Motorist Modernization Advisory Board – Phase II Monthly Meeting
April 10, 2018
Neil Kirkman Building, Conference Room B-202
2900 Apalachee Parkway, Tallahassee Florida 32399
2:30 – 4:00 p.m., EST

Invitees	Representing
Stephen Boley	DHSMV
Jason Britt	DHSMV
Diane Buck	DHSMV
Jay Levenstein	DHSMV
Trisha Williams	DHSMV
Lisa Cullen	Florida Tax Collectors
Leticia Torres	Florida Tax Collectors
TBD	Law Enforcement
TBD	Law Enforcement
Christie Utt	Legal

Agenda

- Roll Call
- Welcome & Introductions
- Sunshine Law Review
- Overview of the Motorist Modernization Program
- Approval of the Advisory Board Charter
- Review and Approval of Last Meeting Minutes
- IV&V Update
- MM Phase II Program Update
    - Requirements Gathering Process Overview
    - Terms Review (Glossary)
    - High-Level System Recommendations
    - Project Updates
    - Financial Review

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  - Policy & Decisions Review
- Stakeholder Outreach / Communications Update
- Comments and Questions
- Wrap Up / Next Steps
- Adjourn

Department of Highway Safety and Motor Vehicles

Motorist Modernization Phase II Advisory Board Charter

I. Board Name

This Charter constructs a standing board officially named as the Department of Highway Safety & Motor Vehicles (DHSMV) Motorist Modernization Phase II Advisory Board.

II. Purpose

The Advisory Board is created for the purpose of providing strategic input to the Motorist Modernization Program Director, and the Executive Steering Committee (ESC) on matters relevant to the Motorist Modernization program's second phase. The specific purposes of the board may include the following responsibilities:

- Facilitate cooperation and communication between the DHSMV and stakeholders impacted by the Motorist Modernization program;
- Offer recommendations for program improvement and stakeholder management and outreach; and
- Make recommendations for establishing priorities which includes participating in ongoing program planning.

III. Duration

The Motorist Modernization Phase II Advisory Board shall be a standing Board that will be in existence until the DHSMV Executive Director disbands the body. It is assumed that this body will remain intact throughout the Motorist Modernization Program's Phase II lifecycle.

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IV. Motorist Modernization Program Structure

The Motorist Modernization program structure is critical to the success of the program. The program structure consists of several major entities that share the common goal of a successful completion of the Motorist Modernization program, so it can achieve its planned benefits and anticipated outcomes. Figure 1 below depicts the Motorist Modernization program's organizational chart.

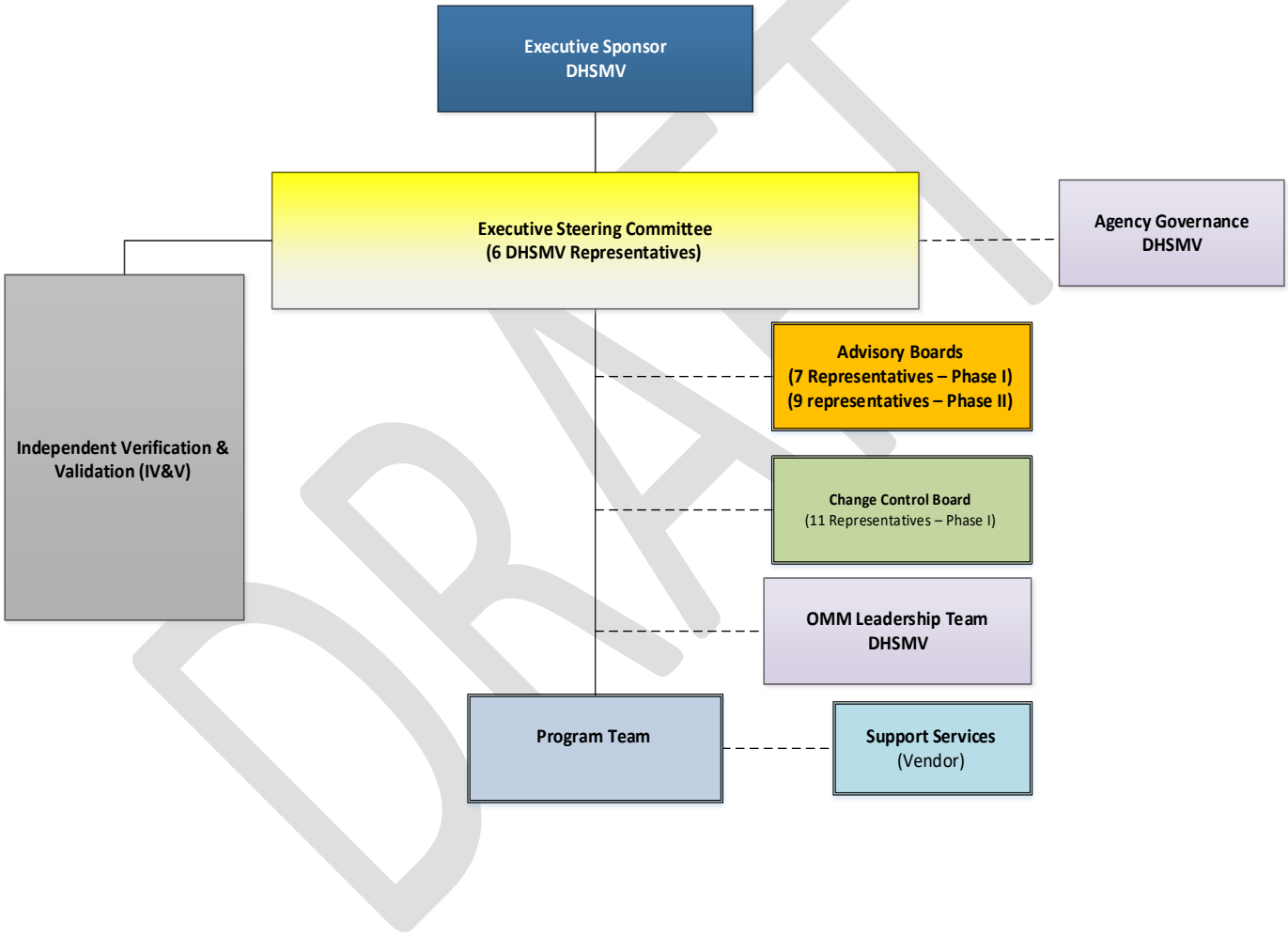

Figure 1

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V. Motorist Modernization Program Responsibilities

a. Executive Sponsor

- Initiate and provide overall funding for the program;
- Advocate the program both internally and externally;
- Review any major deliverables; and
- Support the Motorist Modernization Program Director to successfully deliver the program.

b. Executive Steering Committee

Ensure the program meets overall objectives and:

- Provide management direction and support to the Program Team;
- Assess the program's alignment with the strategic goals of the Department;
- Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;
- Review and approve or disapprove major program deliverables, based on recommendations from the Motorist Modernization Program Director; and
- Recommend suspension or termination of the program (or any of its sub-project initiatives) to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.

c. Advisory Boards (Phase I & Phase II)

Provide input and strategic guidance to the Motorist Modernization Program Team and the ESC to assist in decision-making. Members should advise, assist, support, and advocate for the program. Responsibilities will include the following:

- Provide support to the Program Team;
- Review and make recommendations related to any changes to the program's scope, schedule, and cost;
- Review any major deliverables;
- Review requirements for all projects in the Motorist Modernization program;
- Attend / participate in each Advisory Board meeting;
- Identify issues vital to their interest on the Board and help to build consensus for the program;
- Support the implementation goals and schedule adopted for the program; and
- Balance their specific interests with an understanding of the overall goal to better serve the citizens of Florida.

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d. Independent Verification and Validation (IV&V)

Perform an independent assessment of the Motorist Modernization program to ensure that the deliverables meet defined requirements/specifications in accordance with industry leading practices. The IV&V vendor reports to the ESC.

e. Program Team

The Program Team, led by the Motorist Modernization Program Director, is responsible for providing daily planning, management and oversight of the Motorist Modernization program. The responsibilities of the Program Team also include the following:

- Submit written monthly program status reports to the ESC which include:
  - Planned vs. actual program costs;
  - An assessment of the status of major milestones and deliverables;
  - Identification of any issues requiring resolution, proposed resolution for these issues and information regarding the status of the resolution; and
  - Identification of risks that must be managed.
- Review and approve or disapprove all deliverables. Major program deliverables may also require ESC approval.
- Identification of necessary changes in the scope, schedule, or costs. All recommended changes must be reviewed by program stakeholders before submission to the ESC.

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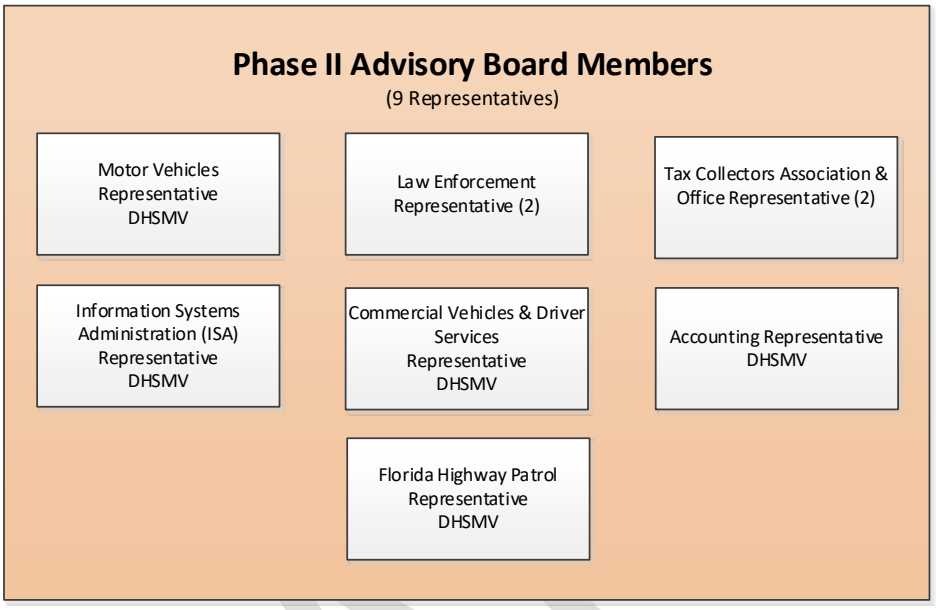
VI. Motorist Modernization Phase II Advisory Board Members



a. Official Members

- The Phase II Advisory Board membership shall be comprised of members approved by the DHSMV Executive Director. The Advisory Board shall consist of 9 members. Members will be selected and appointed by their respective stakeholder organizations. The following are the designated representation for the Phase II Advisory Board:
    - Department of Highway Safety and Motor Vehicles (5 representatives)
    - Florida Tax Collector Association & Office (2 Representatives)
    - Law Enforcement Representation from
        - Florida Police Chiefs Association (1 Representative); and
        - Florida Sheriffs Association (1 Representative)

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VII. Meetings

The Advisory Board shall meet monthly, and all meetings shall be facilitated by the Motorist Modernization Program Director. All meetings must adhere to the Sunshine Law. A vital element of the Sunshine Law is the requirement that Boards subject to the law provide "reasonable notice" of all meetings. The Motorist Modernization Program Director shall establish and publish a schedule for all Advisory Board meetings. The Director may call ad hoc meetings at their discretion. A conference line will be provided for every meeting for those members that are not able to attend in person.

The Motorist Modernization Program Director shall update the Advisory Board on all matters related to the Motorist Modernization program, including, budget, scope, schedule, resources management, stakeholder outreach, status updates, risks, issues and other relevant program information.

Any strategic program decisions will be presented to the Advisory Board members to document their insight and direction for presentation to the Executive Steering Committee.

Agenda and supporting materials will be provided to the Advisory Board members no later than three (3) business days prior to the scheduled meeting.

A quorum of (5) Phase II Advisory Board members must be present in person or via a conference line before the board can conduct business.

The Motorist Modernization Program Team will prepare and distribute the draft meeting minutes to the membership as a part of the next meeting's packet. The final minutes will be stored as permanent records on the Advisory Board's public-facing website.

VIII. Discussion and Decision Making

The Motorist Modernization Advisory Board is intended to facilitate open discussion of issues and options. Program Team members will provide background information related to key issues that the Advisory Board may consider and provide recommendations on. The Advisory Board will strive to provide consensus-based recommendations to the Motorist Modernization Program Director and the Executive Steering Committee. (Consensus is a preponderance of opinion. It does not mean "unanimity".)

If Advisory members find that consensus cannot be achieved, the Advisory Board will send the complete range of their input to Executive Steering Committee for final consideration.

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IX. Signature and Acceptance Page

We have reviewed the Motorist Modernization Phase II Advisory Board Charter and agree that the content is accurate and agreed upon by the Board.

Name Diane Buck Representing: DHSMV	Date
Name Jay Levenstein Representing: DHSMV	Date
Name Trisha Williams Representing: DHSMV	Date
Name Lisa Cullen Representing: Florida Tax Collector Association	Date
Name Leticia Torres Representing: Florida Tax Collector Office	Date
Name Lt. Jason Britt Representing: DHSMV (FHP)	Date
Name Stephen Boley Representing: DHSMV	Date

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Name	Date
Representing: FL Sheriffs Association	
Name	Date
Representing: FL Police Chiefs Association	

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MOTORIST MODERNIZATION ADVISORY BOARD PHASE II

Monthly Meeting Minutes
Kirkman Building Conference Room B-201
November 14, 2017
2 to 4 p.m., EST

WELCOME AND INTRODUCTIONS

- The meeting was called to order at 2:10 p.m. Mr. Samuel began the meeting with the *Welcome and Introductions* and proceeded with the roll call of board members.

  Advisory Board Phase II members included

o Stephen Boley	DHSMV
o Jason Britt	DHSMV
o Diane Buck	DHSMV
o Jay Levenstein	DHSMV
o Trisha Williams	DHSMV
o Lisa Cullen	Florida Tax Collectors
o Joe de la Viesca	Florida Tag Agency
o Karyn Wrye	Cox Automotive (absent)
o Jim Taylor	Auto Data Direct (absent)
o Christie Utt	Legal

- Additional DHSMV members present included – Terrence Samuel, Kristin Green, Chad Hutchinson, Laura Freeman, Cheryln Dent, Janis Timmons, Jessica Espinoza, Cathy Thomas, Felecia Ford and Kelly Shannon.
- Visitors present – Gary Didio, Colin Stephens and Chris Wade from Ernst & Young. Also, Nathan Johnson, Joe Silvashy, Amy Gendusa, Mathew Sella, Staci Mildenberger and Michelle McGinley from Accenture.

OVERVIEW OF THE SUNSHINE LAW

- Ms. Utt provided a brief overview of the Sunshine Law. The key items to remember are as follows:
  - The government must be accountable to the people.
  - Every thing in government is public and for the public.
    - This includes public records and meetings.
  - Meetings must be open to the public with reasonable notice and minutes should be prepared and open to the public (public record).
  - Sunshine Law governed by Chapter 119, Florida Statutes applies to state and local governments and private entities acting on their behalf.
  - There are fees associated with public records; either actual costs or reasonable fees.
- Ms. Utt reviewed the principles, processes, penalties and retention policies, which can be referenced in the Sunshine Manual. If anyone needs a copy, please contact Pat Gleason. Ms. Utt wanted to clarify the department has a policy regarding the time to respond to a public records

request. Policy 9.03 provides, "Upon receipt of a public records request, the public records/open government contact or division coordinator or their designee, shall acknowledge receipt within two business days. Exceptions to this are only allowed when the records request is routine and will be completed in accordance with division policy and procedure." This information was not relayed in the original meeting and has been added for informational and clarification purposes in these meeting minutes.

OVERVIEW OF THE MOTORIST MODERNIZATION PROGRAM

- Mr. Samuel provided a PowerPoint presentation regarding the Motorist Modernization Program. He reviewed the projects "DRIVE" and "CAPTURE." He explained that Phase I was the software development of the ORION Driver License System and reviewed the activities and schedule. He explained that Phase II is now beginning. Mr. Samuel and Ms. Green discussed the program and Phase II oversight, governance, assessment reports, monthly and weekly meetings, outreach agencies and team roles and identified the Phase II team managers and areas they are working in.
- Phase III will be related to Business Systems, Expert Systems, and Database Redesign and Data Quality Controls.
- The Phase II Advisory Board will consist of nine (9) members. Every member of the Advisory Board for Phase II has a role to play in the program and we want members input moving forward. The Advisory Board makes recommendations to the Executive Steering Committee (ESC), who makes the final decisions. For more detailed information on Phase II, you may request a copy of the PowerPoint presentation by sending your request to our email address at MotoristModernization@flhsmv.gov.

IV&V UPDATE

- Ernst & Young was awarded the Phase II Independent Verification and Validation (IV&V) Contract. Mr. Samuel introduced Mr. Gary Didio and his team and asked Mr. Didio to provide the board an overview of Ernst & Young and their responsibilities regarding our program. Mr. Didio presented a project overview via a PowerPoint presentation, covering many topics of discussion. Mr. Didio stated that DHSMV intends to re-engineer its Motorist Services systems to better serve and support its customers. DHSMV has contracted with Ernst & Young to provide IV&V services, which monitor and evaluate critical aspects of the project. IV&V is an unbiased, independent reviewer that reports directly to the ESC. They review and evaluate all aspects of the project and provide analysis, feedback and suggested improvements to support the quality and success of the Motorist Modernization Program. Mr. Didio reviewed out-of-scope items, project organization, program risks, initial assessments, monitoring, analyses, project data, traceability, supporting information and project deliverables. Mr. Didio stated that Motorist Modernization is the best managed project this company has ever been associated with. Their detailed presentation is available upon request. For a copy of this presentation, send your request to MotoristModernization@flhsmv.gov.

ADVISORY BOARD PURPOSE

- Mr. Samuel informed the board members that the Advisory Board meetings are public meetings, which are recorded and posted on YouTube. All Phase I Advisory Board meetings are posted on YouTube and Phase II meetings will be posted, as well. The DHSMV has an Advisory Board website,

which provides information about the current board members, meeting notifications and Motorist Modernization contact information.

