

Overview

By Office of Motorist Modernization Director Terrence Samuel, PMP

In 1979, the original Sony Walkman was marketed, which provided portable audio cassette functionality. The Microsoft Windows operating system was introduced to the world in 1985, and changed computing world-wide. Since the introduction of these two inventions, numerous technological advances have been made. We now have wearable technology, Windows 10 and many other products that affect our daily environment. However, at DHSMV we rely on components of technology systems that were created in the 1970s, 1980s and 1990s to provide service to our customers.



Advances have been made in software and hardware designs to provide faster and simpler computing solutions. It is critical that the department invest in modernization of antiquated systems to take advantage of new technologies in the software, hardware and network arenas. The department is well aware of the limitations within our current computing environment; therefore, the Office of Motorist Modernization was created to address this immense issue with the recognition and endorsement of the Governor, Cabinet, and the support of our Florida Legislative members. Since its creation in 2012, Motorist Modernization has become tasked with the largest program in the history of the agency.

The Office of Motorist Modernization is responsible for leading the department's initiative for investing in the modernization of antiquated systems and technologies to support the DHSMV's strategic goals moving forward. Major activities include:

- planning and managing all functions related to

the delivery of the motorist systems program roadmap,

- data modeling,
- motorist business application architecture,
- requirements management, and
- modernization of the motorist information technology systems to align with the current organizational structure and business processes of the Motorist Services Division.

This effort will leverage technological advances in the software, hardware, and network arenas to provide faster and more effective computing solutions. The new systems must meet the changing public expectations for service delivery. There is an increasing demand for information via mobile technology versus face-to-face interactions.



Windows 1.0
First version of Microsoft Windows.

The Office of Motorist Modernization is reaching out for input from internal and external stakeholders to document their ideas on how to improve outdated motorist systems.



CONTENTS

FEATURES

- [1 MODERNIZATION OVERVIEW](#)
By Terrence Samuel, PMP
- [2 CAPTURE](#)
By Scott Tomaszewski, PMP
- [3 TEAMWORK](#)
By Terrence Samuel, PMP
- [4 RENEWAL NOTIFICATION PROJECT](#)
By RaeLynn DeParsqual, PMP
- [5 TAX COLLECTOR FOCUS GROUP](#)
By Samadhi Jones
- [6 DELIVERABLE REVIEW PROCESS](#)
By Janis Timmons
- [7 DIVISION DIRECTOR'S AWARD](#)
By Terrence Samuel, PMP
- [8 GOVERNANCE](#)
By Kristin Green, PMP and Wendy Ling, PM
- [9 BRENDA WASHINGTON](#)
By Terrence Samuel, PMP



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REGULARS

- [1 TECH Q&A](#)
By Chad Hutchinson
- [2 STAKEHOLDER SPOTLIGHT:](#)
Beth Allman
- [3 ORION STAR](#)



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By Scott Tomaszewski, PMP

The department is gearing up to complete the pilot of the ORION Capture application and begin the transition to statewide rollout. Capture is a component of the Driver Related Issuance and Vehicle Enhancement (DRIVE) modernization project. Offices that issue driver licenses use the application to “capture” photographs, scan documents and print licenses.

The pilot period, which began in November 2015, ended on February 26, 2016, and production deployments began immediately thereafter on February 27, 2016. Statewide rollout is anticipated to be complete by mid-October 2016.

Participants in the Capture pilot included F01-Orange City, L76-Bushnell, M87-Sarasota,

R01-Lauderdale Lakes and R50-Lauderdale Lakes (a DHSMV Bureau of Administrative Review office).

Positive feedback has been received from the participants throughout the Capture pilot. Some of the new application’s reported benefits to the driver license issuance offices and customers include the:

[continued on page 6](#)

