$21,000		\$21,000		\$21,000
Other		\$155,016		\$155,016		\$155,016		\$155,016
Total IT Costs	2.6	\$889,336	2.6	\$889,336	2.6	\$889,336	2.6	\$889,336
Continuing Program Costs:								
Staff	53.6	\$2,575,115	53.6	\$2,575,115	53.6	\$2,575,115	53.6	\$2,575,115
Other		\$0		\$0		\$0		\$0
Total Program Costs	53.6	\$2,575,115	53.6	\$2,575,115	53.6	\$2,575,115	53.6	\$2,575,115
TOTAL EXISTING SYSTEM COSTS	56.2	\$3,464,451	56.2	\$3,464,451	56.2	\$3,464,451	56.2	\$3,464,451



LAST APPROVED ALTERNATIVE COSTS

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	4.3	459,615	5.9	616,829	8.5	855,584	10.8	1,029,817	0.0	0	0.0	0	29.5	2,961,845
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		500,000		8,195,107		0		0		0		8,695,107
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		250,000		80,000		24,120		0		0		0		354,120
TOTAL Contract Services		250,000		580,000		8,219,227		0		0		0		9,049,227
Data Center Services		0		0		11,520		0		0		0		11,520
Agency Facilities		0		0		900,393		0		0		0		900,393
Other		0		0		863,389		300,000		0		0		1,163,389
Total One-time IT Costs	4.3	709,615	5.9	1,196,829	8.5	10,850,113	10.8	1,329,817	0.0	0	0.0	0	29.5	14,086,374
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.4	40,839	4.7	490,088	0.0	0	5.1	530,927
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		56,836		682,028		0		738,864
Data Center Services		0		0		0		21,600		21,600		0		43,200
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		163,800		163,800		0		327,600
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.4	283,075	4.7	1,357,516	0.0	0	5.1	1,640,591
Total Project Costs	4.3	709,615	5.9	1,196,829	8.5	10,850,113	11.2	1,612,892	4.7	1,357,516	0.0	0	34.6	15,726,965
Continuing Existing Costs														
Information Technology Staff	2.6	250,288	2.6	250,288	2.6	250,288	2.4	229,431	0.0	0	0.0	0	10.2	980,295
Other IT Costs		639,048		639,048		639,048		585,794		0		0		2,502,938
Total Continuing Existing IT Costs	2.6	889,336	2.6	889,336	2.6	889,336	2.4	815,225	0.0	0	0.0	0	10.2	3,483,233
Program Staff	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	0.0	0	267.8	12,854,213
Other Program Costs		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	0.0	0	267.8	12,854,213
Total Continuing Existing Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.0	3,390,340	53.4	2,553,753	0.0	0	278.0	16,337,446
TOTAL ALTERNATIVE COSTS	60.5	4,174,066	62.1	4,661,280	64.7	14,314,564	67.2	5,003,232	58.1	3,911,269	0.0	0	312.6	32,064,411
INCREASED REVENUES		0		0		0		0		0		0		0



PROPOSED ALTERNATIVE: Centralized Customer Flow Management and Appointment Systems

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	0.8	99,317	4.2	445,477	7.6	815,715	10.4	1,082,104	10.2	976,011	0.0	0	33.2	3,418,624
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		8,695,107		0		0		0		8,695,107
Project Management		0		0		0		0		0		0		0
Project Oversight		0		73,878		126,648		126,648		105,540		0		432,714
IV&V Services		0		30,088		90,264		90,264		67,698		0		278,314
Other Contract Services		231,000		80,000		0		24,120		0		0		335,120
TOTAL Contract Services		231,000		183,966		8,912,019		241,032		173,238		0		9,741,255
Data Center Services		0		0		0		11,520		0		0		11,520
Agency Facilities		0		0		900,393		0		0		0		900,393
Other		0		0		863,389		316,613		0		0		1,180,002
Total One-time IT Costs	0.8	330,317	4.2	629,443	7.6	11,491,516	10.4	1,651,269	10.2	1,149,249	0.0	0	33.2	15,251,794
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.4	44,992	5.0	536,657	5.4	581,649
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		56,836		682,028		738,864
Data Center Services		0		0		0		0		21,600		21,600		43,200
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		163,800		163,800		327,600
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.4	287,228	5.0	1,404,085	5.4	1,691,313
Total Project Costs	0.8	330,317	4.2	629,443	7.6	11,491,516	10.4	1,651,269	10.6	1,436,477	5.0	1,404,085	38.6	16,943,107
Continuing Existing Costs														
Information Technology Staff	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,228	2.4	229,431	0.0	0	12.8	1,230,523
Other IT Costs		639,048		639,048		639,048		639,048		585,794		0		3,141,986
Total Continuing Existing IT Costs	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,276	2.4	815,225	0.0	0	12.8	4,372,509
Program Staff	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	321.4	15,429,328
Other Program Costs		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	321.4	15,429,328
Total Continuing Existing Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,391	56.0	3,390,340	53.4	2,553,753	334.2	19,801,837
TOTAL ALTERNATIVE COSTS	57.0	3,794,768	60.4	4,093,894	63.8	14,955,967	66.6	5,115,660	66.6	4,826,817	58.4	3,957,838	372.8	36,744,944
INCREASED REVENUES		0		0		0		0		0		0		0