- Mr. Samuel reiterated that participation is very important in these meetings since members will represent their subject areas or department. We count on the Advisory Board for recommendations on items that we will present to the ESC.

PHASE II ADVISORY BOARD CHARTER

- Ms. Green reviewed the Advisory Board Charter document. The Advisory Board is created for providing strategic input to the Motorist Modernization Program Director and the ESC on matters relevant to the Motorist Modernization Program's second phase. The Phase II Advisory Board membership shall be comprised of members approved by the DSHMV Executive Director. The Advisory Board shall consist of nine (9) members. Members will be selected and appointed by their respective stakeholder organizations. The following are the designated representatives for the Phase II Advisory Board:
    - Department of Highway Safety and Motor Vehicles (5 representatives)
    - Motor Vehicle Industry (3 representatives)
    - Florida Tax Collector Association (1 representative)
- A quorum of seven (7) Phase II Advisory Board members must be present in person or via a conference line before the board can conduct business.
- All meetings must adhere to the Sunshine Law. If Advisory Board members find that consensus cannot be achieved, the Advisory Board will send the complete range of their input to the ESC for final consideration.
- Ms. Green advised members that she is circulating the Charter document for signature purposes for those present during this meeting and she will have a team member obtain signatures from members who were not present or attended by phone to finalize the document.
- These meetings are scheduled for the second Tuesday of each month, from 2 to 4 p.m. Please let us know if you will not be able to attend the meetings in advance, so we can determine if quorum can be met. If quorum cannot be met, the meeting will be canceled and set for a later date.

MOTORIST MODERNIZATION REQUIREMENTS GATHERING PROCESS

- Ms. Jessica Espinoza provided a high-level overview of the requirements gathering process. A handout was provided of the gathering process, with detailed information on each subject and is available for review by emailing a request to MotoristModernization@flhsmv.gov.
- Mr. Samuel stated Ms. Cathy Thomas has received more than 700 recommendations from meetings held with tax collectors, stakeholders and individuals from various conferences, forums, coalitions, field office presentations and emails received for Phase II. These recommendations are categorized and prioritized. We write the software requirements and create the mock-ups to determine the development time and effort.

COMMENTS AND QUESTIONS

- Mr. Samuel reminded members that while Motorist Modernization is responsible for spearheading this program, it is an agency effort. Mr. Samuel stated that Accenture will be our Support Services vendor for Phase II. We have a great relationship with them as they have been working with us as our system integrator for Phase I. We have structured our teams utilizing the same framework from Phase I. We appreciate the relationship we have with Accenture and look

forward to working with them during Phase II. They have been a big part of the success we have had thus far on Phase I.

- There were no questions from members.

ADJOURMENT

- Mr. Samuel adjourned the meeting at approximately 3:25 p.m.
- The next Advisory Board Phase I Meeting is scheduled for December 12, 2017.

Note: Handouts at this meeting included:

Consolidated in a meeting packet and emailed to members:

MM Advisory Board Phase II Agenda	1 Page
MM Phase II Requirements Gathering Process Overview	5 Pages
MM Glossary of Terms	2 Pages
MM Phase II IV&V Project Overview Presentation	18 Pages
MM Motorist Modernization Overview	10 Pages

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Motorist Modernization Program (Phase II)

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

Independent verification and validation (IV&V)

Project overview 14 November 2017

Building a better working world

Topics for discussion

- Background
- Out-of-scope items
- IV&V project organization
- Overall approach to providing IV&V services
- IV&V assessment framework
- Baseline assessment
- Monthly assessment
- Focused assessment
- General approach for collecting and analyzing project information
- Traceability between collected data and analysis results
- IV&V analysis report structure
- IV&V project deliverables
- IV&V meetings and communication
- Supporting tools and enablers

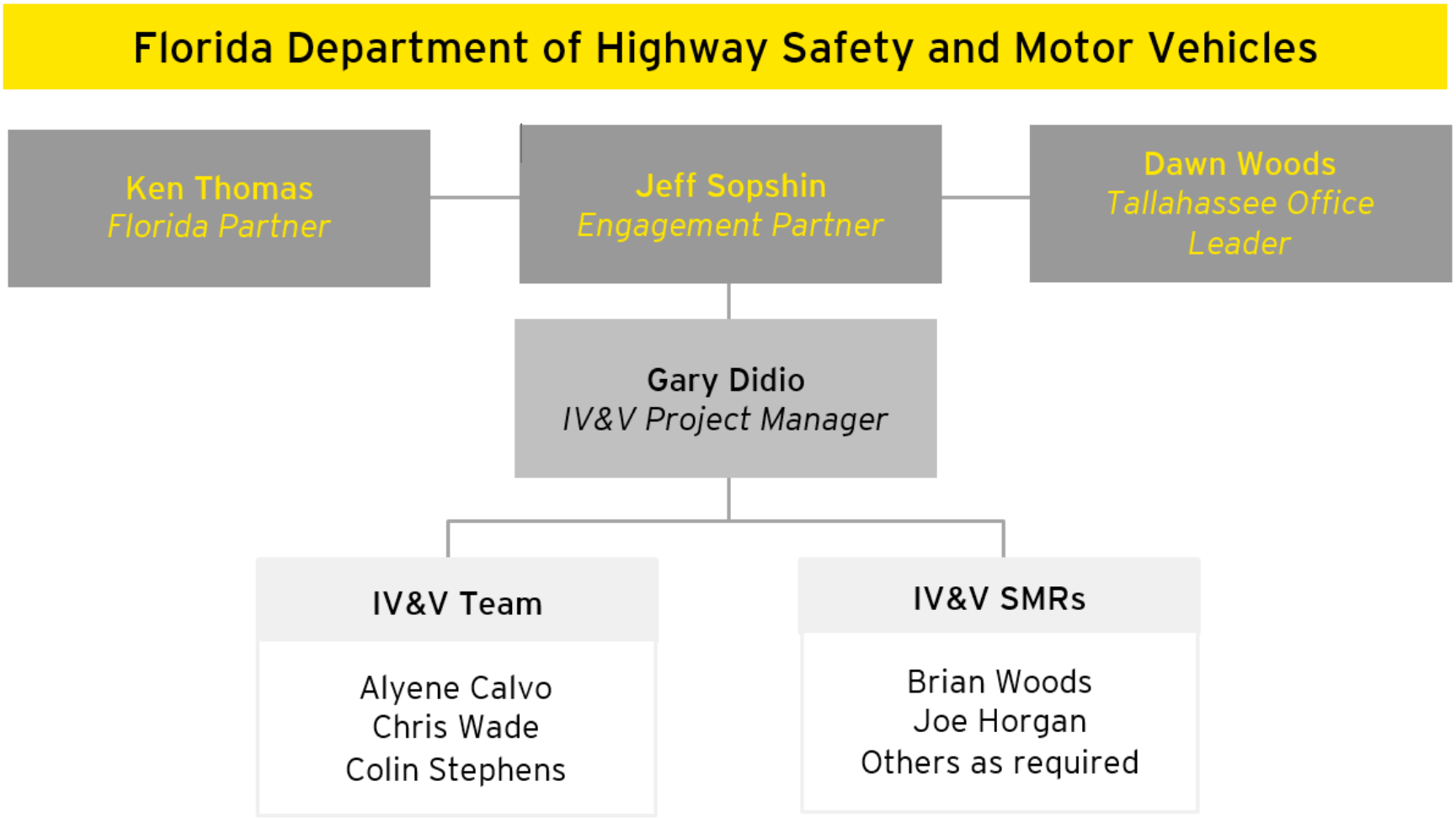
Background

- DHSMV intends to re-engineer all of its motorist services systems in order to better serve and support its customers.
- DHSMV has contracted with Ernst & Young (EY) to provide independent verification and validation (IV&V) services to monitor and evaluate critical aspects of the project as an unbiased, independent reviewer reporting directly to the Executive Steering Committee.
  - Review and evaluate all aspects of the projects that will comprise Phase II of the Motorist Modernization (MM) Program.
  - Provide analysis, feedback, and suggested improvements to support the quality and success of the MM Program.
  - Conduct verification and validation regarding the quality of the work products produced by the Department and any selected vendor.
  - Conduct baseline and monthly assessments to provide evaluations and assessments of the MM Program.

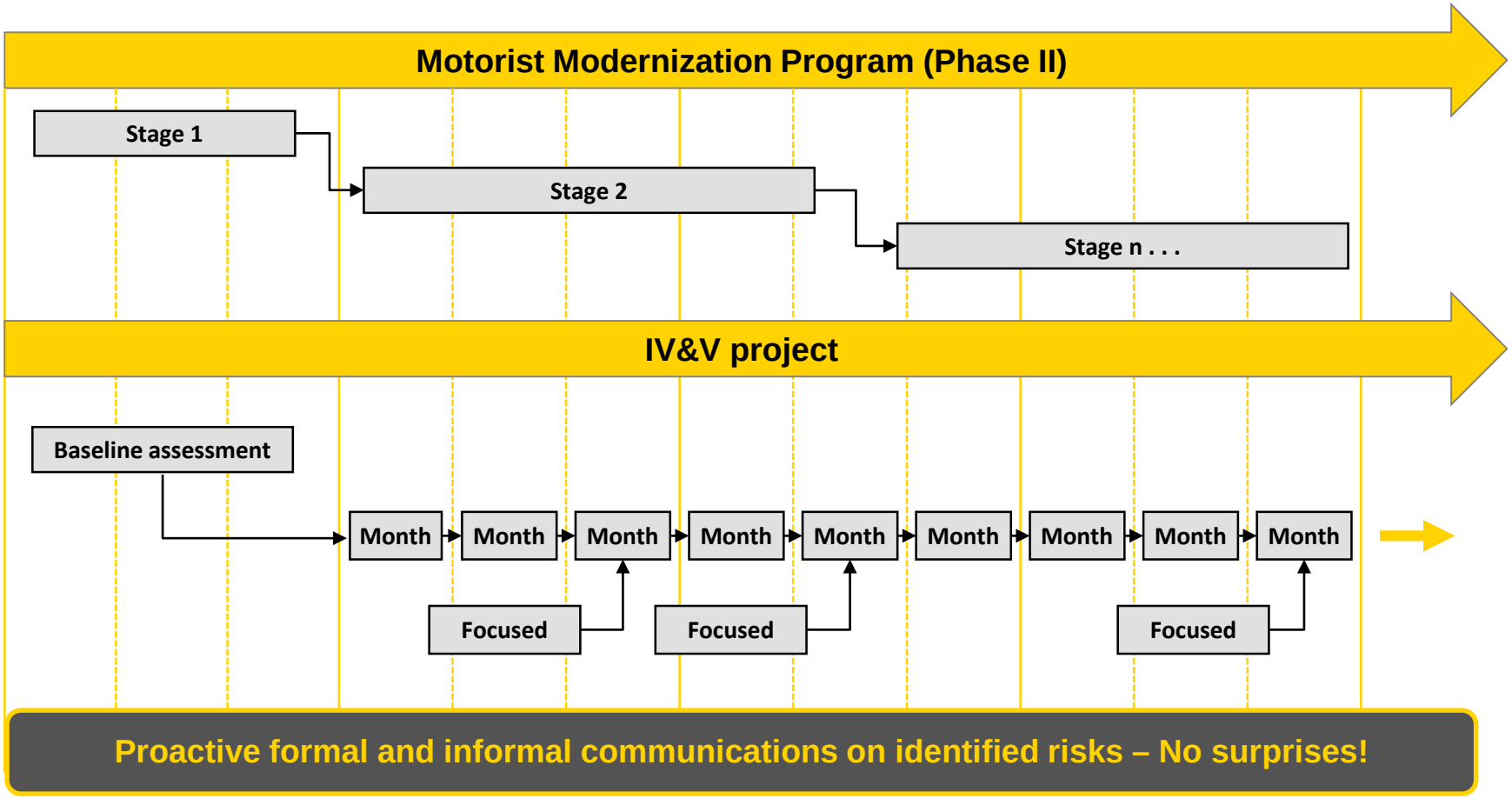
Out-of-scope items

- Performance of any code reviews or system testing.
- Security review and penetration testing.
- Issuance of an opinion or other form of assurance, as defined by the American Institute of Certified Public Accountants (AICPA), on any financial information related to the project.
- The rendering of an attestation or assurance report or opinion, including an audit, review or examination of financial statements in accordance with generally accepted auditing standards, an examination of prospective financial statements in accordance with applicable professional standards, or a review to detect fraud or illegal acts. None of the services or any reports will constitute any legal opinion or advice.

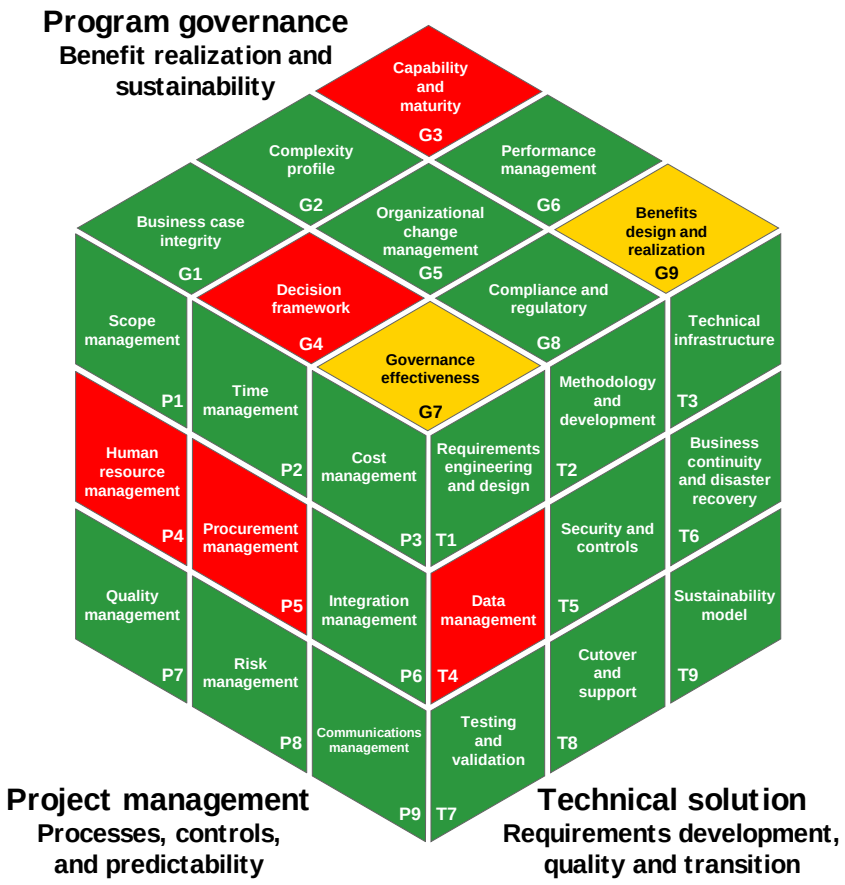
IV&V project organization



Overall approach to providing IV&V services



IV&V assessment framework for identifying program risks

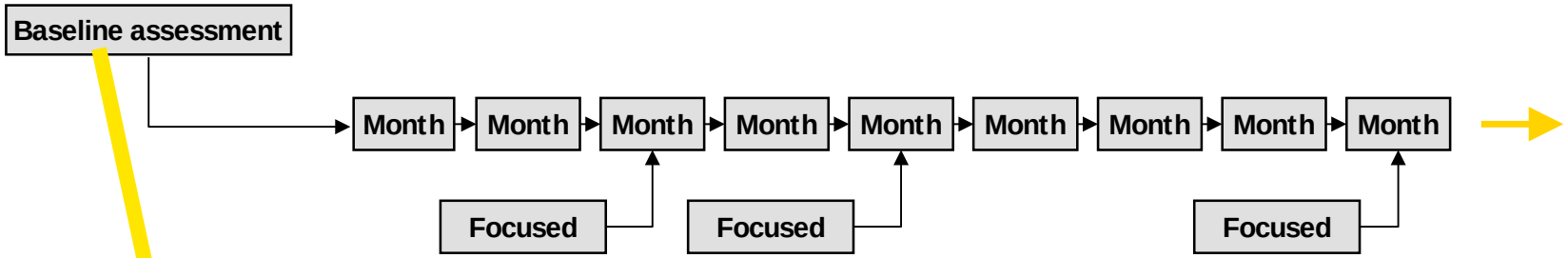


The ratings for each area are based on the following criteria:

- Indicates 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.

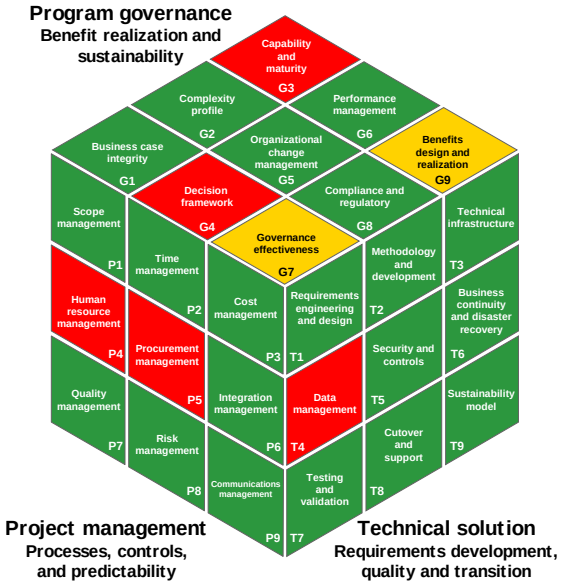
The facet colors are for illustration only and are not representative of the Motorist Modernization Program.