Teamwork

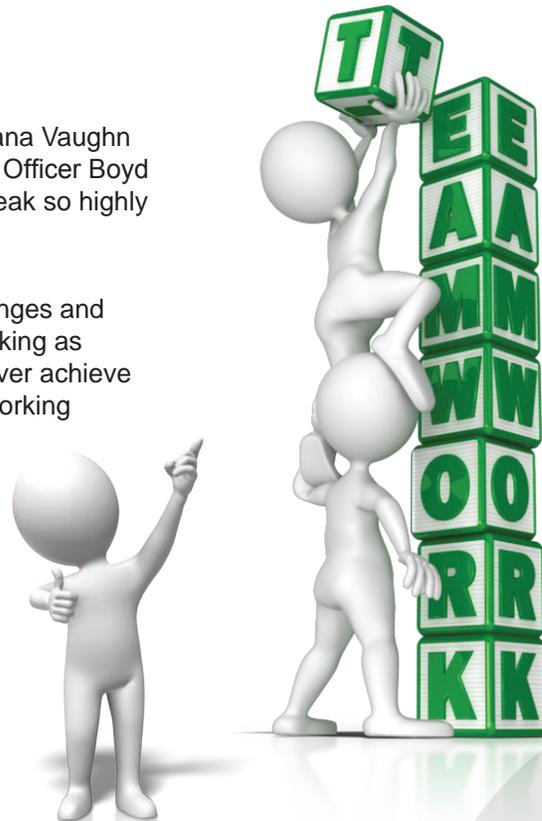
By Terrence Samuel, PMP

Every team member is contributing to our success with the Motorist Modernization Phase I Program. In the span of seven months, our team has made amazing progress and addressed all 76 recommendations for the nine deficiencies found by the independent verification and validation vendor. The hard work of the team, led by Deputy Director Kristin Green and Program Manager Wendy Ling, made this possible.

During the Motorist Modernization program update for agency leadership in December 2015, Executive Director Terry Rhodes spoke with a lot of passion about the hard work and contributions that have been made by all areas of the Department thus far. It was gratifying to hear Deputy

Executive Director Diana Vaughn and Chief Information Officer Boyd Dickerson-Walden speak so highly of the DHSMV team.

We have many challenges and obstacles ahead. Working as individuals, we will never achieve our goals; however, working as a team, the department will be able to overcome them all.



Renewal Notification Project Overview



By *RaeLynn DeParsqual, PMP*

The Renewal Notification project is one of the initiatives of the Motorist Modernization Phase I program. This project improves the renewal notification process for customers, vendors and tax collectors for driver licenses, motor vehicle registrations and parking permits. DHSMV offices and tax collectors will become more efficient through the automation of manual, paper-based processes. Electronic notification (emails) and automated real-time self-service capabilities will further enhance interactions with vendors and services to external customers.

Currently, this project is in the requirements validation stage. This is an important step in the software design process. The team members review the details of the new system's functions before software development begins. Members of this team meet daily to determine requirements and best practices for solutions.

As of the first quarter of 2016, the team has reviewed requirements associated with internal automated auditing for renewals and consolidated vendor maintenance capabilities. Other improvements include email notices and reminders to customers to renew online or in person. New process changes introduced will be monthly emails to vendors to log in and pick up the renewal file in place of the renewal file being sent to them.

The requirements validation stage is scheduled for completion in June 2016. The next stage, development and testing, will begin in July 2016.

The Renewal Notification project team is comprised of business and technical subject matter experts from the Bureau of Issuance Oversight, Bureau of Records, Office of Motorist Modernization and Information Systems Administration. Each team member brings a level of expertise, dedication and professionalism that is critical to the success of the project. Next time you see them in the hallway, offer them kudos for a job well done!

Business Analysts:

- Kathy Reeves
- Judy Johnson
- Laura Freeman

Developers:

- Tim Wolff
- Earl Whyne
- Margaret White
- Patricia Joseph

Scrum Master:

- Jo Lena Bryan

Project Manager:

- RaeLynn DeParsqual

Product Owners / SMEs / Tester:

- Alan Busenbark
- Cheryl Bruce
- Thomas Wilson
- Paula Stanfield
- Brian Rivera
- Cheryl Zenoz
- Cyndi Collins
- Alissa Hoban



RETIRING...WE WILL MISS YOU!

Renewal team members Cyndi Collins and Tim Wolff will retire this spring. Cyndi is currently a business analyst and has been with DHSMV for 28 years due to retire on March 5. Tim serves as our legacy mainframe expert. He has been with the department for 38 years and will spend his last day with us on April 4. The Renewal Notification team wishes them the best of luck!

Tax Collector Focus Group

By Samadhi Jones

Florida's tax collectors were the focus of a Motorist Modernization meeting on January 20, 2016. Twenty representatives from tax collector offices statewide joined a Motorist Modernization team at the Valencia College School of Public Safety for a six-hour session on Motorist Modernization efforts. The discussion centered on the functionality of the ORION system, which is slated to be completely rolled out by Fall 2019.

"It's a beautiful thing!" Sarasota County Tax Collector Manager Sheri Silvio commented regarding the meeting. "This interaction is amazing. It is exciting to be part of it. Love the way we can make suggestions and see them come to life. Adding manual reference in sanctions—amazing. So many great functions within the application. Can't wait to see it full force."

