Motorist Modernization Advisory Board – Phase I Monthly Meeting  
March 12, 2019  
Neil Kirkman Building, Conference Room B-202  
2900 Apalachee Parkway, Tallahassee Florida 32399  
1 to 2 p.m., EST

Invitees
Deb Roby  
Ed Broyles  
Pace Callaway  
April Edwards  
Kevin Bailey  
William Washington  
Lisa Cullen

Representing
DHSMV  
Florida Court Clerks & Comptrollers  
Florida Tax Collectors

Agenda

• Roll Call
• Welcome
• Review and Approval of Last Meeting Minutes
• IV&V Update
• Stakeholder Outreach Update
• Policy and Decisions Review
• MM Phase I Program Update
  o Financial Review
  o Project Updates
• Communications Update
• Q&A
• Adjourn
Motorist Modernization Phase I Advisory Board Meeting

Kirkman Building Conference Room B-202
January 8, 2019
1 to 2 p.m.

WELCOME AND INTRODUCTIONS

- The meeting was called to order at 12:59 p.m. Mr. Terrence Samuel began the meeting by welcoming the attendees and proceeded with the roll call of board members.

Advisory Board members present included:
- Deb Roby
- Ed Broyles
- Pace Callaway
- April Edwards
- Lisa Cullen
- William Washington

- Additional DHSMV members present included Terrence Samuel, Kristin Green, Koral Griggs, Cathy Thomas, Jessica Espinoza, Scott Tomaszewski, Aundrea Andrades, Laura Freeman, Sonia Nelson, Judy Johnson, Craig Benner, Janis Timmons and Cheryln Dent.

- Visitors included Alyene Calvo from Ernst & Young, and Michelle McGinley and Joseph Weldon from Accenture.

REVIEW AND APPROVAL OF THE LAST MEETING MINUTES

- Cheryln Dent reviewed the meeting minutes from December 11, 2018. No corrections or comments were identified. A motion to approve the minutes was accepted by the board members and the December 11, 2018, meeting minutes were approved.

IV&amp;V UPDATE

- Ms. Alyene Calvo walked through the October 2018 report. The overall risk state was amber due to inefficiencies with Organizational Change Management. The schedule performance index was .971. 134 of 3,136 total tasks were late. The modification of the schedule due to change request #154 (addition of change requests) increased the duration of the schedule. Due to these changes currently being made to the Phase I Program Schedule, future milestones could not be accurately forecasted. There were currently no open deficiencies and the Schedule Quality Score was at 94.2.

UPDATE ON PHASE I PROJECT SCHEDULE

- Michelle McGinley stated development was original slated to be completed in September 2019, and it is now projected to be completed in April 2020. She stated additional time was added to the schedule to complete UAT, security testing and performance testing.

- Mr. Samuel reiterated they would try to not perform any activities in tax collector offices during November and December. He stated they would finalize the schedule after the next ESC meeting before presenting it to the legislature.
STAKEHOLDER OUTREACH
- Jessica Espinoza stated they attended a webX with the Phase I DL Issuance Focus Group Meeting today. They discussed new functionality such as exceptions, exception queue, medical submissions, medical queue, voids, re-print and reports. The team received positive feedback overall.
- Mr. Samuel stated he would be meeting with Robert Kynoch to discuss performing demos of the Customer Service Center in MyDMV Portal soon. He stated there would also be a meeting to discuss the next Phase II Focus Group meeting.

POLICY AND DECISION REVIEW
- DL45 – Using Data in STAGE for External Testing - Jessica Espinoza stated testing has begun and vendors have been advised to treat data as production data. She stated this item would now be closed.
- DL46 – AAMVA Checks for PDPS and CDLIS – Ms. Espinoza stated the ESC agreed with allowing issuances for specific transactions as long the transaction goes to an Offline Verification queue and the customer is issued a temporary permit. She stated this item would now be closed.
- DL47 – Cashiering – Ms. Espinoza stated the ESC agreed with the recommendation to not allow auto-print for third party cashier users and the user would have to mark the card for destruction in the IMS system to void a transaction. She stated this item would now be closed.
- DL48 – FCCC Legislative Mandate to Upgrade Existing Process for DUI School Certificates and Record Processing – Ms. Espinoza stated the ESC recommended for DHSMV to help FCCC with this to meet the April 2019 deadline. She stated this item would now be closed.
- FR02 – XML Structural Testing Update - Cathy Thomas stated this item would now be closed as these updates would continue to be presented by Scott Tomaszewski.
- FR05 – Insurance Company Code – Ms. Thomas stated we have a Phase I requirement to change the Insurance Company Code from numeric to alphanumeric. The team requested for this to be deferred to Phase II. She stated the ESC agreed and this item would now be closed.

FINANCIAL REVIEW
- Janis Timmons presented a Phase I and II financial review. The Phase I budget is $7.5 million with $4.3 million expended as of December 31. There was a 0 percent variance with $3.2 million in remaining funds. The budget for Phase II is $5 million with $2 million expended as of December 31. There was a 0 percent variance with $2.9 million in remaining funds. The team is working on finalizing Phase I and Phase II legislative budget requests for 2019 – 2020.