The baseline assessment provides an initial assessment of the MM Program (Phase II)

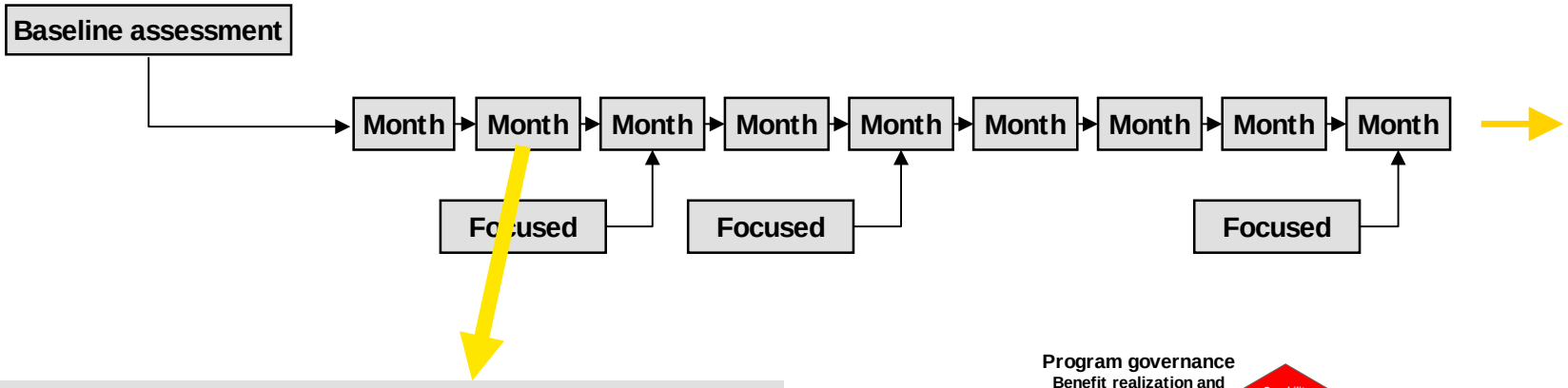


Baseline Assessment Report (BAR)

- Documents an initial assessment of the MM Program (Phase II) within the program governance, project management, and technical solution dimensions against which the project progress and project deliverables can be measured.
- Also used to determine whether the key project management components are in place to manage the MM Program (Phase II).

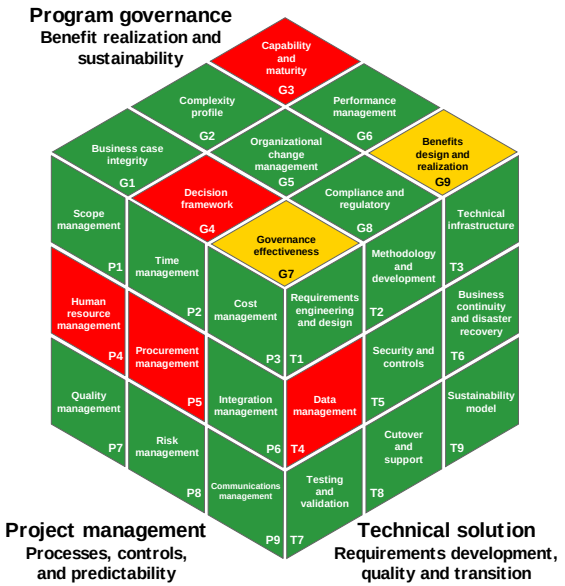


The monthly assessment provides ongoing monitoring of the MM Program (Phase II)

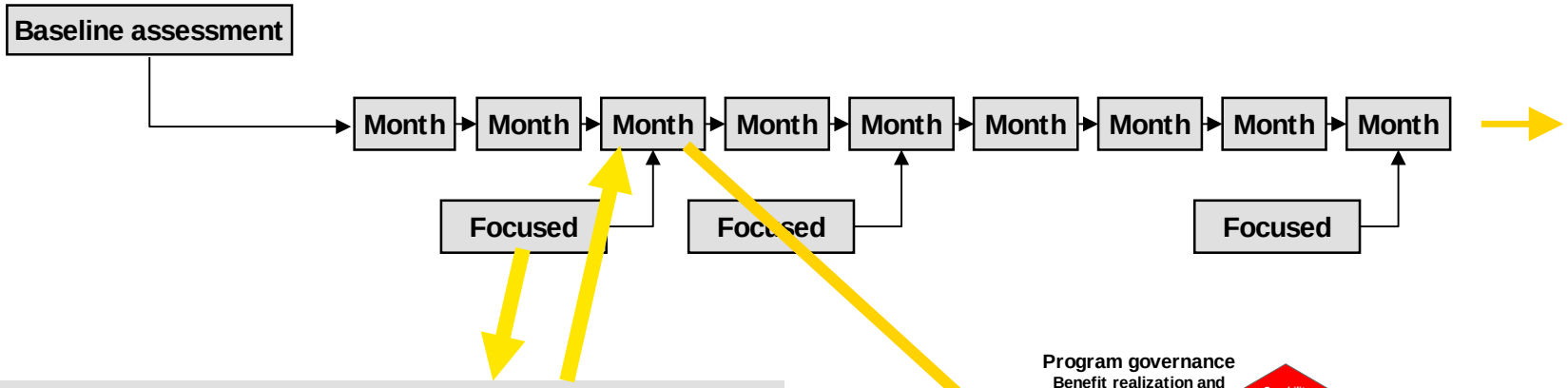


Monthly Assessment Report (MAR)

- Provides a summary of the findings and recommendations resulting from ongoing monitoring activities.
- Also summarizes the assessment of the project organization and project management activities as well as describes how each key project characteristic has evolved since the last report (baseline or prior MAR).

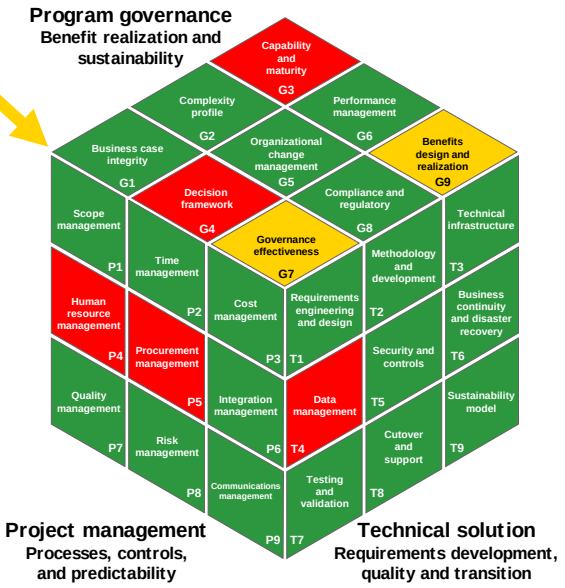


The focused assessment provides deep-dive analysis of key MM Program (Phase II) deliverables



Deliverable Review Report (DRR)

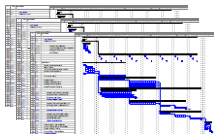
- Provides an assessment of deliverables being reviewed and/or submitted during the reporting time period.
- Specific areas include: accuracy, completeness, adherence to contractual and functional requirements, feasibility, consistency with overall project and other deliverables, deficiencies, errors and omissions, recommended improvements and remediation



Our general approach involves collecting and analyzing project data using our framework and tools

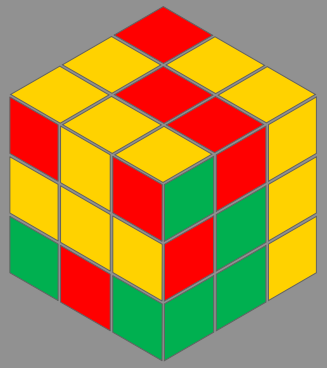
Our fact-based approach utilizes proprietary EY tools coupled with advanced analytical simulations, frameworks and other enablers that provide a quantitative basis for conclusions

- Project plans
- Specifications and design documents
- Records and reports
- Project team interviews
- Stakeholder interviews



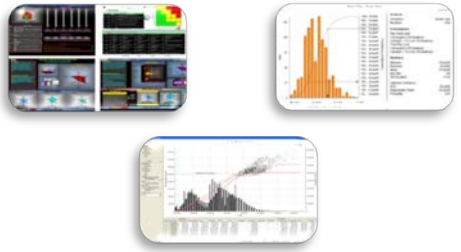
- ✓ Forward looking
- ✓ Encompasses the entire lifecycle,
- ✓ Identifies issues prior to the onset of symptoms

Data Analysis

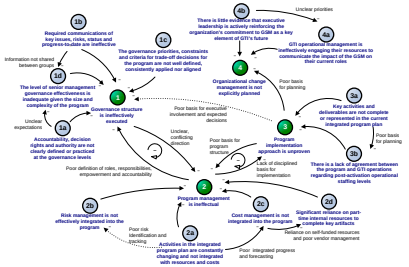


- ✓ Adapted based on complexity
- ✓ Considers the interrelated dimensions of cost, schedule, scope, quality, organization and benefit realization
- ✓ Predicts likely program outcomes
- ✓ Determines what corrective actions will yield the greatest long term benefits

Quantified predictive impact on risks

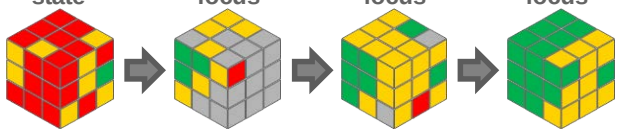


Root-cause analysis

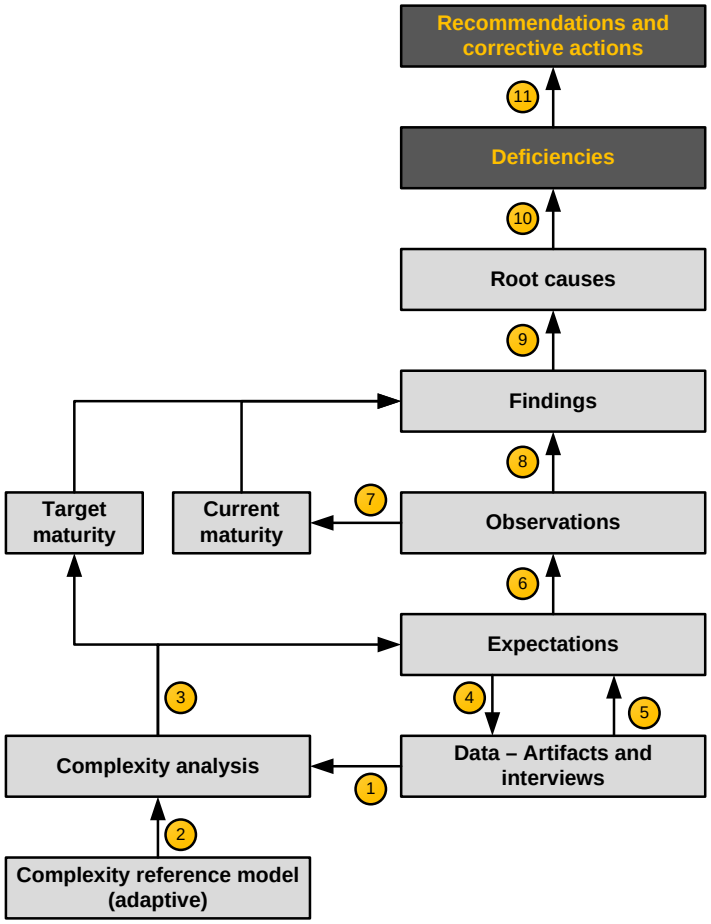


Sequenced remediation plan

Current state | 30-day focus | 60-day focus | 90-day focus

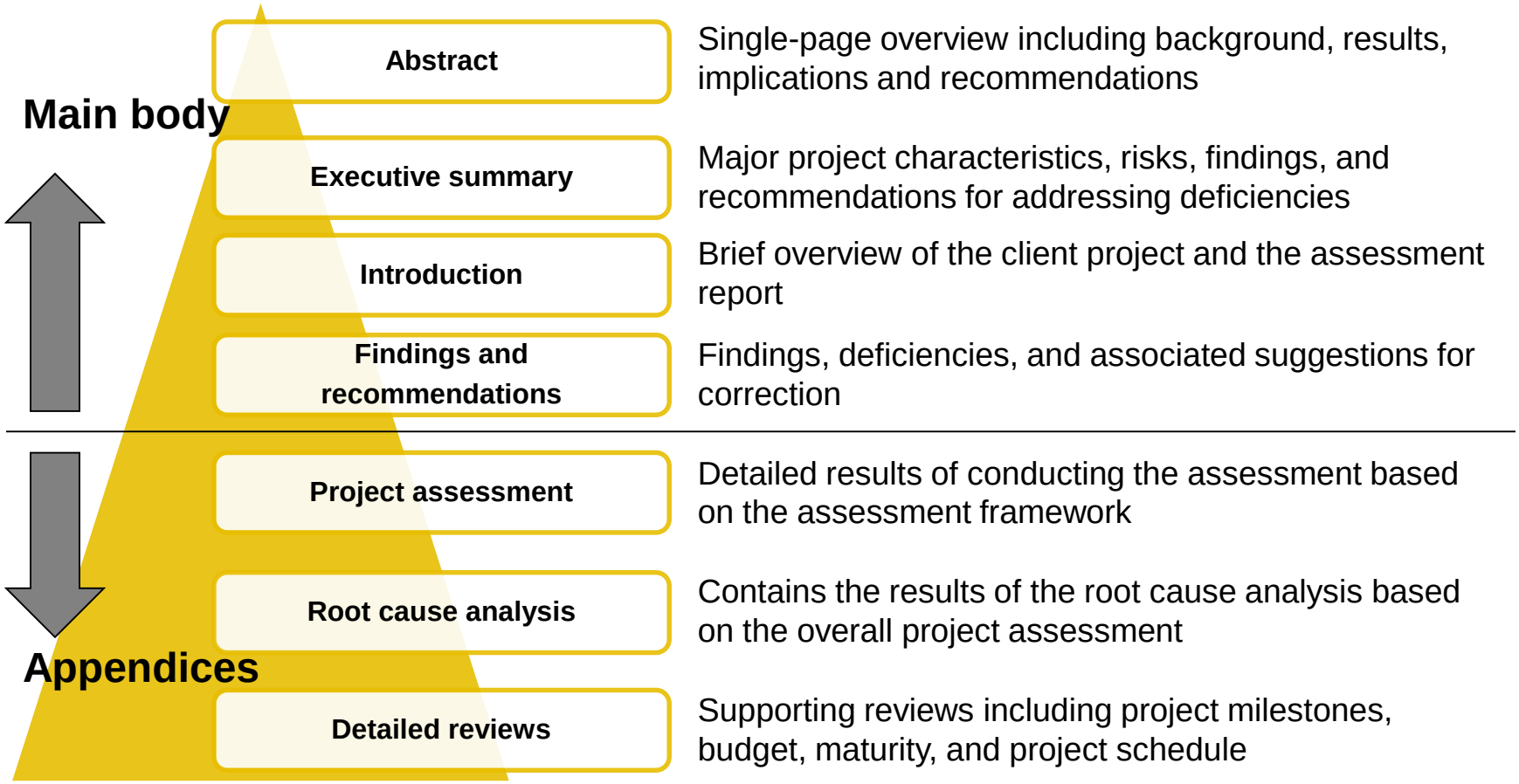


There is complete traceability between collected data and analysis results



- Collect and review initial set of project artifacts to determine overall project complexity (steps 1 and 2).
- Project complexity determines expectation and target maturity to appropriately manage risk (step 3).
- Expectations determine artifacts to be collected and interviews to be conducted (steps 4 and 5).
- Observations are made based on collected data and expectations (step 6).
- Observations are used to determine the current maturity for all facets evaluated (step 7).
- Findings are derived from observations (step 8).
- Root cause analysis determines key items (positive and negative) driving overall project performance (step 9).
- Deficiencies derived from negative root causes (step 10).
- Recommendations and corrective actions developed for identified deficiencies (step 11).

Baseline and monthly reports include all analysis results and supporting information



IV&V project deliverables

Category	Deliverable	Frequency
IV&V project management	Kickoff presentation	During IV&V project initiation
	Project charter	
	Project management plan (PMP)	
	Phase II baseline schedule	
	Status reports	Weekly
	Meeting minutes	After each formal IV&V project meeting
IV&V assessment reports	Baseline assessment report (BAR)	Once
	Monthly assessment report (MAR)	Monthly
	Deliverable review reports	Various

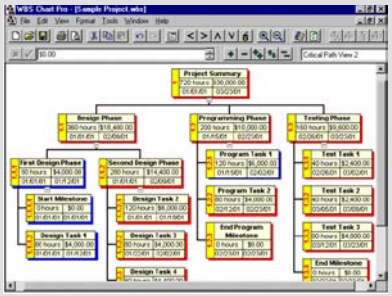
IV&V meetings and communication

IV&V project meetings and communications		
Item	Description	Frequency
Informal communications	▸ Ongoing, real-time and strategic advice as well as thought leadership throughout the execution of the IV&V project.	▸ Ongoing
IV&V project weekly status report	▸ Identifies the current status of the IV&V project, including activities, issues, risks, work product status, action items and an updated schedule, if necessary.	▸ Weekly
IV&V project status meeting	▸ Review status, issues and risks, potential delays, new requirements and overall IV&V project satisfaction.	▸ Weekly
Monthly meetings	▸ Meet with the Department's Governance Boards and Executive Steering Committee monthly to discuss findings, opportunities for improvement, and recommendations.	▸ Monthly ▸ Finalized and agreed to by the Department and EY upon contract award
Interviews	▸ Conduct interviews with project managers and staff members of the user and stakeholder groups, application developers, and management on a regularly scheduled basis.	▸ Finalized and agreed to by the Department and EY upon contract award
Critical project events	▸ Attend and present at critical project events, as defined by the Department's Contract Manager.	▸ Finalized and agreed to by the Department and EY upon contract award
Meeting minutes	▸ Document any formal meeting conducted and includes attendees, invitees not present, information shared during the meeting, action items with due dates and owners, and decisions required.	▸ Provided within three (3) business days upon completion of any formal meeting

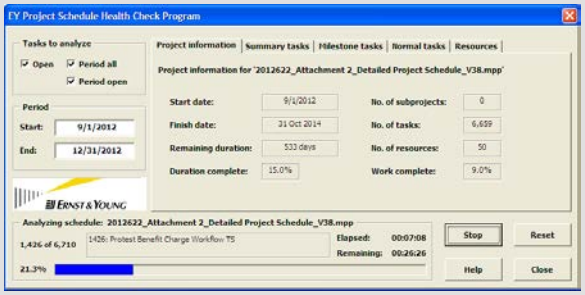
IV&V meetings and communication (continued)