The meeting started with an overview and status of the Motorist Modernization Phase I Program. Program oversight and governance were explained, as well as the progress of the project. The Motorist Modernization Program team has satisfactorily addressed all deficiencies identified by the independent validation and verification (IV&V) team in March 2015. Since November 2015, IV&V reports have shown that the program is well controlled and has no significant issues. This is important to maintaining the momentum of support for Motorist Modernization efforts.

"This interaction is amazing."

Tax collectors asked questions about the status of this year's legislative request and were pleased to learn that the House Transportation and Economic Development Committee responded favorably to the presentation by the DHSMV Office of Motorist Modernization Director Terrence Samuel on November 17, 2015.

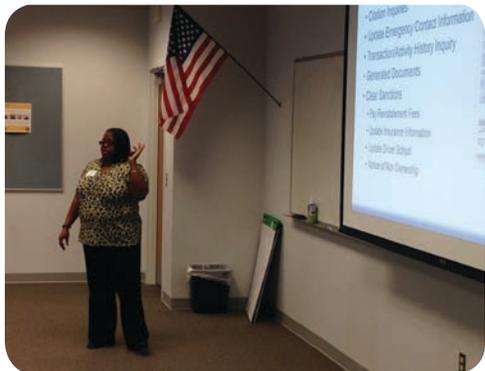
Break-out sessions addressed specific functionality of the Driver License Issuance, MyDMV Portal and Renewal Notification projects. Among the feedback participants provided during the meeting were positive reaction to the addition of a "No SSN" checkbox to indicate a customer does not have a social security number, and a request to add an editable email field to the personal information section of the customer summary screen. Tax collectors' feedback during the focus group is vital to ensuring the features of the new system meet the needs of the users it will serve.

Meeting participants were pleased with the experience, and expressed optimism for the highly-anticipated ORION system. Their handwritten comments following the meeting, pictures and the slide presentation from the meeting are available to tax collectors via DHSMV PartnerNet.

The Motorist Modernization Phase I Program team is currently performing requirements validation, after spending last year gathering system requirements. Focus group meetings with key stakeholders

groups, such as the Florida Tax Collectors, support the validation process. Software development for Phase I is slated to begin in July 2016.

"So many great functions within the application. Can't wait to see it full force."



Tech Q&A

By Chad Hutchinson
and Wendy Ling, PMP

Motorist Modernization is using cutting-edge approaches and techniques, and top-rated technology solutions. The Q&A below shares responses to inquiries from DHSMV staff.

Question: In the Motorist Modernization presentation it mentioned we are using 'service oriented' databases (the example of issuance versus customer search was used). How many 'services,' if that is the right word, are we developing?

Answer: The services mentioned refer to web services developed as part of the ORION system and usually map to a common or specific business functionality—for example "customer search" service. We will be developing many web services as development proceeds. In Capture and EFS/ETR there were roughly 25 - 30 web services developed and several of these will be re-used going forward with modernization, including establishing new web services.



Question: What kind of security are we developing with the MyDMVPortal? I know we said we were going to be using Facebook and Google accounts for people to log in, but what precautions are we taking in case one of those applications are hacked? (I, personally, have had my Facebook account hacked before.)

Answer: Security best practices will be utilized with the MyDMVPortal. During User Registration a process known as "identity proofing" will also

be utilized to verify the legitimacy of a user. This process involves asking the user information that is known only to him/her.

My DMV Portal security will also rely on what is called a "federated model of authentication," meaning a user's login can be linked across multiple applications and multiple identity providers, for example they can use one of their social media or web mail accounts to generate an account within the Portal for identification and use.

The primary reason for using this type of authentication is to ensure that we are always using the most current security standards in the industry and leverage the most flexibility in regards to authentication. Because we will be procuring this authentication component as a service, we will always be current with the latest techniques and approaches to securing our authentication processes.

[Continued from page 3 \(CAPTURE\)](#)

Ability to black out sensitive information as part of the redaction process;

- Ability to add notes/comments directly to the scanned documents;
- Ability to scan once and crop, saving time;
- Display of the customer's picture next to the record - minimizing the chance of grabbing the wrong record

during processing;

- Indicators for missing documents, which alert the end user to inform the customer that specific documents are needed and aid in completing the transaction quickly;
- Ability to scan multiple documents at one time; and
- Display of the oath on the signature pad, so the customer can see and read it.