PROJECT UPDATES
- DL Issuance – Joe Weldon stated one developer recently rolled off the project. There was a reduction to 50 UAT test scenarios due to the deferral of batch testing stories. 31 UAT test scenarios have started. The team continues to tackle bugs approximately every two weeks. He stated there was no new information to report regarding risks and issues and key dependencies. He stated of the 1,360 hours remaining in Milestone J stories, 1000 of those hours are batch and 900 of those hours are related to CIPS. He stated the team had completed their first print through CIPS. In Milestone J the team had also begun progress on HAZMAT, VLS, mail-in, reports and penny vendor, which had been on hold due to refinement. The team was red for business actions, and yellow for development, testing and technical debt on the Traffic Light Report. Mr. Weldon stated the current forecast completion date, including December 5 approved change requests, is January 31, 2019 for development and February 28, 2019 for testing. He stated 650 hours in pending change requests would be taken to the ESC next week, which may affect these forecasted dates.
- Motorist Maintenance and Financial Responsibility – Scott Tomaszewski stated 12 out of 30 UAT test scenarios have started with none completed, yet. The team continued to keep critical and high bugs mitigated. There are 1,058 hours remaining in development and functional areas. The team continued
to work on letters and reports in Milestones I and J with about 110 remaining hours. The team had five change requests making up the majority of the 1,058 remaining hours. The team currently had dependencies on the Enterprise core code stability and Data Warehouse assistance on Financial Responsibility reports.

- Issues for the team included:
  - Issue 13 – Improving quality of requirements
  - Issue 15 – Timely completion of structural testing
  - Pending letter changes
- The business actions were red, and development, testing and technical debt were yellow on the Traffic Light Report. Mr. Tomaszewski stated the current forecast completion date, including December 5 approved change requests, is February 13, 2019 for development and March 1, 2019 for testing. He stated there were pending change requests with un-estimated hours at this time. These would be taken to the ESC next week, which may affect the forecasted dates.

- MyDMV Portal – Aundrea Andrades stated the team was working on 729 user stories. 14 of 66 UAT test scenarios have started with 6 completed so far. The team continued to make progress on bugs. 513.55 hours in functional areas and development were remaining. The team was working on BAR functionality, sanctions, insurance and non-ownership updates, transaction updates and military. The team continued to work on change requests involving the military queue and others from October 25. The team had dependencies on finalized FR/non-sanctions requirements, ORION development assistance from the DL and Motorist Maintenance application group and assistance from SSRS development to help with report writing. There were no new risks or issues to report. The team was yellow for business actions, red for development and testing and green for technical debt on the Traffic Light Report. The team’s current forecast completion date, including December 5 approved change requests, is February 20, 2019 for both development and testing. She stated there are pending change requests, including some with un-estimated hours at this time. These would be taken to the ESC next week, which may affect these forecasted dates.

- CDLIS/CP – Sonia Nelson stated there were still four developers and four testers assigned to the team. There were 65 UAT test scenarios with only 1 scenario started as data was still being gathered. The team was working in the change request iteration with 261 hours remaining. She stated the team had dependencies on CDLIS bugs, staff for processing AAMVA files, Novitex and Motorist Maintenance indirectly for verifications. The team continues to work on letters.

  - The team’s risks and issues included:
    - Primary CDLIS developer on extended leave
    - Primary Operations team members assisting with CDLIS 5.3.3 no longer available
    - Structural Testing – First pass is paused until February 4 due to resource issues
  - The team was yellow for business actions and technical debt, and green for development and testing on the Traffic Light Report. The team’s current forecast completion date, including December 5 approved change requests, is February 1, 2019 for development and February 15, 2019 for testing. She stated there are pending change requests, including some with un-estimated hours at this time. These would be taken to the ESC next week, which may affect these forecasted dates.

- Renewal Notification – Ms. Nelson stated the team has one full-time developer for OMM focusing mainly on DL, while the Operations team has been helping with the motor vehicle side. 114 hours were remaining in development and functional areas. She stated the team’s biggest dependency is transitioning the motor vehicle portion of renewals and WRAPs to the Operations team. The team continued to work on DL renewal notice changes. The team was green for testing and technical debt, and yellow for business actions and development on the Traffic Light Report. The team’s current forecast completion date, including December 5 approved change requests, is January 18, 2019 for development and February 12, 2019 for testing.
  - Lisa Cullen stated she would like to review the recent changes to the DL renewal notices.
Informatica – Cheryln Dent stated the Database group has been evaluating the current progress with Informatica and working on a new schedule.

COMMUNICATION UPDATE
- There was no communications update at the meeting.

Q&A
- There were no questions or concerns from members present.

ADJOURNMENT
- Mr. Samuel adjourned the meeting at approximately 1:52 p.m.
- The next Advisory Board Meeting for Phase I is scheduled for February 12, 2019.