IV&V project meetings and communications		
Item	**Description**	**Frequency**
Formal presentations	▸ Provide public presentation(s) when requested by the Department's Contract Manager.	▸ As requested ▸ Finalized and agreed to by the Department and EY upon contract award
Exception report	▸ An exception report is generated immediately when it is determined that circumstances exist that put the scope, budget, schedule or viability of the project at significant risk. ▸ These circumstances may involve issues of project structure, governance or management.	▸ As required
IV&V analysis reports	▸ Formal reports provided to the Department. ▸ Provide analysis, feedback, and suggested improvements to the Department's Executive Steering Committee, Governance Boards, and other stakeholders to confirm the quality and success of the Program. ▸ Conduct verification and validation regarding the quality of the work products (deliverables) produced by the Department and any selected vendors related to Phase II of the Program to confirm they meet the expectations of the Department and its customers, as well as State of Florida requirements.	▸ Various ▸ Finalized and agreed to by the Department and EY upon contract award

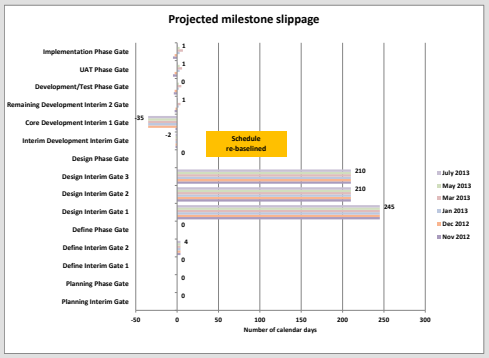
Supporting tools and enablers



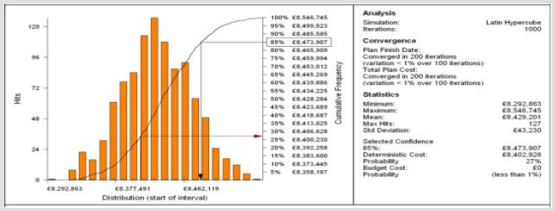
WBS analysis



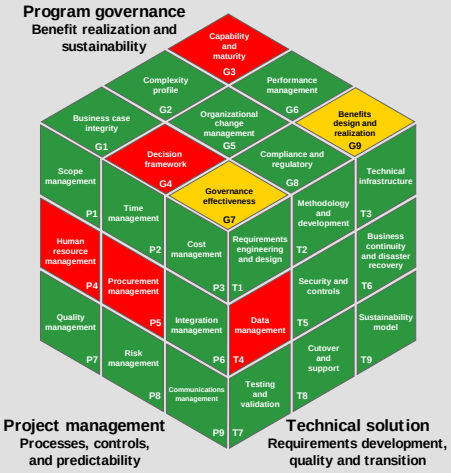
EY Project Schedule Analysis Program



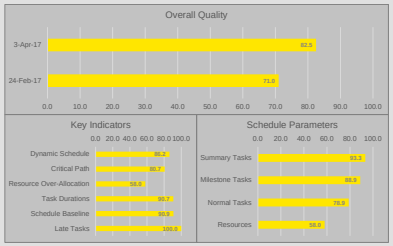
Project milestone analysis



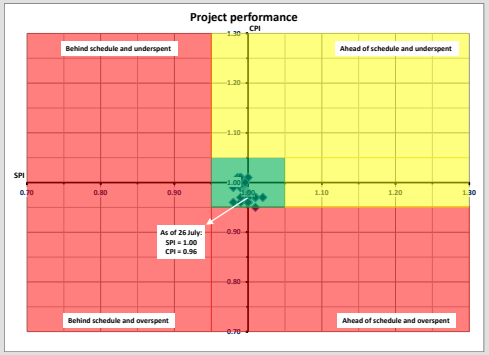
Quantitative schedule and cost confidence simulation



The "cube"
IV&V assessment framework



Project schedule quality



Project performance metrics analysis

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Motorist Modernization Program (Phase II)

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

Independent verification and validation (IV&V)

Monthly Assessment Report Summary

February 2018

21 March 2018

EY

Building a better working world

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
- Forecast milestone completion
- Open deficiencies and actions
- Process improvement recommendations
- Upcoming IV&V activities
- Supporting information
  - Summary of changes
  - Open deficiencies
  - Project milestones
  - Late tasks
  - Project schedule quality
  - Project budget

Data contained in this MAR is as of 14 March 2018

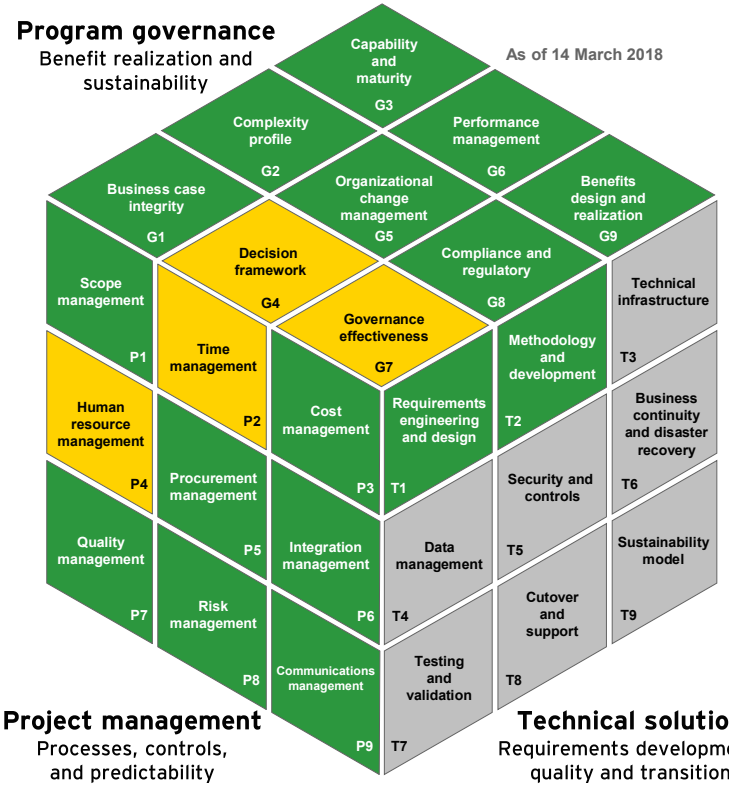
General IV&V overview

Overall IV&V risk state:	Amber

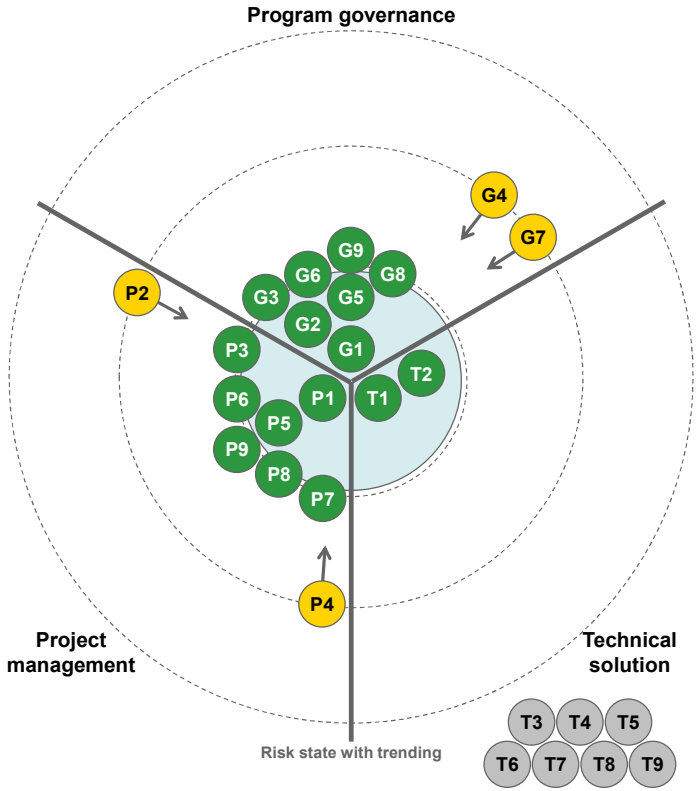
- There are two (2) open IV&V deficiencies.
  - Incomplete program governance
  - Incomplete program management discipline
  - No additional facets evaluated
  - No new deficiencies identified since the last report
- The Program is not within established schedule performance thresholds
  - The schedule performance index (SPI) is 0.896
  - 15 of 1,487 total tasks (1.01%) contained in the project schedule are late
  - 6 of 183 total tasks (3.3%) 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
- Current milestone status is unknown.
  - There are not enough EVM data points to calculate future milestone completion dates.

Overall risk state and trending

Risk state of the MM Program (Phase II)



Risk state with trending



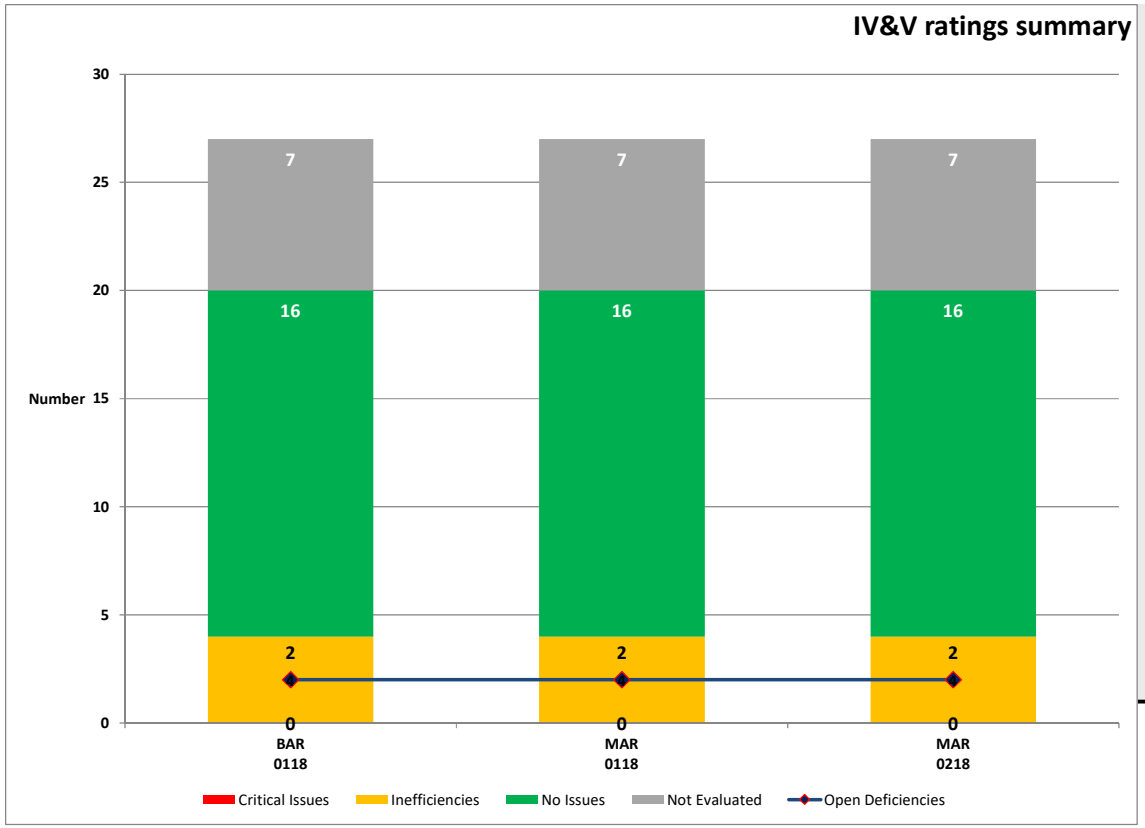
Indicates that the area being assessed has critical issues that will result in significant risk to the project most likely resulting in either the inability to achieve the outcomes, inability to meet the projected schedule, or a significant cost over-run. Requires immediate action.

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.

IV&V ratings summary

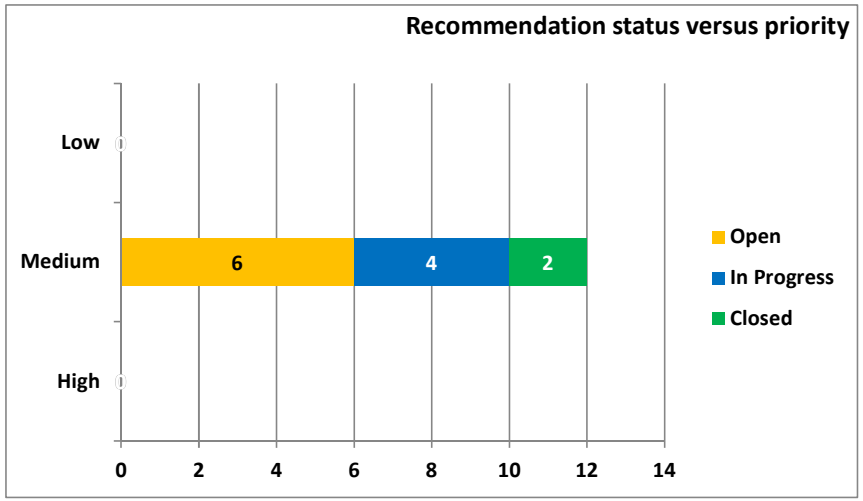


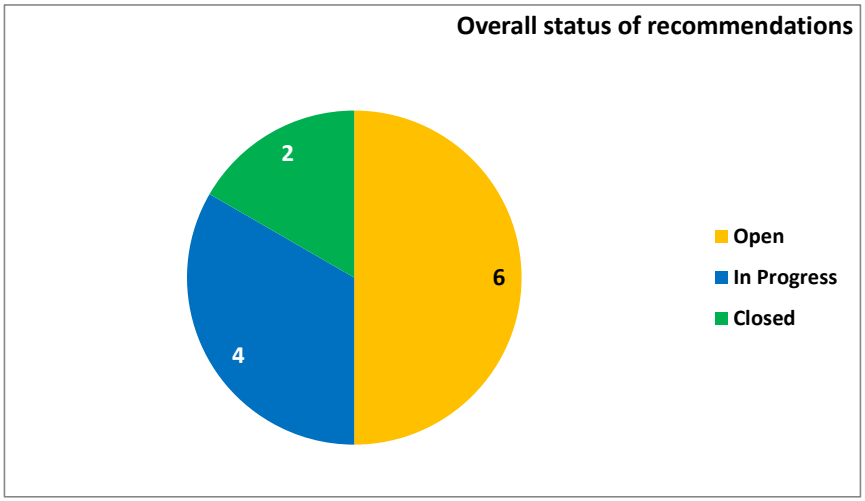
- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
  - Red (critical issues): 0
  - Amber (issues): 4
  - Green (no issues): 16
  - Gray (not evaluated): 7
- Open deficiencies: 2
- Conclusions:
  - The MM Program Team is currently working to resolve the deficiencies identified by the IV&V Team.

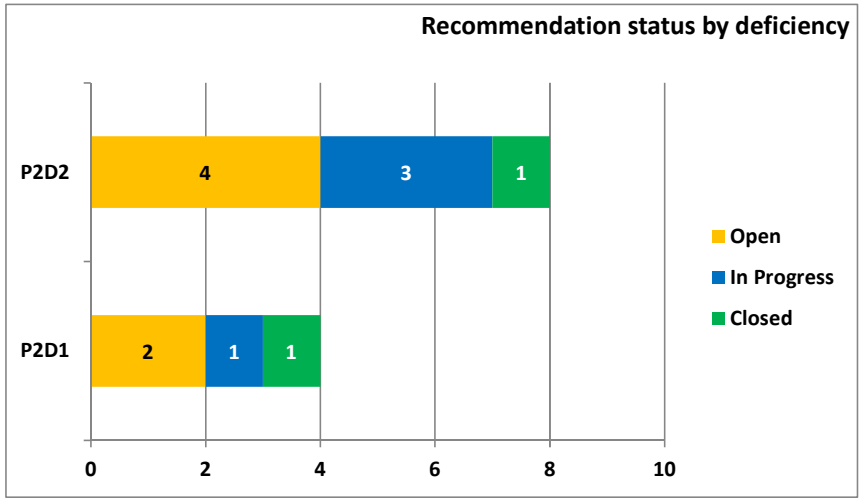
Key indicators

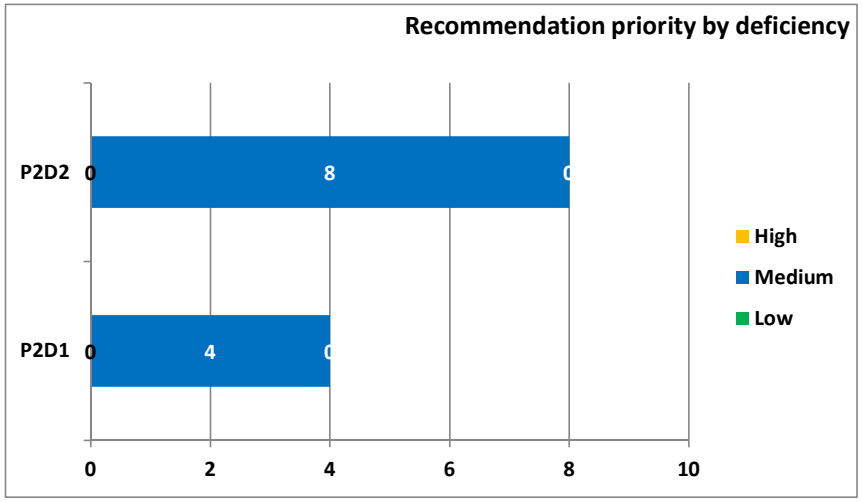
Indicator	Value	Comment
Is the project approach sound?	Yes	▸ The overall project approach is based on industry leading practices, methodologies and tools that have been used for other DHSMV projects.
Is the project on time?	Yes	▸ The Program is currently behind schedule. ▸ The schedule performance index (SPI) is 0.896. ▸ 15 of 1,487 total tasks (1.01%) contained in the project schedule are late. ▸ 6 of 183 total tasks (3.3%) for the current period are late.
Is the project on budget?	Yes	▸ The Program is within established cost performance thresholds. ▸ The cost performance index (CPI) is 1.00. ▸ The Program is currently on budget based on provided budget and spending information.
Is scope being managed so there is no scope creep?	Yes	▸ The work being completed as part of the MM Program (Phase II) is within the scope of the project as defined in the Schedule IV-B Feasibility Study.
What are the project's future risks?	Unknown	▸ The MM Program Team is currently working to resolve the deficiencies identified by the IV&V Team.
Are the project's risks increasing or decreasing?	Steady	▸ The MM Program Team is currently working to resolve the deficiencies identified by the IV&V Team.
Are there new or emerging technological solutions that will affect the project's technology assumptions?	No	▸ New and emerging technologies were considered in the Feasibility Study. ▸ None have an adverse effect on the project's technological assumptions.