The Capture project is one of two proof-of-concept initiatives for Motorist Modernization. It migrates the application from being vendor-supplied to being state-owned. Successful statewide rollout of the ORION Capture application will allow driver license issuance offices to deliver improved customer service by streamlining the image capture and document scanning processes.

The ORION Capture application is coming to a driver license issuance office near you!

Deliverable Review Process

By Janis Timmons

Deliverables explain the goods or services to be provided under a contract, and are often called statements of work, statements of requirements, or specifications. The Office of Motorist Modernization (OMM) manages a multi-year contract with its support services vendor that is deliverable-based. Approximately 65 deliverables have been slated for completion prior to June 30, 2016, under the Motorist Modernization Phase I program's contract.

The current deliverable review process consists of three steps to be performed jointly by department members and the support services vendor. The first step is the preliminary meeting, which is facilitated by the support services vendor and is an opportunity to discuss and clarify the expectations for upcoming deliverables with key stakeholders. During the second step, OMM receives, reviews and approves the deliverable expectation document (DED) from the vendor. The DED establishes the framework for the deliverable. It outlines team roles and responsibilities for development, review and approval. It also describes the anticipated deliverable format and content, and outlines the deliverable development and review process (i.e. key dates and acceptance criteria). The final step is the submission, review and approval of the deliverable. The primary goal when reviewing deliverables is to ensure that work products meet contractual and operational requirements.

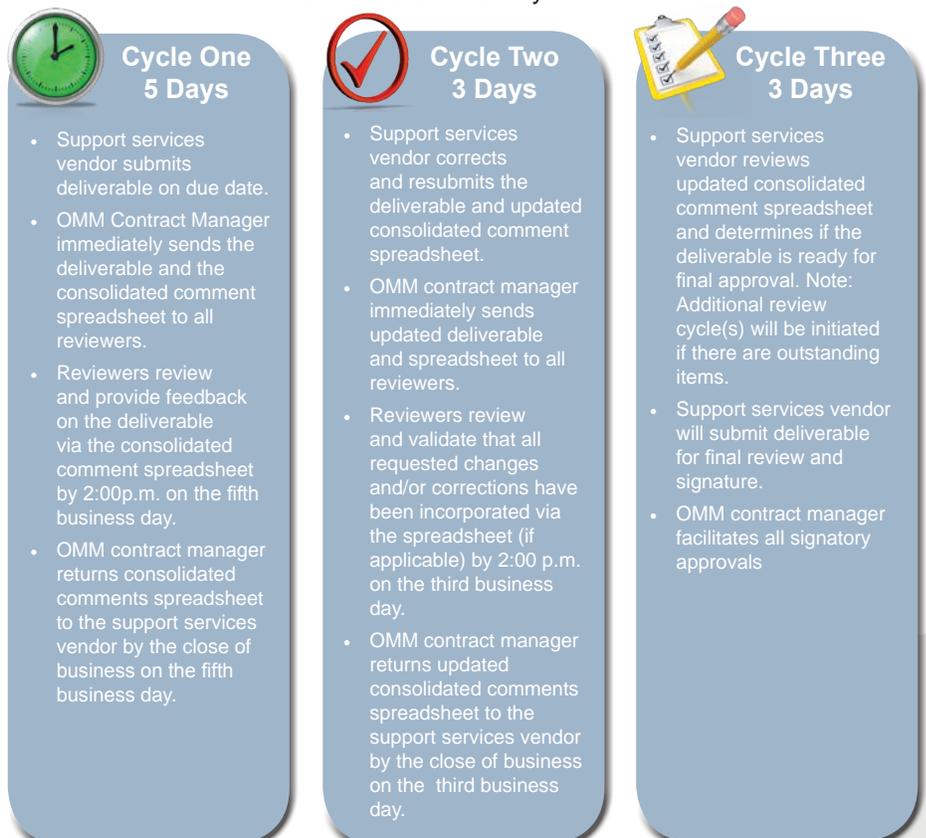
Deliverable development and review cycles are time sensitive. Once a deliverable is submitted, team members are governed by a contractually required 5-3-3 review cycle. This allows five (5) business days for deliverable review and DHSMV feedback, three (3) business days for the support services vendor to address DHSMV feedback, and three (3) business days for final deliverable review and DHSMV approval. Additional review cycles are utilized as needed.