Note: Handouts at this meeting included:

Consolidated in a meeting packet and emailed to members:
- MM Advisory Board Agenda 1 Page
- MM Advisory Board Monthly Meeting Minutes dated 12/11/18 4 Pages
- MM Phase I IV&V Status 32 Pages
- MM Phase I Decision Document 2 Pages
- MM Phase I Financial Review 9 Pages
- MM Phase I State-of-the-State 11 Pages
Motorist Modernization Program (Phase I)

State of Florida Department of Highway Safety and Motor Vehicles (DHSMV)

Independent verification and validation (IV&V) Monthly Assessment Report Summary

January 2019
14 February 2019
Topics for discussion

- General IV&V overview
- Overall risk state and trending
- IV&V ratings summary
- Key indicators
- Status of key deficiency recommendations
- Overall performance
- Project complete date slippage
- Forecast milestone completion
- Late tasks
- Project schedule quality
- Open deficiencies and actions
- Performance improvement recommendations

Supporting information

- Upcoming IV&V activities
- Summary of changes
- Open deficiencies
- Project milestones
- Project budget

Data contained in this MAR is as of 14 February 2019
General IV&V overview

- There are no open IV&V deficiencies.
  - No additional facets evaluated
  - No new deficiencies identified since the last report

- The Program is within established schedule performance thresholds
  - The schedule performance index (SPI) is 0.982
  - 122 of 3,150 total tasks (3.87%) contained in the project schedule are late.
  - 95 of 1,777 total tasks (5.35%) for the current period are late

- The Program is within established cost performance thresholds
  - The cost performance index (CPI) is 1.000
  - The Program is currently on budget based on provided budget and spending information

- The Program is behind schedule
  - Schedule variance is currently (7,138.5).
  - The amount of time the project is behind schedule is decreasing
Overall risk state and trending

**Risk state of the MM Program (Phase I)**

- Program governance
- Benefit realization and sustainability
  - Complexity profile
  - Performance management
  - Benefits design and realization
  - Technical infrastructure
  - Business case integrity
  - Decision framework
  - Compliance and regulatory
  - Methodology and development
  - Business continuity and disaster recovery
  - Integration management
  - Security and controls
  - Sustainability model
  - Cost management
  - Governance effectiveness
  - Requirements engineering and design
  - Business case integrity
  - Organizational change management
  - Decision framework
  - Cost management
  - Governance effectiveness
  - Compliance and regulatory
  - Methodology and development
  - Security and controls
  - Sustainability model
  - Requirements engineering and design
  - Business case integrity

**Project management**

- Processes, controls, and predictability
  - Scope management
  - Time management
  - Human resource management
  - Procurement management
  - Quality management
  - Risk management
  - Communications management

**Technical solution**

- Requirements development, quality and transition
  - Compliance and regulatory
  - Methodology and development
  - Testing and validation
  - Cutover and support

**Risk state with trending**

- Program governance
  - G5
  - G3
  - G2
  - G1
  - G6
  - G8
  - G7
  - G9
  - P1
  - P2
  - P3
  - P4
  - P5
  - P6
  - P7
  - P8
  - P9
  - T1
  - T2
  - T3
  - T4
  - T5
  - T6
  - T7
  - T8
  - T9

- Indicate that the area being assessed has critical issues that will result in significant risk to the project most likely resulting in either the inability to achieve the outcomes, inability to meet the projected schedule, or a significant cost over-run. Requires immediate action.
- Indicates that the area being assessed has issues that need to be resolved; inefficiencies exist. Current process/method can be used with refinement.
- Indicates that the area being assessed did not have significant issues to report. Continued monitoring should be performed.
- Indicates that the area being assessed has incomplete information available for a conclusive finding or is not applicable.
Overall IV&V ratings summary

- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
  - Red (critical issues): 0
  - Amber (issues): 1
  - Green (no issues): 24
  - Gray (not evaluated): 2
- Open deficiencies: 0
- Conclusions:
  - The MM Program Team is currently working to resolve the inefficiencies identified by the IV&V Team.
## Key indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the project approach sound?</td>
<td>Yes</td>
<td>The overall project approach is based on industry leading practices, methodologies and tools that have been used for other DHSMV projects.</td>
</tr>
<tr>
<td>Is the project on time?</td>
<td>No</td>
<td>The Program is within established schedule performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The schedule performance index (SPI) is 0.982.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 122 of 3,150 total tasks (3.87%) contained in the project schedule are late.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 95 of 1,777 total tasks (5.35%) for the current period are late.</td>
</tr>
<tr>
<td>Is the project on budget?</td>
<td>Yes</td>
<td>The Program is within established cost performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The cost performance index (CPI) is 1.000.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The Program is currently on budget based on provided budget and spending information.</td>
</tr>
<tr>
<td>Is scope being managed so there is no scope creep?</td>
<td>Yes</td>
<td>The work being completed as part of the MM Program (Phase I) is within the scope of the project as defined in the Schedule IV-B Feasibility Study.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additional change requests are reviewed and approved based on the established change management process.</td>
</tr>
<tr>
<td>What are the project’s future risks?</td>
<td>OCM</td>
<td>If the OCM plan is not fully developed, there is a risk of the user community not adopting and using the new system.</td>
</tr>
<tr>
<td>Are the project’s risks increasing or decreasing?</td>
<td>Decreasing</td>
<td>Improvements have been made to the overall OCM plan based on recommendations. The OCM team continues to implement the recommendations and provide updates.</td>
</tr>
<tr>
<td>Are there new or emerging technological solutions that will affect the project’s technology assumptions?</td>
<td>No</td>
<td>New and emerging technologies were considered in the Feasibility Study. Nwe and emerging technologies were considered in the Feasibility Study.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>None have an adverse effect on the project’s technological assumptions.</td>
</tr>
</tbody>
</table>
Status of key deficiency recommendations

Recommendation Status versus Priority

Overall Status of Recommendations

Recommendation Status by Deficiency

Recommendation Priority by Deficiency
Overall performance

- Green area indicates within tolerance of +/- 10% for both SPI and CPI.
- Amber area indicates review is required and corrective actions may be necessary.
- Red area indicates out-of-tolerance and corrective actions are necessary.