Status of key deficiency recommendations

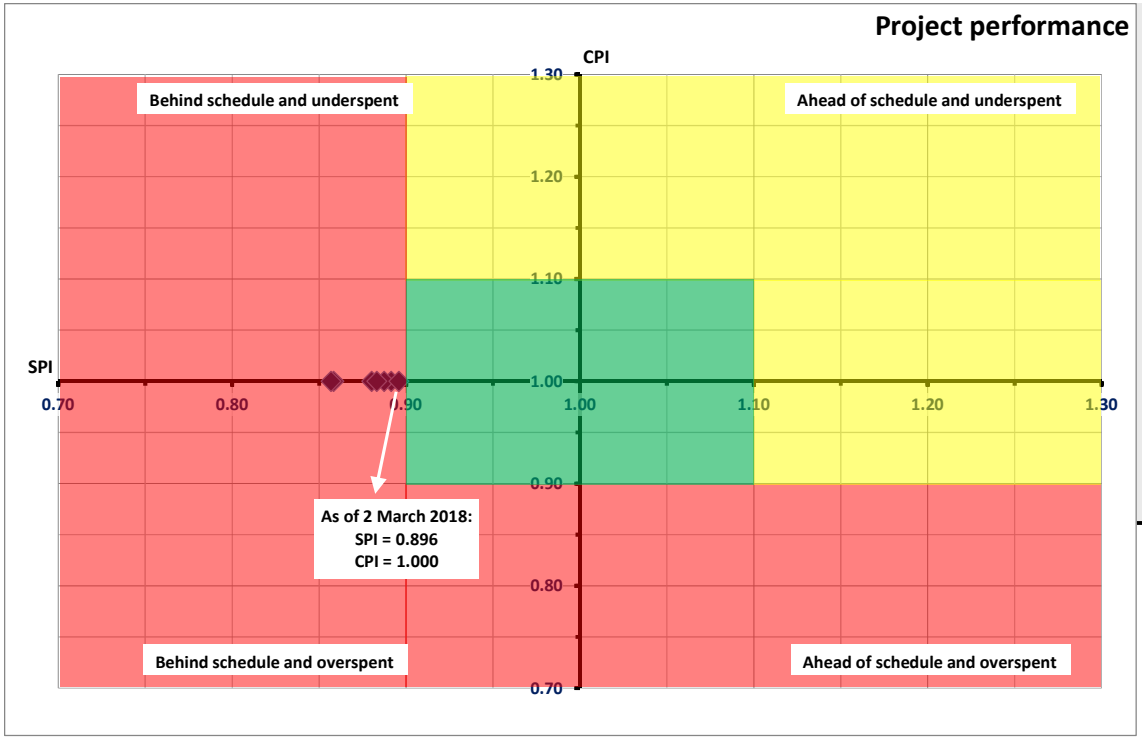








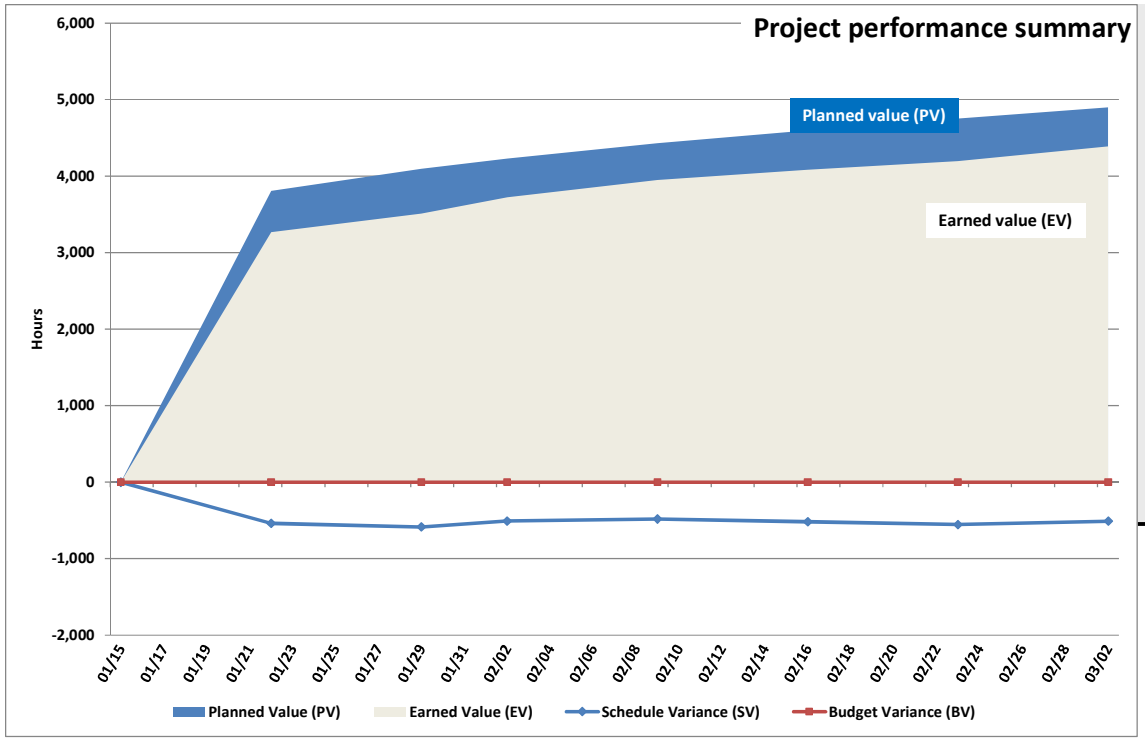
Overall performance



- This chart shows the SPI and CPI plotted as points against the tolerance ranges set up for the project.
- Summary:
  - Schedule performance is outside the established threshold.
  - Cost performance is within the established threshold.
- Conclusions:
  - The Program is currently behind schedule.

- 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.

Overall performance
(continued)

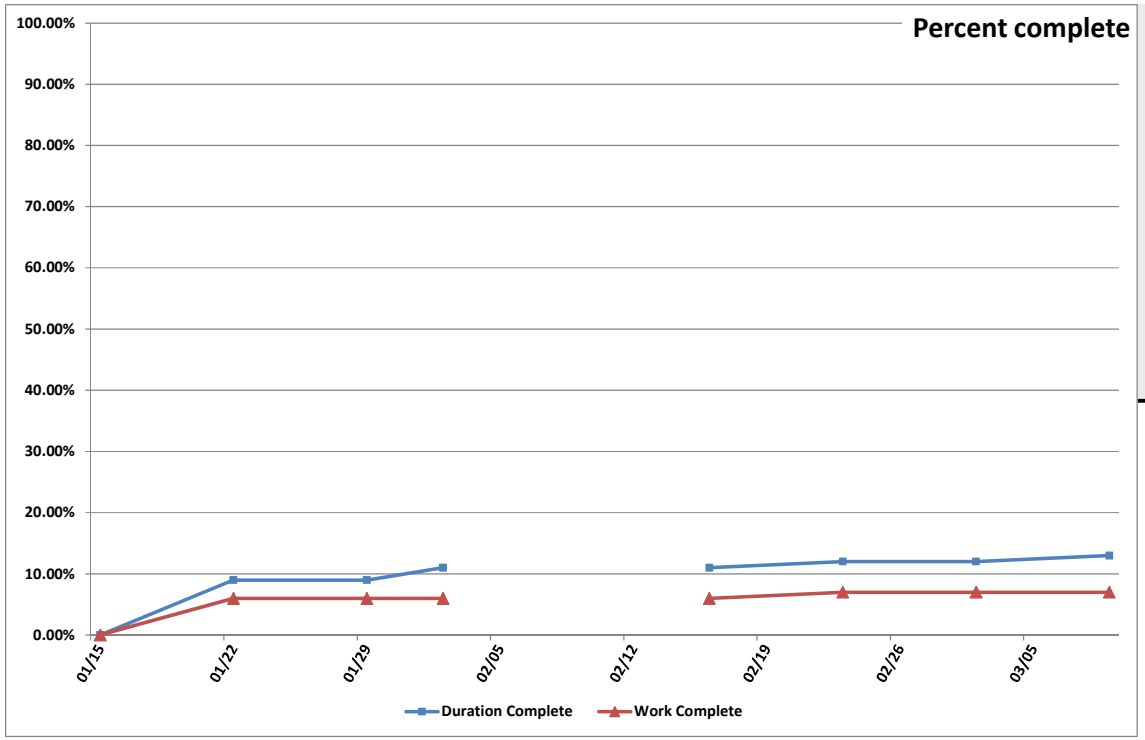


- This chart shows the cumulative planned value (PV) and earned value (EV) for the project.
- Summary:
  - Total EV is less than PV, indicating there is scheduled work that is not being completed.
  - The total amount of work not completed as scheduled is 509.8 hours.
- Conclusions:
  - The Program is 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.

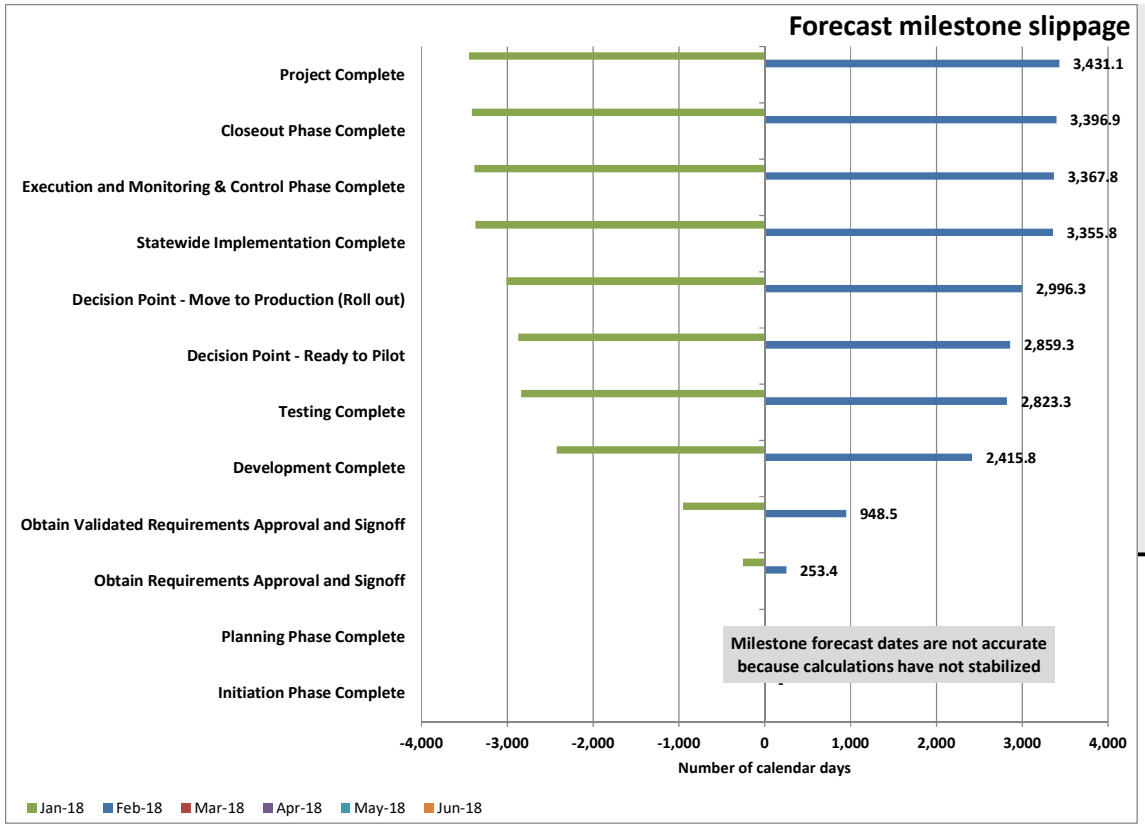
Overall performance
(continued)



- This chart shows the percent complete for duration and work for the project.
- Summary:
  - Duration and work complete has been increasing since the beginning of the project.
- Conclusions:
  - None.

- Blue line is duration percent complete.
- Red line is work percent complete

Forecast milestone completion



- This chart shows the projected completion dates for future milestones based on historical performance using the schedule performance index (SPI).
- Summary:
  - There are not enough EVM data points to calculate future milestone completion dates.
- Conclusions:
  - Milestone forecast dates are not accurate because calculations have not stabilized.

Open deficiencies and actions

Deficiency	Actions taken
▸ P2D1 – Incomplete program governance	▸ AB Charter has been established. ▸ Added inconsistent AB meetings to the program risk register. ▸ Identified additional personnel to be assigned to the AB.
▸ P2D2 – Incomplete program management discipline	▸ Conducting an assessment of time management alternatives. ▸ Currently identifying Phase II schedule dependencies.

Process improvement recommendations

Recommendation	Progress update / resolution	Status
▸ No process improvement recommendations identified since the last report.		

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:

Deliverable	Planned draft	Planned final	Actual final	Comment
MAR – Jan 2018 (IVV-302AA)	02/14/2018	03/01/2018	02/26/2018	▸ Complete
MAR – Feb 2018 (IVV-302AB)	03/14/2018	03/29/2018	03/21/2018	▸ Complete
MAR – Mar 2018 (IVV-302AC)	04/13/2018	04/30/2018		
MAR – Apr 2018 (IVV-302AD)	05/14/2018	05/30/2018		
MAR – May 2018 (IVV-302AE)	06/14/2018	06/29/2018		
MAR – Jun 2018 (IVV-302AF)	07/16/2018	07/31/2018		

Supporting information

- Summary of changes
- Open deficiencies
- Project milestones
- Late tasks
- Project schedule quality
- Project budget

Summary of changes

Supporting information

Item	Description
Deficiencies addressed	► Individual recommendations have been addressed since the last report.
New deficiencies	► No new deficiencies identified since the last report.
Risk ratings	► No risk rating changes since the last report
Maturity ratings	► G4 – Decision framework changed from level 2 (Repeatable) to level 3 (Defined)
Interviews conducted	► No interviews conducted since last report
Artifacts received	► Numerous artifacts received.

Open deficiencies

Supporting information

Areas and implications	Recommendations	Actions taken
P2D1 – Incomplete program governance		

▸ G4 – Decision framework
▸ G7 – Governance Effectiveness
▸ Implications:
  ▸ Limited capacity to facilitate timely decision making.
  ▸ Misalignment in project operational decisions to the intended project objectives.
  ▸ Inconsistent decision awareness.
	1. Complete the definition of the AB including a regular cadence for meetings.
	2. Confirm that all appropriate AB members, delegates, and other requested resources attend all project Board meetings and are involved in all project decisions when necessary.
	3. Revise the Tier 3 governance project approval process to include a quantitative impact analysis on the MM Program.
	  a. The analysis should include impacts on project and operational resources, scope, schedule and budget.
	4. Use the quantitative impact analysis to guide the prioritization of projects approved by Tier 3 governance that may impact the MM Program.
		1. Closed
		2. Working to resolve AB membership and hold meetings on a regular basis.
		3. Assigned to CIO by Executive Director. Action plan pending.
		4. Assigned to CIO by Executive Director. Action plan pending.