Successful completion of the program's deliverables is truly a team effort. During the deliverable review cycle comments, clarifications and/or questions are submitted by DHSMV reviewers to the OMM contract manager via the consolidated comments spreadsheet. The OMM contract manager then relays this information to the support services

vendor. Their responsibility is then to correct, update and provide responses to DHSMV for additional reviews or approval. Deliverables are final when all updates have been completed and the necessary signatory approvals have been received. Once deliverables are accepted as final, they are uploaded to the Office of Motorist Modernization's SharePoint page.

For more information about the Motorist Modernization deliverable review process, please contact Janis Timmons at MotoristModernization@flhsmv.gov.

Illustration of the "5-3-3" deliverable review cycle:



Kathlene Crowe Awarded ISA Division Director's Award

By Terrence Samuel, PMP

The Motorist Modernization initiative is the largest in the history of the Florida Department of Highway Safety and Motor Vehicles. There are numerous members within the department that must contribute to make this initiative a success. Everyone is aware that in a program of this size business analysts, developers, project managers and a host of others must work together to ensure success.

However, we sometimes undervalue the contributions of those that serve the department in an administrative capacity. In the initial Independent Verification and Validation (IV&V) assessment it was noted that administrative support was needed in the Office of Motorist Modernization (OMM). Kathlene Crowe was interviewed and selected to fill this position. Since joining the department, Kathlene has made a huge contribution in OMM and other areas as well. Kathlene quickly educated herself by reading the Schedule IV-B and other materials on the goals of the program and immediately made contributions. She has worked numerous hours of overtime helping members of the OMM prepare for presentations, meeting and other events. While these contributions are certainly needed and appreciated, she has contributed well beyond what is expected in her position based on her position description.

Executive Director Terry Rhodes had been waiting for some time to have a document that outlined the "Life of a Driver" Kathlene was provided the information and simply told to develop some creative ideas on how to present the information. Her depiction of the "Life of a Driver" was a huge success. She has worked with others outside of the OMM to solve issues with spreadsheets and documents. Kathlene assisted the Strategic

Business Operations Bureau with the presentation of information related to ISA's New Employee Orientation. I often see various members in her office seeking her assistance with a variety of issues.

Kathlene's contributions do not stop there. The Motorist Modernization Executive Steering Committee has directed the OMM to develop a public-facing website to educate the public on the Motorist Modernization program. There is a limited number of resources in any organization and currently the OMM does not have a business analyst or a project manager

"Kathlene is innovative and constantly making suggestions on tools and techniques that can be used in all areas of OMM."

that can take on this task. Once again, Kathlene has been called upon to fill the void. She is currently serving in the capacity of business analyst and project manager for this project. Kathlene is innovative and constantly making suggestions on tools and techniques that can be used in all areas of OMM.



L-R: Kathlene Crowe and ISA Director Boyd Dickerson-Walden

Her courtesy and professionalism has never suffered during the many tasks and projects she has been assigned even when the deadlines are close and changes are required. She continually maintains her courteous and professional nature. As stated previously, all members of a team are needed for success and everyone, if they are willing to do so, can add value to an organization.

On Friday February 19, 2016, OMM's Kathlene Crowe was awarded the Division Director's Award, which is the highest award given in ISA. Please join us in congratulating her.



"Pavel has done an amazing job."



January 2016 ORION Star of the Month Pavel Machado Sardinas (right) and Office of Motorist Modernization (OMM) Director Terrence Samuel (left). Sardinas was nominated for the award by fellow OMM team members. Director Samuel said, "Pavel has done an amazing job. In his nomination, it was noted that Pavel is extremely hardworking, dedicated and respectful. He has worked late nights and early mornings to ensure the team meets deliverable dates and established goals. He is extremely deserving of this award and I appreciate his dedication to the Motorist Modernization program."

Stakeholder Spotlight

Beth Allman

Florida Court Clerks & Comptrollers

Beth Allman has a background in transportation. She began her career at the Florida Department of Transportation, working primarily in Planning and the Legislative Office. From there, she spent five years with the Senate Transportation Committee. She studied Florida's traffic ticket and crash reporting systems and assisted in the development of Florida's TCATS system, the statewide traffic reporting system. She has worked for the Florida Court Clerks & Comptrollers for almost 20 years, involved in many technical projects and legislative initiatives, most recently the Florida Courts E-Filing Portal. Ms. Allman currently serves as a board member for the Office of Motorist Modernization's Advisory Board.

Governance

By Kristin Green, PMP and Wendy Ling, PMP

Any successful project or program requires a framework for decision-making. This framework is referred to as governance, and is a necessary part of management. Good governance provides required internal controls and reassures stakeholders that resources are being applied efficiently and effectively.