This chart shows the SPI and CPI plotted as points against the tolerance ranges set up for the project.

Summary:
- Schedule and cost performance are within established thresholds.

Conclusions:
- The Program is currently trending behind schedule.
Overall performance (continued)

- This chart shows the cumulative planned value (PV) and earned value (EV) for the project.

  Summary:
  - Total EV is less than PV, indicating there is scheduled work that is not being completed as scheduled.
  - The total amount of work not completed as scheduled is 7,138.5 hours.

  Conclusions:
  - The Program is trending behind schedule.

- Blue area indicates the cumulative PV as of the current reporting period.
- Grey area indicates the cumulative EV as of the current reporting period.

- PV is the work scheduled to be accomplished.
- EV is the value of the work actually performed.
This chart shows the percent complete for duration and work for the project.

Summary:
- The modification of the schedule due to multiple CRs during this period increased the duration of the schedule.

Conclusions:
- None.

- Blue line is duration percent complete.
- Red line is work percent complete.
This chart shows the forecast slippage of the project complete milestone based on historical performance using the schedule performance index (SPI).

Summary:
- Multiple CRs were approved during the current period to re-baseline the schedule, moving the planned end date from 07 April 2020 to 14 July 2020.

Conclusions:
- Due to changes currently being made to the MM Phase I Program Schedule, future milestones cannot be accurately forecasted.

Due to changes currently being made to the MM Phase I Program Schedule, future milestones cannot be accurately forecasted.
This chart shows the projected completion dates for future milestones based on historical performance using the schedule performance index (SPI).

Summary:
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Conclusions:
- Due to changes being made to the MM Phase I Program Schedule, future milestones cannot be accurately forecasted.

Due to changes currently being made to the MM Phase I Program Schedule, future milestones cannot be accurately forecasted.
Late tasks

Supporting information

- This chart shows the number of tasks that are late for each of the IV&V reports for the following:
  - Total tasks late.
  - Tasks that are open (task completion percentage is greater than 0% and less than 100%).
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Total normal tasks: 3,150
  - Total tasks late: 122
  - Total open tasks late: 56
- Conclusions:
  - The total number of tasks designated as late is 3.87% of the total number of tasks.
This chart shows the quality of the project schedule within each of the following areas:

- Overall quality with trending
- Key indicators
- Schedule parameters
- Summary:
  - Overall quality: 94.3

Conclusions:
- Overall schedule quality is consistent and excellent
Project schedule quality
Period: 02/01/2019 to 04/30/2019

Supporting information

- This chart shows the quality of the project schedule within each of the following areas:
  - Overall quality with trending
  - Key indicators
  - Schedule parameters
- Summary:
  - Overall quality: 94.1
- Conclusions:
  - Overall schedule quality is consistent and excellent

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- Dynamic schedule – Task dependencies and constraints
- Critical path – Task dependencies
- Resource allocation – Resource assignments
- Task durations – Task durations other that 8 to 80 hours
- Baseline – Full baseline defined for all tasks
- On time tasks – Tasks that are not late
## Open deficiencies and actions

<table>
<thead>
<tr>
<th>Deficiency</th>
<th>Actions taken</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The DHSMV MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V Team.
### Performance improvement recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Progress update / resolution</th>
<th>Status</th>
</tr>
</thead>
</table>
| ▶ Develop and incorporate detailed and sequenced tasks with dependencies and resources in the MM Phase I Program Schedule for all OCM activities in accordance with approved methodology. | ▶ The OCM Core Team developed the OCM Plan and associated milestones.  
▶ The OCM Core Team submitted a change request to incorporate milestones into the MM Phase I Program Schedule. | ▶ In progress |
Supporting information

- Upcoming IV&V activities
- Summary of changes
- Open deficiencies
- Project milestones
- Project budget
Upcoming IV&V activities

- Participate in IV&V and Program meetings
- Review draft and final MM Program materials provided to the IV&V Team
- Conduct interviews as required
- Schedule of immediate IV&V deliverables is as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Planned draft</th>
<th>Planned final</th>
<th>Actual final</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAR – Aug 2018 (IVV-302BQ)</td>
<td>09/17/2018</td>
<td>10/02/2018</td>
<td>09/29/2018</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Sep 2018 (IVV-302BR)</td>
<td>10/18/2018</td>
<td>11/02/2018</td>
<td>10/30/2018</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Nov 2018 (IVV-302BT)</td>
<td>12/14/2018</td>
<td>01/03/2019</td>
<td>01/03/2019</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Dec 2018 (IVV-302BU)</td>
<td>01/15/2019</td>
<td>01/30/2019</td>
<td>01/27/2019</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Jan 2019 (IVV-302BV)</td>
<td>02/14/2019</td>
<td>03/01/2019</td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td>MAR – Feb 2018 (IVV-302BW)</td>
<td>03/14/2019</td>
<td>03/29/2019</td>
<td></td>
<td>Future task</td>
</tr>
<tr>
<td>MAR – Mar 2018 (IVV-302BX)</td>
<td>04/12/2019</td>
<td>04/29/2019</td>
<td></td>
<td>Future task</td>
</tr>
<tr>
<td>MAR – Apr 2018 (IVV-302BY)</td>
<td>05/14/2019</td>
<td>05/29/2019</td>
<td></td>
<td>Future task</td>
</tr>
<tr>
<td>MAR – May 2018 (IVV-302BZ)</td>
<td>06/14/2019</td>
<td>07/01/2019</td>
<td></td>
<td>Future task</td>
</tr>
<tr>
<td>MAR – Jun 2018 (IVV-303CA)</td>
<td>07/15/2019</td>
<td>07/30/2019</td>
<td></td>
<td>Future task</td>
</tr>
</tbody>
</table>
## Summary of changes