Open deficiencies (continued)

Supporting information

Areas and implications	Recommendations	Actions taken
P2D2 – Incomplete program management discipline		

▸ P2 – Time management
▸ P4 – HR management
▸ Implications:
  ▸ Masks true situational awareness, thereby negatively impacting project decisions.
  ▸ Unable to establish true visibility and determine forecasting capability in achieving project expectations.
  ▸ Resources required for achieving project objectives are not estimated properly, leading to cost overruns, delayed timelines, and inadequate quality.
  ▸ Leads to inaccurate forecasts for milestone completion across the multiple phases of the program.
	1. Revise the existing time management methodology to include an approach for managing the allocation of shared resources for Phase I and Phase II tasks.
	2. Use the time management methodology to support the measurement, monitoring and reporting of project status and overall situational awareness of dependencies between Phase I and Phase II.
	3. Incorporate all dependencies between Phase I and Phase II tasks into the project schedules.
	4. Validate that shared resource allocations are leveled across Phase I and Phase II.
	5. Revise the existing Human Resource (HR) management methodology to include an approach for managing the allocation of shared resources for Phase I and Phase II tasks.
	6. Use the revised HR management methodology to manage and control project resources.
	7. Incorporate Phase I share resource allocations into the Phase II resource plan.
	8. Evaluate the current meeting structure and cadence to determine if the meeting schedules between Phase I and Phase II can be optimized.
		1. Evaluating shared program resources and determining allocations.
		2. No comments.
		3. Identifying Phase II schedule dependencies.
		4. Evaluating shared program resources and determining allocations.
		5. No comments.
		6. No comments.
		7. No comments.
		8. Closed

Project milestones

Supporting information

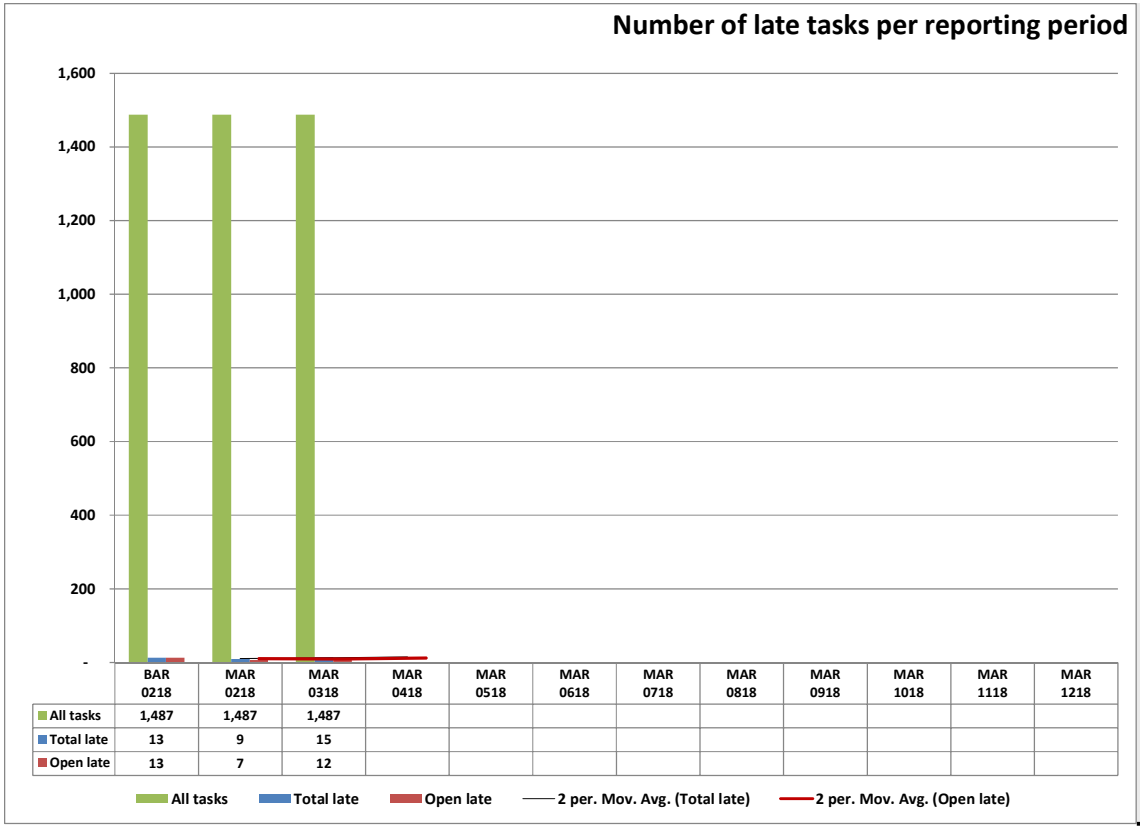
WBS	Title	Completion date				
		Original	Scheduled	Planned	Forecast	Actual
1.4	Initiation Phase Complete	05/24/17	05/24/17	05/24/17	N/A	05/24/17
2.1	Planning Phase Complete	12/27/17	12/27/17	12/27/17	N/A	12/27/17
3.3.14	Obtain Requirements Approval and Signoff	06/19/18	06/19/18	06/19/18	TBD	
3.4.10	Obtain Validated Requirements Approval and Signoff	07/30/19	07/30/19	07/30/19	TBD	
3.5.14.5	Development Complete	12/03/21	12/03/21	12/03/21	TBD	
3.5.15.5	Testing Complete	07/29/22	07/29/22	07/29/22	TBD	
3.5.18.5	Decision Point - Ready to Pilot	08/19/22	08/19/22	08/19/22	TBD	
3.5.18.7	Decision Point - Move to Production (Roll out)	11/07/22	11/07/22	11/07/22	TBD	
3.5.18.12	Statewide Implementation Complete	06/05/23	06/05/23	06/05/23	TBD	
3.7	Execution and Monitoring & Control Phase Complete	06/12/23	06/12/23	06/12/23	TBD	
4.5	Closeout Phase Complete	06/29/23	06/29/23	06/29/23	TBD	
5	Project Complete	07/19/23	07/19/23	07/19/23	TBD	

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

Late	

Late tasks

Supporting information

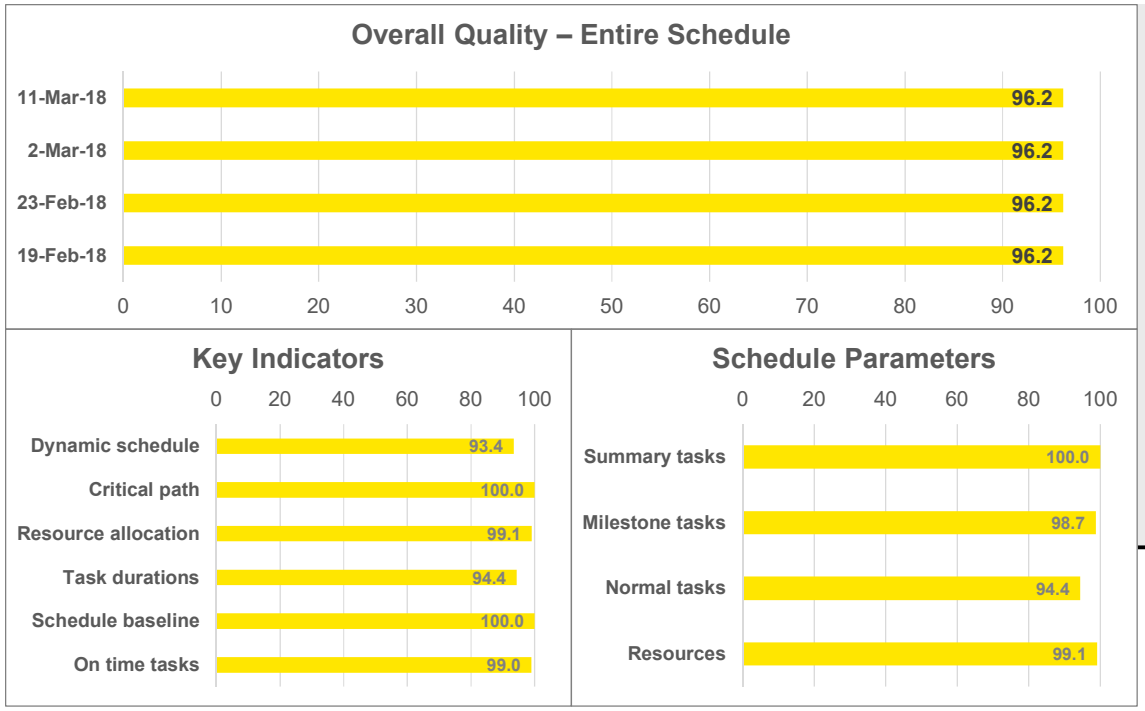


- This chart shows the number of tasks that are late for each of the IV&V reports for the following:
  - Total tasks late.
  - Tasks that are open (task completion percentage is greater than 0% and less than 100%).
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Total normal tasks: 1,487
  - Total tasks late: 15
  - Total open tasks late: 12
- Conclusions:
  - The total number of tasks designated as late is 1.01% of the total number of tasks.

Project schedule quality

Entire schedule: 9/19/2016 to 7/19/2023

Supporting information



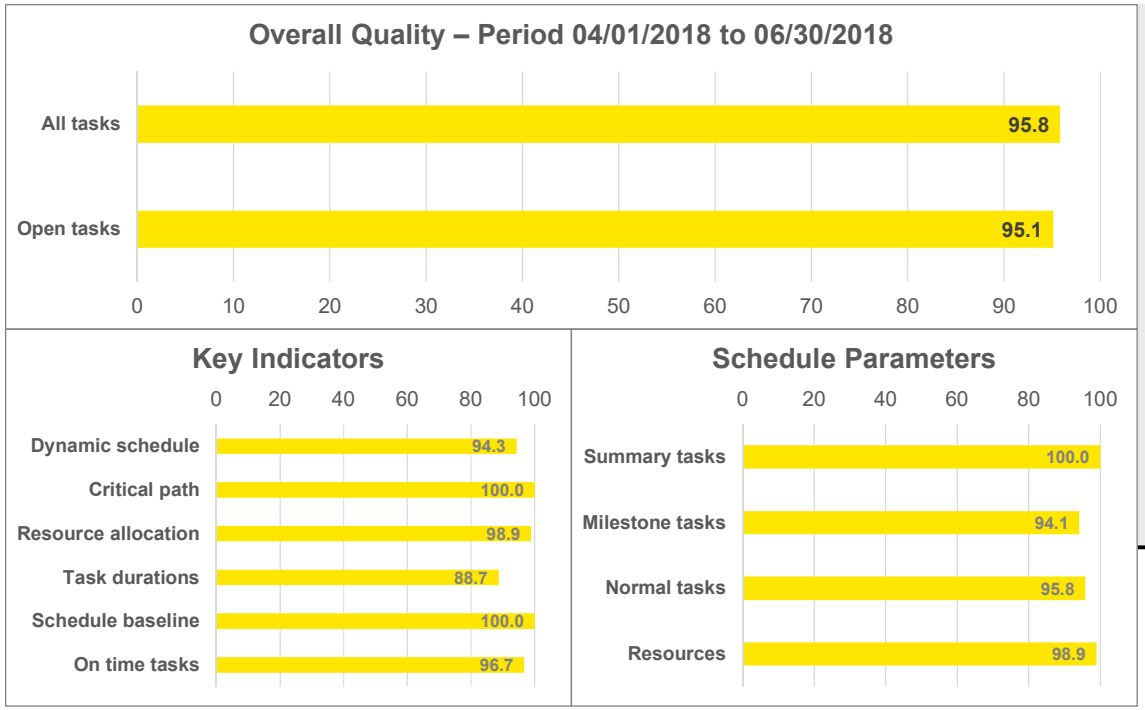
- This chart shows the quality of the project schedule within each of the following areas:
  - Overall quality with trending
  - Key indicators
  - Schedule parameters
- Summary:
  - Overall quality: 96.2
- Conclusions:
  - Overall schedule quality is consistent and excellent

- 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

Project schedule quality
Period: 04/01/2018 to 06/30/2018

Supporting information



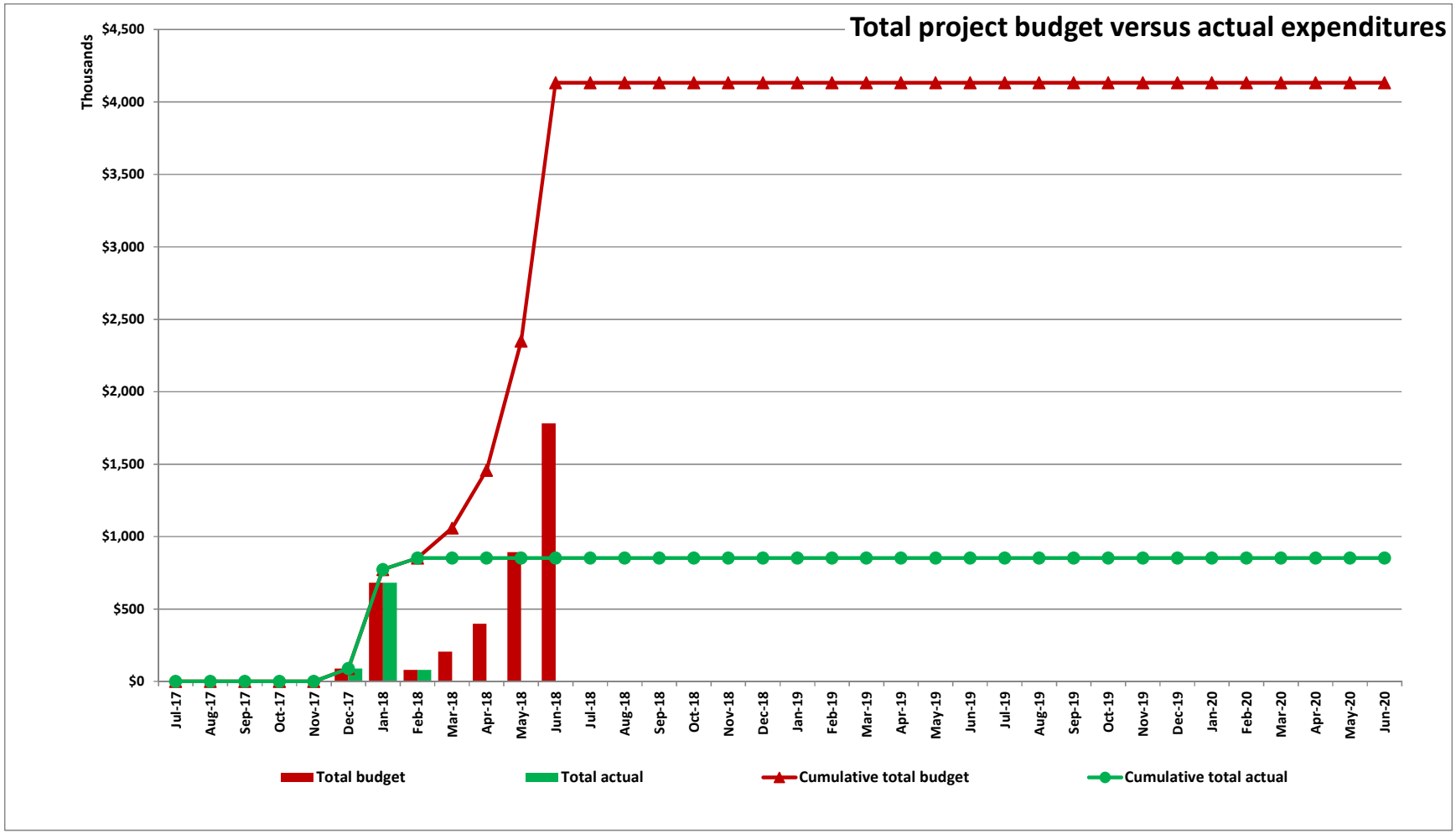
- This chart shows the quality of the project schedule within each of the following areas:
  - Overall quality with trending
  - Key indicators
  - Schedule parameters
- Summary:
  - Overall quality: 95.8
- Conclusions:
  - Overall schedule quality is consistent and excellent