The Motorist Modernization Phase I program established a governance structure and decision escalation matrix in response to recommendations by its Independent Validation and Verification (IV&V) vendor. Specifically, the program's structure was developed to define, communicate and clarify responsibilities and accountability of each level of governance. The decision escalation framework clearly identifies how decisions are escalated through the various tiers of the governance structure.

The Motorist Modernization Phase I program's governance structure is organized into four (4) tiers:

- **Project:** The program's project teams, led by designated project managers, predominately decide low-priority items.
- **Program:** The program director decides medium-priority items.
- **Advisory Board:** Members meet monthly to assist in making high-priority decisions by providing input and strategic guidance to the program director and the executive steering committee. The advisory board consists of seven representatives from DHSMV, Florida court clerks, and Florida tax collectors. Members advise, assist, support and advocate for the program.

- **Executive Steering Committee (ESC):** Members serve as the ultimate decision-making authority for the program. They ensure that the program meets its overall objectives, and provide management direction to the program management team for high priority items. The committee consists of five members of the DHSMV executive leadership team and is chaired by Executive Director Terry Rhodes. The ESC meets monthly.

The department's Tier III Executive Governance Committee serves the program in a review and monitoring capacity. Additional details are provided in the Motorist Modernization Phase I Program Management Plan. For more information about Motorist Modernization Phase I governance, please contact Program Manager Wendy Ling at WendyLing@flhsmv.gov or MotoristModernization@flhsmv.gov.





By Terrence Samuel, PMP

On February 25, the DHSMV friends and family of Brenda Washington gathered to celebrate her retirement and honor her for 35 years of exemplary service. Most recently, Washington served as a senior business analyst for the Office of Motorist Modernization. However, the event attracted staff from many different offices who had the pleasure to work with her over the course of her career.

Brenda Washington is one of the most dedicated individuals that you will ever meet. She is dependable and the ultimate team player. She is always thinking of others before she thinks of herself. She does her very best to achieve success on every task that she is given. She has been successful in every position she has held at the Department.

"Brenda Washington is one of the most dedicated individuals that you will ever meet. She is dependable and the ultimate team player."

Brenda has been a valuable asset to the agency. Her expertise and historical agency knowledge are well-respected, and have been a solid advantage to program efforts. She served as one of the key developers and managers for the current driver license system, spending countless hours in that effort.

Over and over again during the retirement celebration, people came forward to thank Brenda for her heartfelt kindness. Throughout the years, she has quietly offered assistance and words of strength to people when they needed it most, and it was humbling to hear so many people come forward to share personal anecdotes of the grace she added to their lives through her generous acts. One of the qualities I have admired

most is Brenda's compassion toward others, both at work and outside the office. Brenda is a service-oriented leader, and a lady of faith who places her family as a priority. She is an example to us all.

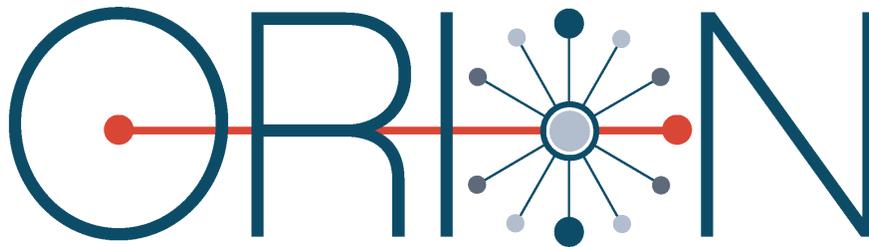
On behalf of the Office of Motorist Modernization, we thank Brenda for lending her strength, integrity and dedication to DHSMV, and we wish her all happiness as she opens the next chapter in her life.



TEAM: Together Enjoying a Movie



Team members from the Office of Motorist Modernization celebrated holiday cheer by watching "Star Wars: The Force Awakens" at The Regal Governor's Square Stadium 12 last December.



ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

The **Motorist Modernization Program** strives to:

Modernize driver license and vehicle registration systems to serve Florida's growing population — without growing government.

Enhance employee tools and work processes to strengthen the focus on customers and outcomes.

Unify driver license and vehicle registration systems to simplify office visits.

Expand online tools to let customers access more services whenever and wherever they want.

Provide law enforcement better driver and vehicle information to increase public safety.

Continue improving driver license and motor vehicle data security to keep personal information safe.



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