### Supporting information

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deficiencies addressed</td>
<td>► There are no open IV&amp;V deficiencies.</td>
</tr>
<tr>
<td>New process improvement</td>
<td>► No new process improvements identified since the last report.</td>
</tr>
<tr>
<td>New deficiencies</td>
<td>► No new deficiencies identified since the last report.</td>
</tr>
<tr>
<td>Risk ratings</td>
<td>► No risk rating changes since the last report.</td>
</tr>
<tr>
<td>Maturity ratings</td>
<td>► No maturity rating changes since the last report.</td>
</tr>
<tr>
<td>Interviews conducted</td>
<td>► Two interviews conducted since the last report</td>
</tr>
<tr>
<td>Artifacts received</td>
<td>► Numerous artifacts received.</td>
</tr>
</tbody>
</table>
Open deficiencies

<table>
<thead>
<tr>
<th>Areas and implications</th>
<th>Recommendations</th>
<th>Actions taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The DHSMV MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V Team.
## Project milestones

**Supporting information**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Items highlighted are either currently late or</td>
</tr>
<tr>
<td></td>
<td>projected to be late.</td>
</tr>
<tr>
<td>2.</td>
<td>Original – Original contract completion date.</td>
</tr>
<tr>
<td>3.</td>
<td>Scheduled – Scheduled completion date based on</td>
</tr>
<tr>
<td></td>
<td>the latest schedule baseline.</td>
</tr>
<tr>
<td>4.</td>
<td>Planned – Planned completion date (should be the</td>
</tr>
<tr>
<td></td>
<td>same as scheduled).</td>
</tr>
<tr>
<td>5.</td>
<td>Forecast – Based on ES calculations and the</td>
</tr>
<tr>
<td></td>
<td>current SPI.</td>
</tr>
<tr>
<td>6.</td>
<td>Actual – The actual completion date</td>
</tr>
</tbody>
</table>

Due to changes currently being made to the MM Phase I Program Schedule, future milestones cannot be accurately forecasted.
Project budget
Total project funding

Supporting information

Total project budget versus actual expenditures

Thousands

$0

$5,000

$10,000

$15,000

$20,000

$25,000

$30,000

$35,000

Prior
Jul-15
Aug-15
Sep-15
Oct-15
Nov-15
Dec-15
Jan-16
Feb-16
Mar-16
Apr-16
May-16
Jun-16
Jul-16
Aug-16
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Oct-16
Nov-16
Dec-16
Jan-17
Feb-17
Mar-17
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Feb-18
Mar-18
Apr-18
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Jun-18
Jul-18
Aug-18
Sep-18
Oct-18
Nov-18
Dec-18
Jan-19

Total budget
Total actual
Cumulative total budget
Cumulative total actual
Project budget
DHSMV staff funding

Total DHSMV staff budget versus actual expenditures

Thousands

Total DHSMV staff - budget
Total DHSMV staff - actual
Cumulative total DHSMV staff - budget
Cumulative total DHSMV staff - actual
Total contract staff budget versus actual expenditures

- **Total contracted staff - budget**
- **Total contracted staff - actual**
- **Cumulative total contracted staff - budget**
- **Cumulative total contracted staff - actual**
Project budget
OCO funding

Supporting information

Total OCO budget versus actual expenditures

Thousands

Prior
Jul-15
Aug-15
Sep-15
Oct-15
Nov-15
Dec-15
Jan-16
Feb-16
Mar-16
Apr-16
May-16
Jun-16
Jul-16
Aug-16
Sep-16
Oct-16
Nov-16
Dec-16
Jan-17
Feb-17
Mar-17
Apr-17
May-17
Jun-17
Jul-17
Aug-17
Sep-17
Oct-17
Nov-17
Dec-17
Jan-18
Feb-18
Mar-18
Apr-18
May-18
Jun-18
Jul-18
Aug-18
Sep-18
Oct-18
Nov-18
Dec-18
Jan-19

Total OCO - budget
Total OCO - actual
Cumulative total OCO - budget
Cumulative total OCO - actual
Total IV&V services budget versus actual expenditures

- **Total IV&V services - budget**
- **Total IV&V services - actual**
- **Cumulative total IV&V services - budget**
- **Cumulative total IV&V services - actual**
Project budget
Budget and actual distribution

Budget distribution
- DHSMV staff $0
- Contracted staff $23,816,978 (88%)
- Expense $1,144,181 (4%)
- OCO $89,545 (0%)
- Other items $62,101 (0%)
- IV&V $2,057,026 (8%)