ECONOMIC ANALYSIS SUMMARY

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	15.6	5,336,016
Total Program Costs	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	321.6	15,450,690
Total Existing System Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	337.2	20,786,706
PROPOSED ALTERNATIVE	Centralized Customer Flow Management and Appointment Systems													
Total Project Costs	0.8	330,317	4.2	629,443	7.6	11,491,516	10.4	1,651,269	10.6	1,436,477	5.0	1,404,085	38.6	16,943,107
Total Cont. Exist. Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,391	56.0	3,390,340	53.4	2,553,753	334.2	19,801,837
Total Alternative Costs	57.0	3,794,768	60.4	4,093,894	63.8	14,955,967	66.6	5,115,660	66.6	4,826,817	58.4	3,957,838	372.8	36,744,944
COST SAVINGS/AVOIDANCES	(0.8)	(330,317)	(4.2)	(629,443)	(7.6)	(11,491,516)	(10.4)	(1,651,209)	(10.4)	(1,362,366)	(2.2)	(493,387)	(35.6)	(15,958,238)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(0.8)	(330,317)	(4.2)	(629,443)	(7.6)	(11,491,516)	(10.4)	(1,651,209)	(10.4)	(1,362,366)	(2.2)	(493,387)	(35.6)	(15,958,238)
Cum. Net (Cost) or Benefit	(0.8)	(330,317)	(5.0)	(959,760)	(12.6)	(12,451,276)	(23.0)	(14,102,485)	(33.4)	(15,464,851)	(35.6)	(15,958,238)		



PROJECT FUNDING PLAN

All costs shown in whole (unrounded) dollars

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	0.8	330,317	4.2	629,443	7.6	11,491,516	10.4	1,651,269	10.6	1,436,477	5.0	1,404,085	38.6	16,943,107
RESOURCES TO BE REDIRECTED														
Staff	0.8	99,317	4.2	445,477	7.6	815,715	10.4	1,082,104	10.6	1,021,003	5.0	536,657	38.6	4,000,273
Funds:														
Existing System		0		0		0		0		53,254		639,048		692,302
Other Fund Sources		0		0		681,272		80,183		133,840				895,295
TOTAL REDIRECTED RESOURCES	0.8	99,317	4.2	445,477	7.6	1,496,987	10.4	1,162,287	10.6	1,208,097	5.0	1,175,705	38.6	5,587,870
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	0.0	250,000	0.0	580,000	0.0	9,994,529	0.0	300,000	0.0	0	0.0	0	0.0	11,124,529
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	188,982	0.0	228,380	0.0	228,380	0.0	645,742
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	250,000	0.0	580,000	0.0	9,994,529	0.0	488,982	0.0	228,380	0.0	228,380	0.0	11,770,271
TOTAL PROJECT FUNDING	0.8	349,317	4.2	1,025,477	7.6	11,491,516	10.4	1,651,269	10.6	1,436,477	5.0	1,404,085	38.6	17,358,141
Difference: Funding - Costs	0.0	19,000	(0.0)	396,034	0.0	0	0.0	0	0.0	0	0.0	0	0.0	415,034
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
FUNDING SOURCE*														
General Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Federal Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Special Fund	100%	349,317	100%	1,025,477	100%	11,491,516	100%	1,651,269	100%	1,436,477	100%	1,404,085	100%	17,358,141
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
TOTAL FUNDING	100%	349,317	100%	1,025,477	100%	11,491,516	100%	1,651,269	100%	1,436,477	100%	1,404,085	100%	17,358,141

*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding. (i.e. **Federal Funding from grant xxx for 3 years, beginning July 1, 2010.**)

Additional Information: Redirected Division Funding Source

DIVISION(S) FUNDING	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
One-Time Costs	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ /CPD	ISD/EXE/ASD/FOD/C PD	ISD/EXE/ASD/FOD /CPD	ISD/EXE/ASD/FOD /CPD	
Continuing Costs					ISD/FOD/ASD	ISD/FOD/ASD



ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET
(California Department of Technology Use Only)

Annual Project Adjustments	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18						
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts				
One-time Costs												
Previous Year's Baseline	0.0	0	0.0	250,000	0.0	580,000	0.0	9,994,529	0.0	300,000	0.0	0
(A) Annual Augmentation /(Reduction)	0.0	250,000	0.0	330,000	0.0	9,414,529	0.0	(9,694,529)	0.0	(300,000)	0.0	0
(B) Total One-Time Budget Actions	0.0	250,000	0.0	580,000	0.0	9,994,529	0.0	300,000	0.0	0	0.0	0
Continuing Costs												
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	188,982	0.0	228,380
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	0.0	0	0.0	188,982	0.0	39,398	0.0	0
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	188,982	0.0	228,380	0.0	228,380
Total Annual Project Budget Augmentation /(Reduction) [A + C]	0.0	250,000	0.0	330,000	0.0	9,414,529	0.0	(9,505,547)	0.0	(260,602)	0.0	0

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Program Revenues		0		0		0		0		0		0



ATTACHMENTS

ACRONYMS



ACRONYMS

Acronyms	Description
CalSTA	California State Transportation Agency
CaDOT	California Department of Technology
CCFMAS	Centralized Customer Flow Management and Appointment Systems
CFMS	Customer Flow Management System
COTS	Commercial Off the Shelf
DMV	Department of Motor Vehicles
EAWs	Economic Analysis Worksheet(s)
FOs	Field Offices
FSR	Feasibility Study Report
FY	Fiscal Year
IPOC	Independent Project Oversight Consultant
IPOR	Independent Project Oversight Report
IV&V	Independent Verification and Validation
MSF	Modular Station Furniture
RFI	Request for Information
RFP	Request for Proposal
SaaS	Software as a Service
SPR	Special Project Report