- 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

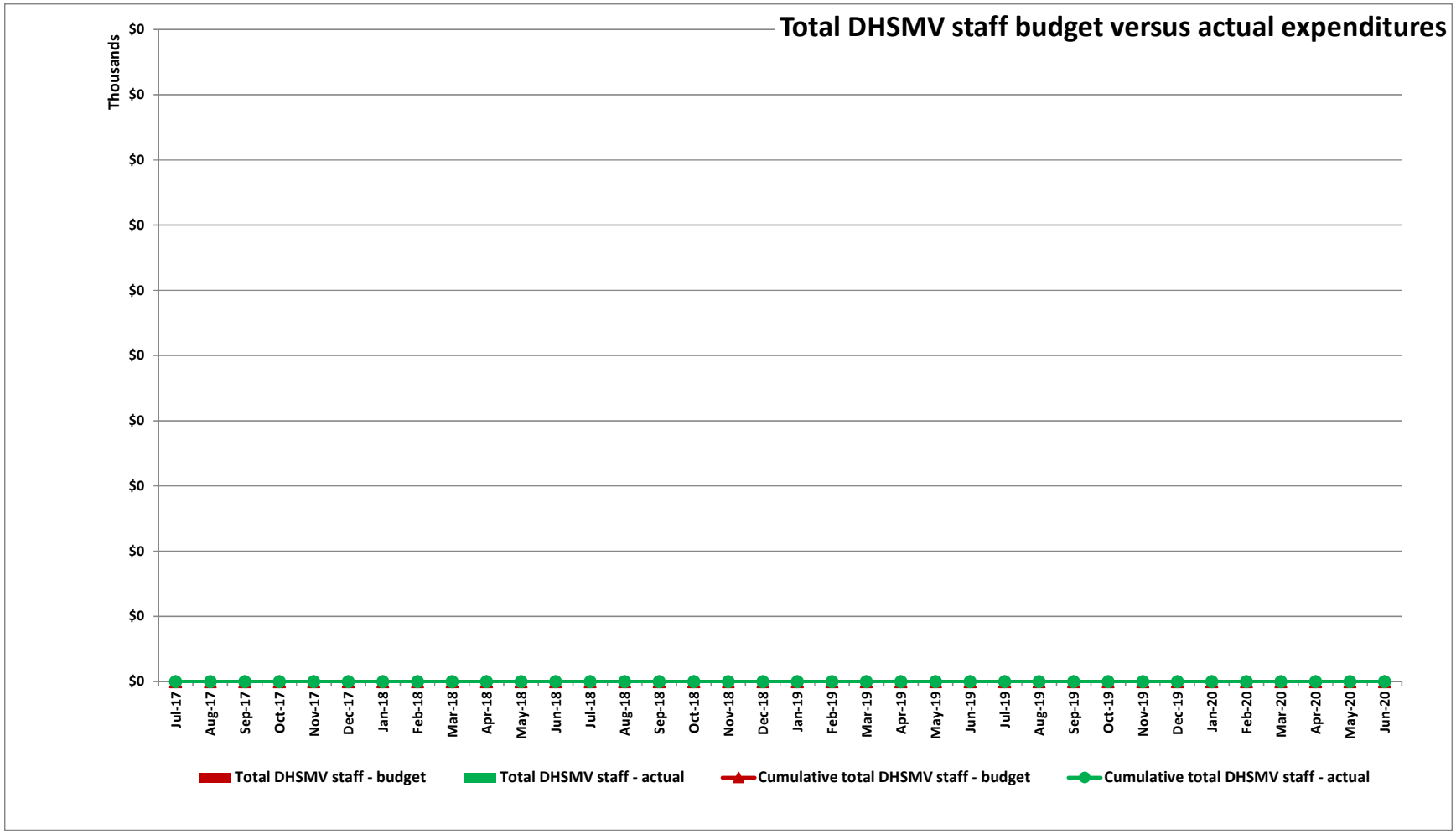
Project budget
Total project funding

Supporting information



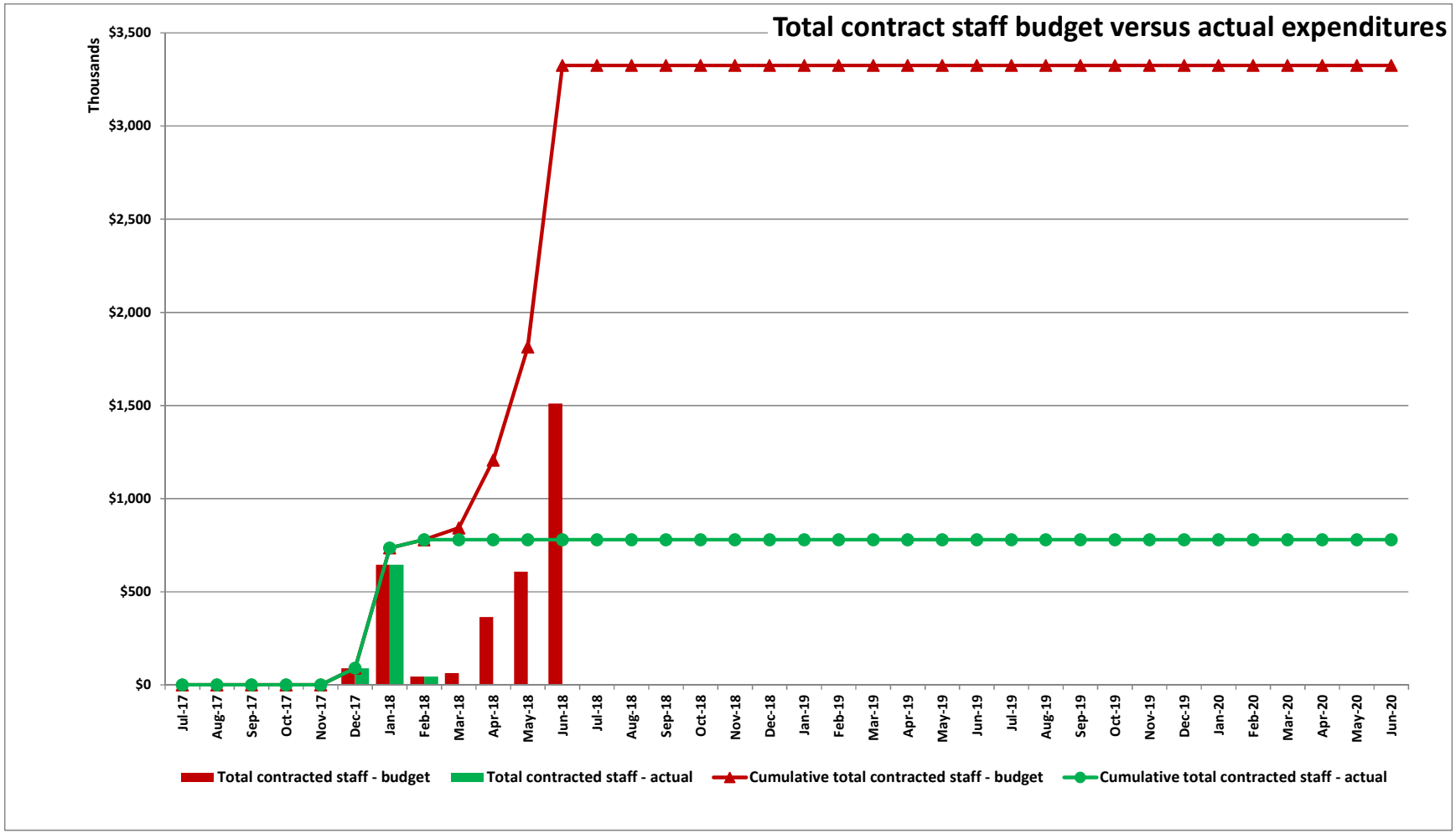
Project budget
DHSMV staff funding

Supporting information



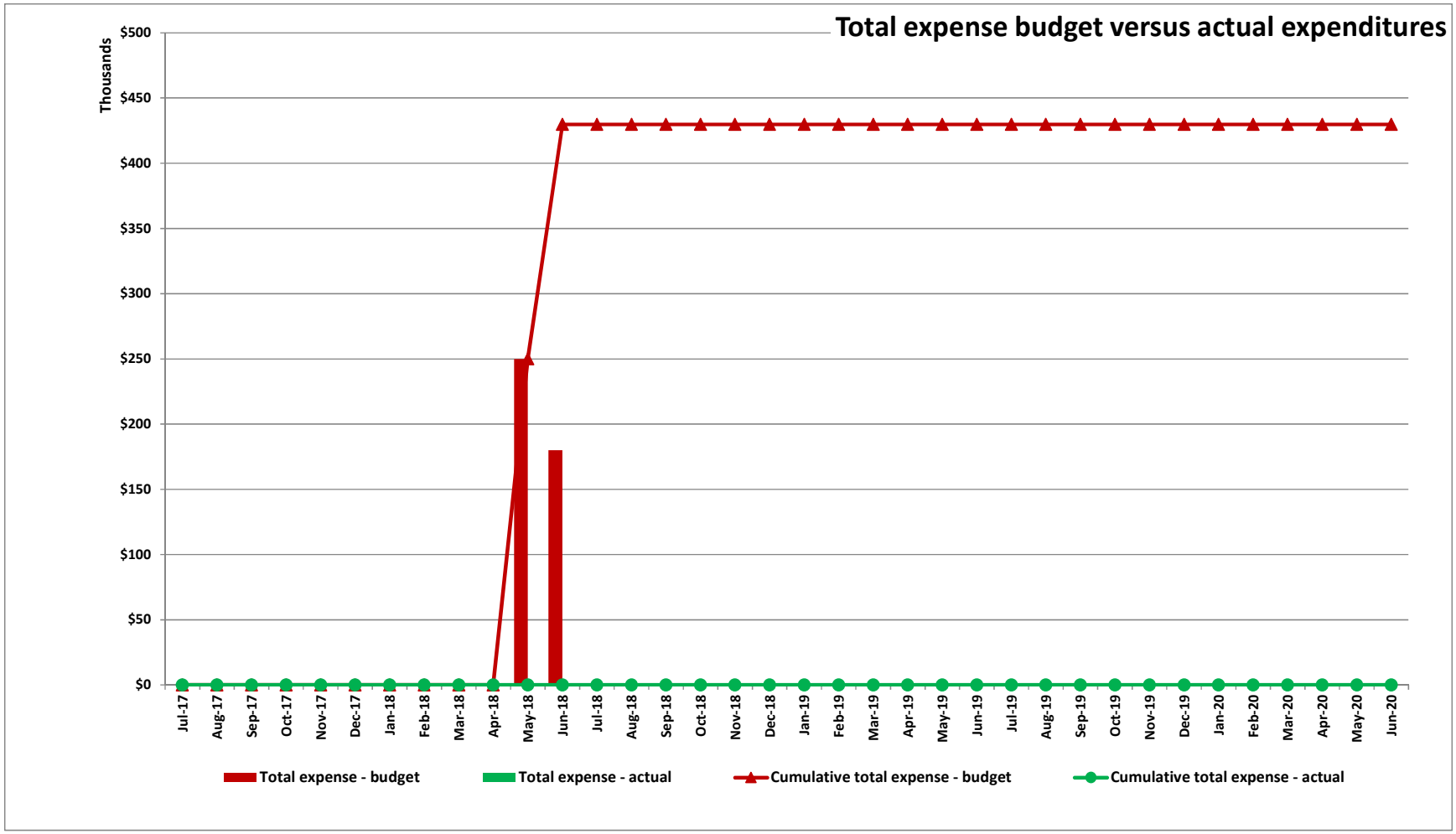
Project budget
Contract staff funding

Supporting information



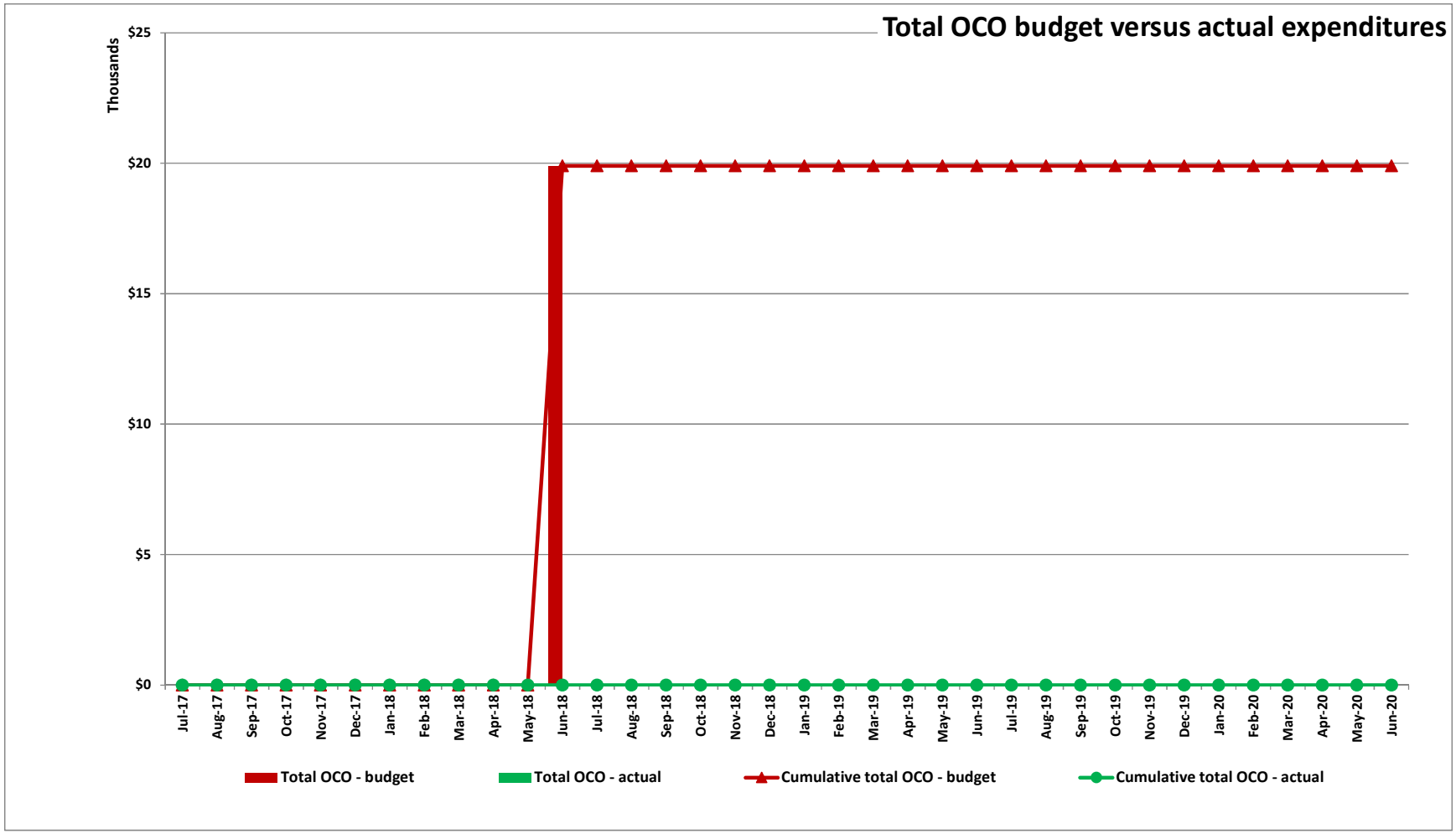
Project budget
Expense funding

Supporting information



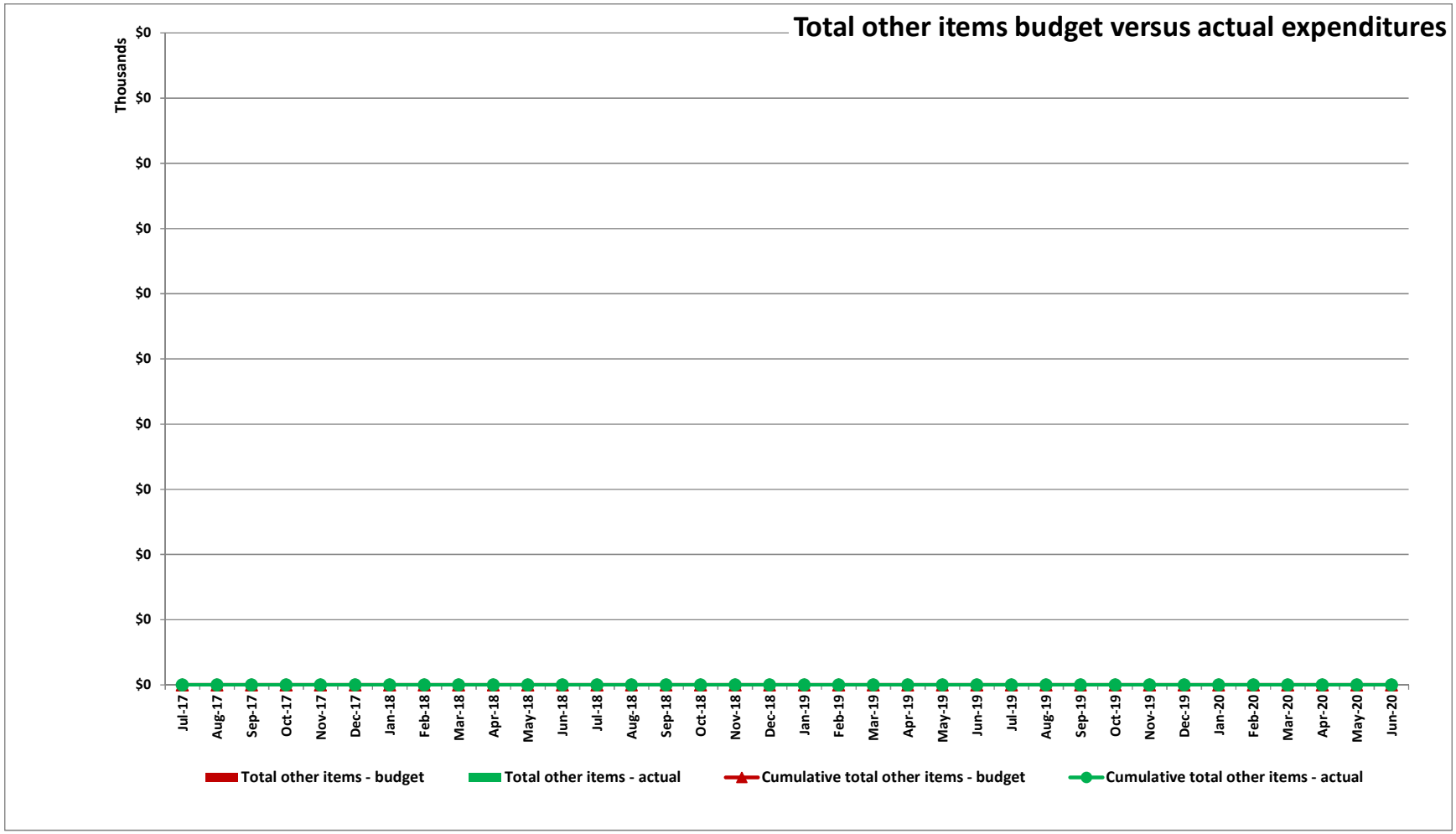
Project budget
OCO funding

Supporting information



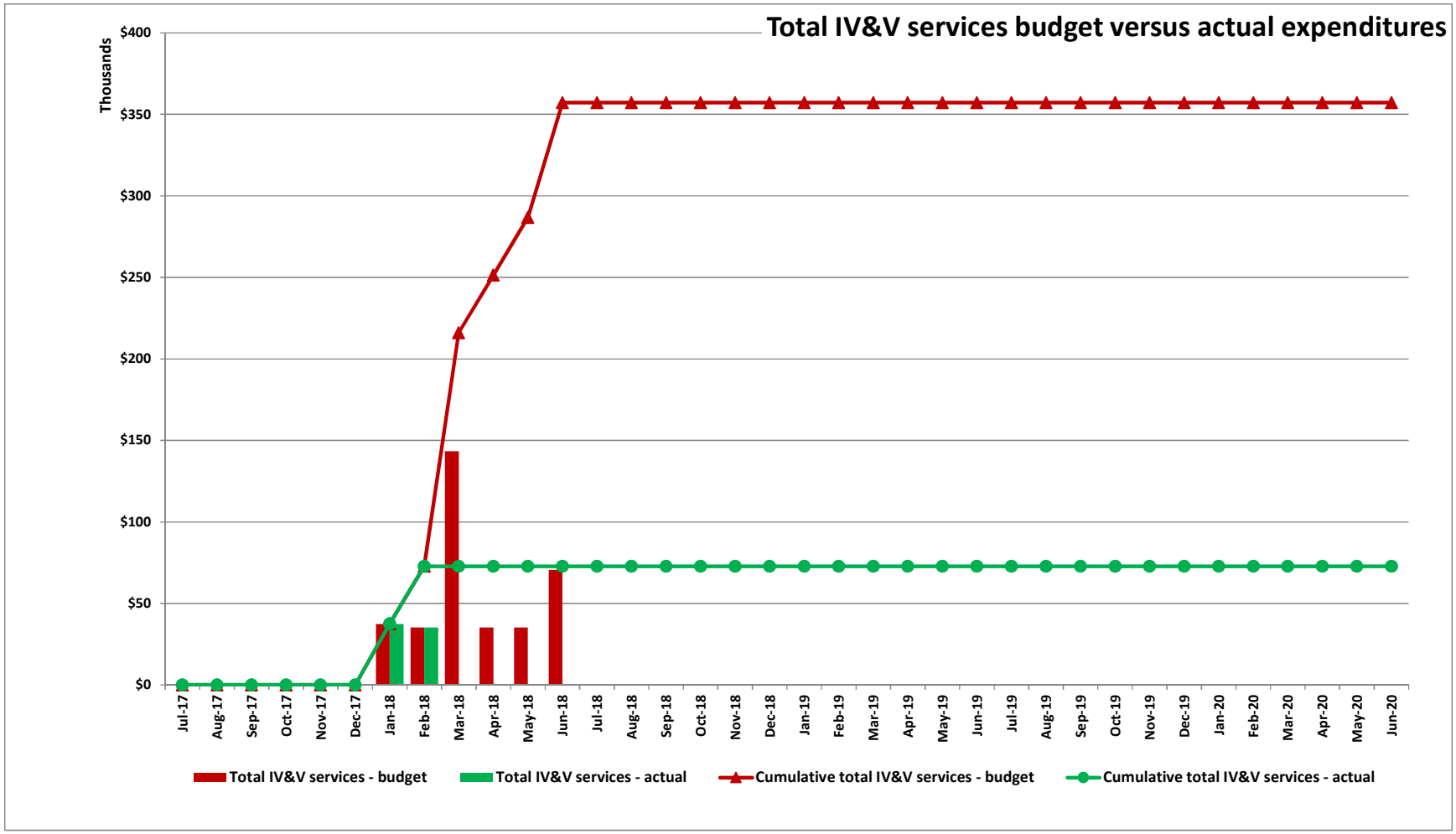
Project budget
Other items funding

Supporting information



Project budget
IV&V services funding

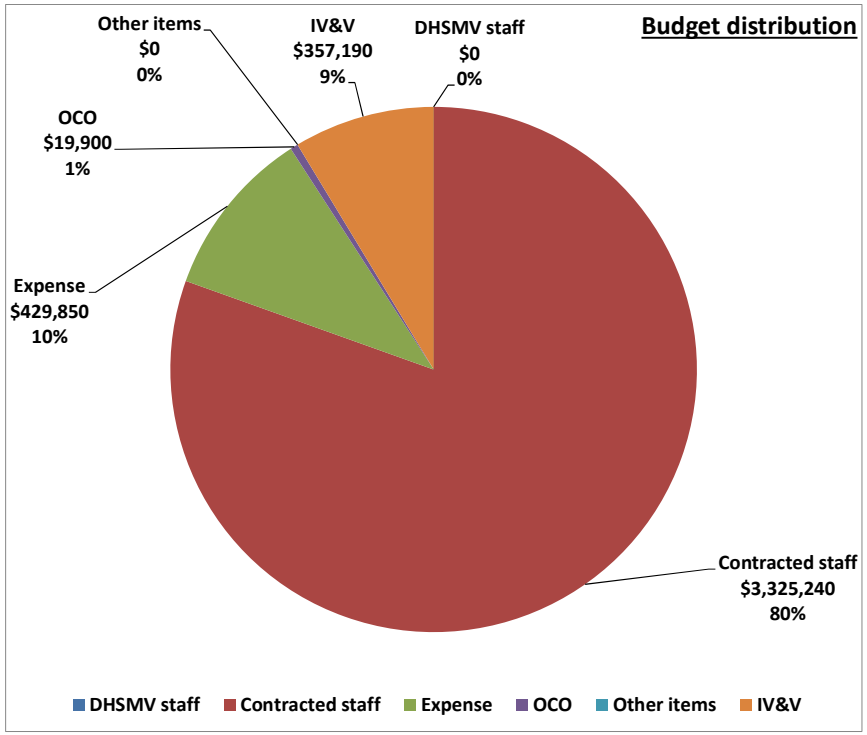
Supporting information

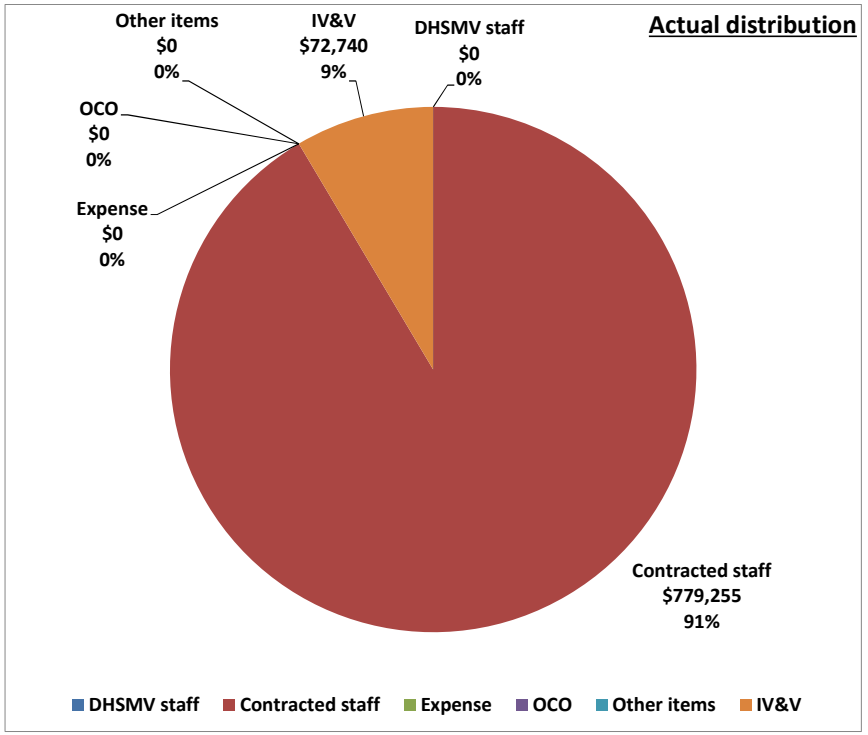


Project budget

Budget and actual distribution

Supporting information





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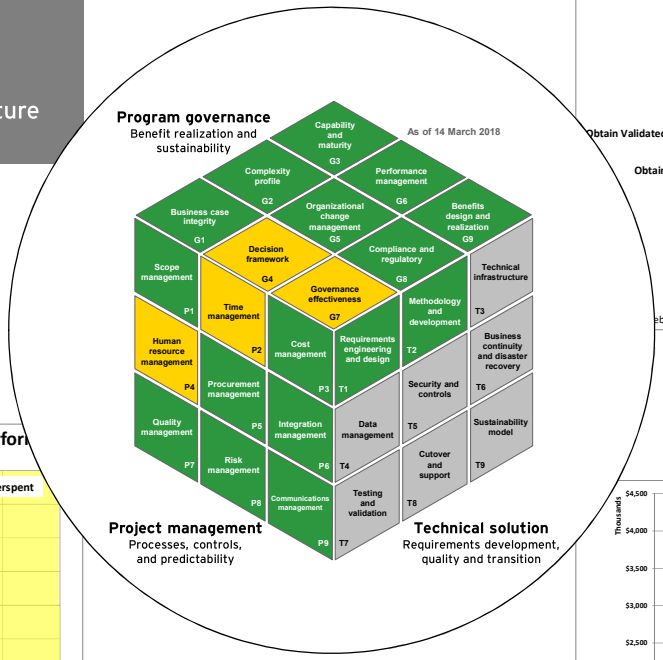
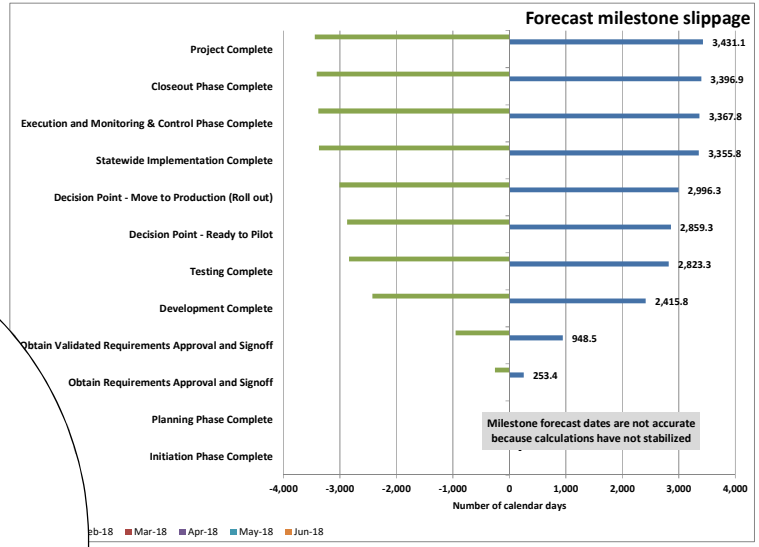
Motorist Modernization Program (Phase II) IV&V Status

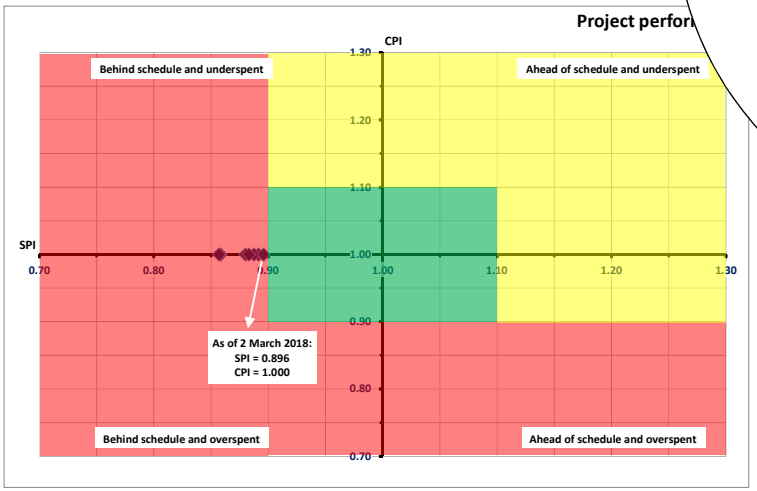
21 March 2018

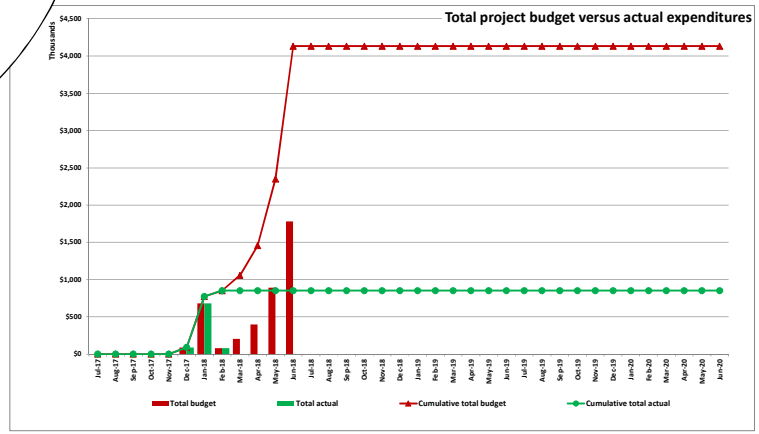
- There are two (2) open IV&V deficiencies
  - Incomplete program governance
  - Incomplete program management discipline
- The Program is not within established schedule performance thresholds
  - The schedule performance index (SPI) is 0.896
- The Program is within established cost performance thresholds
- Current milestone status is unknown.
  - There are not enough EVM data points to calculate future milestone completion dates

Current IV&V risk state



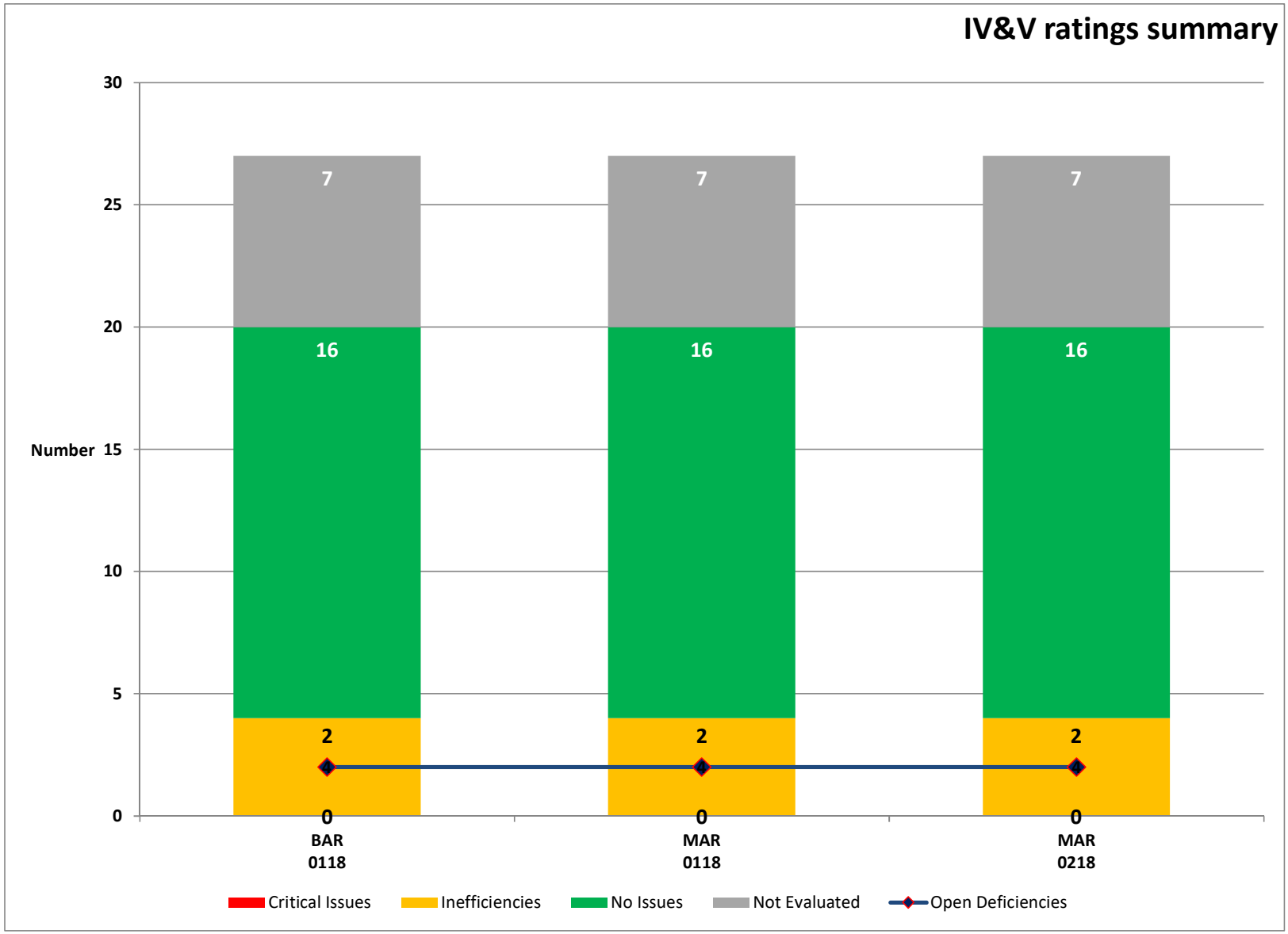






Data contained in this placemat is as of 14 March 2018

Motorist Modernization Program (Phase II) IV&V Analysis Summary



Motorist Modernization Glossary

- Approved
    - Development and/or testing are approved to work on the story and plans to complete the tasks added in the sprint.
- Burndown
    - Sprint tracking tool that shows the total original estimated hours verses the remaining hours measured against the sprint timeline to graphically depict the progress of the team during the current sprint.
- Capacity
    - Calculation of the hours of available work by task type for a sprint. Typically calculated at 80% of the day or 6-hour work days per person.
- Committed
    - Development and testing can both be completed in the sprint based on the capacity each group commits and the level of effort for the associated stories.
    - Development stories completed in a previous sprint, which only require testing and the testers agree to testing the stories during the sprint.
- Completed Work
    - The hours of work completed on the task.
- Dev Status
    - Possible statuses –
        - Not Started
            - Development has not yet started.
        - Dev Started
            - Development has begun.
        - Dev Done
            - QA can start testing. The developers have already completed deployment to Alpha and the functional testing tasks are complete.
            - QA testing should not start before a story is marked Dev Done and SEU testing (excluding building test cases) should not start before a story is marked Ready to Test.