Actual distribution
- DHSMV staff $0
- Contracted staff $23,764,070 (88%)
- Expense $1,136,367 (4%)
- OCO $84,875 (0%)
- Other items $62,101 (0%)
- IV&V $2,057,026 (8%)
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## Current Key Milestone Dates

<table>
<thead>
<tr>
<th>Activity</th>
<th>Original Baseline Schedule – End Date</th>
<th>Updated Schedule* (per late tasks &amp; including CRs approved through February)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development End Date</td>
<td>September 2018</td>
<td>Latest Team - Early May 2019</td>
</tr>
<tr>
<td>UAT End Date</td>
<td>October 2018</td>
<td>Latest Team – Early August 2019</td>
</tr>
<tr>
<td>Informatica Go-Live</td>
<td>November 2018</td>
<td>Mid July 2019</td>
</tr>
<tr>
<td>Performance Testing</td>
<td>January 2019</td>
<td>End of November 2019</td>
</tr>
<tr>
<td>Security Testing</td>
<td>April 2019</td>
<td>Late February 2020</td>
</tr>
<tr>
<td>Pilot Implementation</td>
<td>Mid-May 2019</td>
<td>Late March 2020 (stabilization through end of May 2020)</td>
</tr>
<tr>
<td>Statewide Rollout</td>
<td>Mid-July 2019</td>
<td>Early June 2020</td>
</tr>
<tr>
<td>Phase I Closeout</td>
<td>August 2019</td>
<td>Mid July 2020</td>
</tr>
</tbody>
</table>

* Non-AAMVA, LDO related as well as those “Pending” Change Requests
DL Issuance Team Summary

Team Profile
# User Stories: 925
# Developers: 10
[3 FTEs; 7 Cont.]
# Testers: 6 FTEs (3 on UAT)

Testing Summary
# UAT Test Scenarios: 52
# Scenarios Started: 34
# Scenarios Pend Dev: 6
# Scenarios Completed: 0
# Open Bugs by
  - Sprint Critical: 6
  - Sprint High: 42
  - Sprint Medium: 46
  - UAT Critical: 5
  - UAT High: 11
  - UAT Medium: 24

Functional Areas and Effort Remaining

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILESTONES J</td>
<td>936</td>
</tr>
<tr>
<td></td>
<td>524 (in Dev)</td>
</tr>
<tr>
<td>TECHNICAL DEBT</td>
<td>142</td>
</tr>
<tr>
<td>CHANGE REQUESTS</td>
<td></td>
</tr>
<tr>
<td>Pending Refinement</td>
<td>307</td>
</tr>
<tr>
<td>In Development</td>
<td>523</td>
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<tr>
<td>In Testing</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>1,940</td>
</tr>
</tbody>
</table>

Key Risks and Issues
- Risk 92 – Requirement Updates
- Issue 39 – Short 2 FTE Developers
- Issue 59 – Batch Vendors
- Issue 105 – Batch Transcript Testing
- Risk 85 (escalated to Issue 121) – Waiver for VLS 3.2

Key Dependencies/Assumptions
- Requirement questions resolved
- Purge NOT in scope for DL Issuance Phase I
- UAT / Informatica Testing Dependencies
  - Migrate remaining apps (issue open)
  - Successful 2-way sync
  - Data seed issues resolved
DL Issuance Team Summary

Pending Change Request Areas of Investigation

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR TBD - VLS 3.2</td>
<td>TBD</td>
</tr>
<tr>
<td>Customer Stop and Vehicle Stop</td>
<td>TBD</td>
</tr>
</tbody>
</table>

These PENDING CHANGE REQUESTS have **not** been accounted for in the CURRENT FORECAST date.

Current Forecast
(including CRs approved thru 3/6)

Development – 3/29/2019
Test – 4/10/2019
MM/FR Teams Summary

Team Profile
# User Stories: 611
# Developers: 7
[3 FTEs; 4 Cont.]
# Testers: 4 FTEs

Testing Summary
# UAT Test Scenarios: 30
# Scenarios Started: 17
# Scenarios Completed: 2
# Open Bugs by
  Sprint Critical: 0
  Sprint High: 6
  Sprint Medium: 35
  UAT Critical: 0
  UAT High: 5
  UAT Medium: 22

Functional Areas and Effort Remaining

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILESTONES I (FR – 1 SSRS Report needing larger data set and bug resolution)</td>
<td>10</td>
</tr>
<tr>
<td>CR115 - Update UI for Clearance Refactoring – Bug clean up</td>
<td>5</td>
</tr>
<tr>
<td>CR158 – AAMVA Offline Queue – Letter to customer</td>
<td>19</td>
</tr>
<tr>
<td>CR174 - MM DL Conv Ren Queue</td>
<td>20</td>
</tr>
<tr>
<td>CR-175 UAT Missed Requirements</td>
<td>23</td>
</tr>
<tr>
<td>CR179 - MM Technical Debt</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>177</td>
</tr>
</tbody>
</table>

Key Risks and Issues
- Issue 15 – Timely completion of structural testing
- Issue 26 – Resource deficit impacting 1Q19 dev obligation
- Pending letter template changes for MM and FR

Key Dependencies / Assumptions
- Enterprise core code stability
- Continued Data Warehouse assistance on FR reports
Pending Change Request
Areas of Investigation

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR182 – Security Deposit Report Rework</td>
<td>74</td>
</tr>
<tr>
<td>CR TBD - Hit List Modifications (Tech Debt)</td>
<td>360</td>
</tr>
<tr>
<td>MM/FR Letter Template Changes</td>
<td>See MM/FR Letter CR</td>
</tr>
<tr>
<td>Customer Stop and Vehicle Stop</td>
<td>TBD</td>
</tr>
</tbody>
</table>

These PENDING CHANGE REQUESTS have **not** been accounted for in the CURRENT FORECAST date.

Current Forecast
(including CRs approved thru 3/6)

Development – 4/17/2019
Test – 4/24/2019

Impact if CRs approved
(excluding letter changes)

Development – 4/22/2019
Test – 5/1/2019
MyDMV Portal Team Summary

Team Profile
# User Stories: 759
# Developers: 2
[1 FTE; 1 Cont.]
# Testers: 2.5 FTEs (2.5 on UAT)

Testing Summary
# UAT Test Scenarios: 33
# Scenarios Started: 11(2)
# Scenarios Completed: 20
# Open Bugs by
  Sprint Critical: 1
  Sprint High: 6
  Sprint Medium: 8
  UAT Critical: 3
  UAT High: 6
  UAT Medium: 11

Functional Areas and Effort Remaining

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILESTONE</td>
<td></td>
</tr>
<tr>
<td>- BAR (21)</td>
<td>47.85</td>
</tr>
<tr>
<td>- Ins. (1), Non-Ownership (2)</td>
<td>Testing</td>
</tr>
<tr>
<td>- Sanctions (1)</td>
<td>CR</td>
</tr>
<tr>
<td>- Trans. Update (7); Military</td>
<td>80</td>
</tr>
<tr>
<td>TECHNICAL DEBT</td>
<td>Pending</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CR(115,138,155,160,164)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- In Development</td>
</tr>
<tr>
<td>- In Testing</td>
</tr>
</tbody>
</table>

CHANGE REQUESTS – app 1/17/2019
Total 643
Total 935.85

Key Dependencies/Assumptions
• ORION development assistance (MM application and CR changes by Operations)
• Revised ADA approached will determine impact on MyDMV Portal

Key Risks and Issues
• Issues 16 and 17 were closed.
• Risk 12 – Due to the limited resources there’s a risk if any unexpected leave is taken it can throw our current completion forecast behind.
These PENDING CHANGE REQUESTS have not been accounted for in the CURRENT FORECAST date.

### Pending Change Request Areas of Investigation

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes from Focus Group review</td>
<td>TBD</td>
</tr>
<tr>
<td>Customer Stop and Vehicle Stop – Testing only</td>
<td>20</td>
</tr>
<tr>
<td>CR TBD - Hit List Modifications (Tech Debt)</td>
<td>72.5</td>
</tr>
</tbody>
</table>

### Current Forecast

(including CRs approved thru 3/6/2019)

- Development – 4/17/2019
- Test – 5/8/2019
CDLIS/CP Team Summary

Team Profile
# User Stories: 469
# Developers: 4
[3 FTEs; 1 Cont.]
# Testers: 4 FTEs

Testing Summary
# UAT Test Scenarios: 65
# Scenarios Started: 1
# Scenarios Completed: 0
# Open Bugs by
Sprint Critical: 0
Sprint High: 0
Sprint Medium: 0
UAT Critical: 2
UAT High: 3
UAT Medium: 5

Functional Areas and Effort Remaining

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILESTONE</td>
<td>Complete</td>
</tr>
<tr>
<td>TECHNICAL DEBT</td>
<td>Complete</td>
</tr>
<tr>
<td>CHANGE REQUESTS</td>
<td></td>
</tr>
<tr>
<td>- Pending Development</td>
<td>72</td>
</tr>
<tr>
<td>- In Development</td>
<td>44</td>
</tr>
<tr>
<td>- In Testing</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
</tr>
</tbody>
</table>

Key Risks and Issues
- Issue 120 – Legal Letter Review
- All letters must be approved and any CRs completed before UAT can begin
- WRAP 3192 – Mismatched Offense

Key Dependencies/Assumptions
- Novitex (Letters)
These PENDING CHANGE REQUESTS have **not** been accounted for in the CURRENT FORECAST date

### Pending Change Request Areas of Investigation

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citation Processing Letter Review Changes (See Issue 120)</td>
<td>TBD</td>
</tr>
<tr>
<td>AAMVA Structural Testing</td>
<td>TBD</td>
</tr>
<tr>
<td>WRAP 3192 – Mismatched Offense Dates – FTC Non-Criminal over 7 years</td>
<td>TBD</td>
</tr>
<tr>
<td>Customer Stop and Vehicle Stop</td>
<td>72</td>
</tr>
<tr>
<td>CR TBD - Hit List Modifications (Tech Debt)</td>
<td>TBD</td>
</tr>
</tbody>
</table>

### Current Forecast

*(including CRs approved thru 3/6/2019)*

- **Development** – 3/1/2019
- **Test** – 3/13/2019

---

**CDLIS/CP Team Summary**

- **Business Actions**
- **Development**
- **Testing**
- **Technical Debt**
Renewal Notification Team Summary

Team Profile
# User Stories: 344
# Developers: 1 FTE
# Testers: 3.5 FTEs (1 on UAT)

Testing Summary
# UAT-DL Test Scenarios: 6
# Scenarios Started: 0
# Scenarios Completed: 0
# Open Bugs by

Sprint Critical: 5
Sprint High: 0
Sprint Medium: 0
UAT Critical: 0
UAT High: 0
UAT Medium: 6

Functional Areas and Effort Remaining

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILESTONE</td>
<td>Complete</td>
</tr>
<tr>
<td>TECHNICAL DEBT</td>
<td>Complete</td>
</tr>
<tr>
<td>CHANGE REQUESTS</td>
<td></td>
</tr>
<tr>
<td>- Pending Development</td>
<td>72</td>
</tr>
<tr>
<td>- In Development</td>
<td>0</td>
</tr>
<tr>
<td>- In Testing</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
</tr>
</tbody>
</table>

Key Dependencies & Assumptions
- Continued transition to Operations for MVRN support and WRAPS

Key Risks and Issues
- DL Renewal Notice Changes
- Vendor Download Bugs
Pending Change Request Areas of Investigation

<table>
<thead>
<tr>
<th>Areas</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR165 (amended) – DL Notices</td>
<td>100</td>
</tr>
<tr>
<td>CR TBD - Hit List Modifications (Tech Debt)</td>
<td>TBD</td>
</tr>
</tbody>
</table>

These PENDING CHANGE REQUESTS have **not** been accounted for in the CURRENT FORECAST date.
Motorist Modernization
Financials

MARCH 7, 2019
## Phase I
### Total Project
LBR Requests - Updated

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Request</th>
<th>Contracted Services</th>
<th>IV&amp;V Services</th>
<th>Expense (Software, Travel, etc.)</th>
<th>OCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>$2,500,000</td>
<td>$1,514,762</td>
<td>$619,186</td>
<td>$61,478</td>
<td>$-</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$6,362,609</td>
<td>$5,468,933</td>
<td>$479,280</td>
<td>$382,501</td>
<td>$31,895</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$9,857,775</td>
<td>$8,506,720</td>
<td>$479,280</td>
<td>$865,000</td>
<td>$6,775</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$7,536,000</td>
<td>$6,976,720</td>
<td>$479,280</td>
<td>$80,000</td>
<td>$-</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$2,323,620</td>
<td>$2,303,620</td>
<td>$2,536,306</td>
<td>$20,000</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$37,329,355</td>
<td>$32,678,267</td>
<td>$2,536,306</td>
<td>$1,745,667</td>
<td>$64,541</td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through February 2019

BUDGET: $7,536,000

- Contracted Services: $479,280
- IV&V Services: $80,000
- Expense (Software, Travel): $7,076,720

ACTUALS: $5,198,855

- Contracted Services: $4.9M
- IV&V Services: $160K
- Expense (Software, Travel): $80K

Remaining:
- $320K

Budget and Actuals: Current Fiscal Year through February 2019
<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Total</th>
<th>Actuals to Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2018-2019 Total Funding</td>
<td>$7,536,000</td>
<td></td>
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<tr>
<td>Fiscal Year to Date</td>
<td>$5,198,855</td>
<td>$5,198,855</td>
<td>0%</td>
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<tr>
<td>Month to Date (February 2019)</td>
<td>$414,273</td>
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<td>0%</td>
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<tr>
<td>Remaining Funds</td>
<td>$2,337,146</td>
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<tr>
<td>Fiscal Year</td>
<td>Total Request</td>
<td>Contracted Services</td>
<td>IV&amp;V Services</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------</td>
<td>---------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$4,132,180</td>
<td>$3,575,240</td>
<td>$357,190</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$5,037,000</td>
<td>$4,455,960</td>
<td>$423,240</td>
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<td>$13,742,200</td>
<td>$9,715,960</td>
<td>$423,240</td>
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<tr>
<td>2020-2021</td>
<td>$7,619,700*</td>
<td>$6,915,960</td>
<td>$423,240</td>
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<tr>
<td>2021-2022</td>
<td>$6,036,700*</td>
<td>$5,580,460</td>
<td>$423,240</td>
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<tr>
<td>2022-2023</td>
<td>$2,906,700*</td>
<td>$2,479,460</td>
<td>$423,240</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$39,474,480</strong>*</td>
<td><strong>$32,723,040</strong></td>
<td><strong>$2,473,390</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through February 2019

BUDGET: $5,037,000

- $423,240
- $150,000
- $7,800

ACTUALS: $2,748,317

- $2,5M
- $282K

Table:

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted Services</td>
<td>$4,255,96</td>
<td>$2,748,317</td>
</tr>
<tr>
<td>IV&amp;V Services</td>
<td>$423,240</td>
<td>$2,5M</td>
</tr>
<tr>
<td>Expense (Software, Travel)</td>
<td>$150,000</td>
<td>$282K</td>
</tr>
<tr>
<td>OCO</td>
<td>$7,800</td>
<td>$152K</td>
</tr>
</tbody>
</table>

Remaining: $21,000
<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Total</th>
<th>Actuals to Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2018-2019 Total Funding</td>
<td>$5,037,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$2,748,340</td>
<td>$3,748,317</td>
<td>0%</td>
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<tr>
<td>Month to Date (February 2019)</td>
<td>$198,970</td>
<td>$198,970</td>
<td>0%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$2,288,683</td>
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