            - The developer who completed the functional testing is responsible for marking the story Dev Done.
        - Ready to Test
            - SEU can start testing. QA has already completed testing and the application has been deployed to Beta and verified.
        - Testing in Progress
        - Testing Blocked
        - Testing Complete
            - Blocked Task

        - Task that is not yet assigned due to dependencies, or an assigned task that cannot be worked to completion due to dependencies, whether in development or testing. A blocked task is not necessarily an impediment.
            - Bug
                - Error in program code that causes it to produce an incorrect or unexpected result based on the requirement.
            - Impediment
                - An obstacle to development or testing task completion that cannot be resolved within a workgroup (Developers, Testers or Business Analysts) within a project task.
    - Done
        - The story or functionality has been developed and tested and received product owner sign off.
- Functionality/Stories
    - A high-level definition of a requirement, capturing the who, what and why in a simple, concise way. Business rules are linked to stories and a group of stories make up a functional area.
- Issues
    - A defined barrier or obstacle to project work, which is currently happening and may impact forward progress immediately or in the future. An issue can also be a risk, which cannot be managed through risk mitigation approach.
- Milestone
    - Defined period to complete a defined set of features or functionalities.
- Original Estimate
    - The original estimate in hours of work to complete the task.
- Remaining Work
    - The estimate in hours for the work remaining to complete the task.
- Risks
    - An uncertain future event, which may have a negative impact on the project should it occur.
- Sprint
    - Three-week Agile development cycle as defined by Motorist Modernization.
- Task
    - Unit of work.
- UAT
    - User Acceptance Test. Testing performed by user groups to validate application requirements have been satisfied.

Motorist Modernization Traffic Light Report

Requirement Gathering Update

As of Friday 4/6/2018

Tasks		Dealer Services		Portal/Fleet		IFTA/IRP		Titles		Registrations		Globals/Batch	
AS-IS Documentation	**Due Date**	**# of items**	**% Complete**	**# of items**	**% Complete**	**# of items**	**% Complete**	**# of items**	**% Complete**	**# of items**	**% Complete**	**# of items**	**% Complete**
Document existing functionality (Gap)	3/23/2018	129	100%	57	100%	173	100%	72	100%	62	100%	119	100%
Initial Gap Review (FRVIS screens)		*129*	*100%*	*57*	*100%*	*173*	*100%*	*72*	*100%*	*62*	*100%*	*119*	*100%*
Draft process flows		*129*	*100%*	*57*	*100%*	*173*	*100%*	*72*	*100%*	*62*	*100%*	*119*	*100%*
Approved by Business		*129*	*100%*	*57*	*100%*	*173*	*100%*	*72*	*100%*	*62*	*100%*	*119*	*100%*
Document existing business rules (From code/cobol)	5/25/2018	129	2%	57	81%	173	0%	44	48%	61	100%	119	50%
Document requested functionality	4/6/2018	137	100%	92	100%	188	99%	213	100%	233	100%	162	100%
Perform initial Gap Analysis, business process and policy reviews	4/6/2018	129	100%	57	100%	173	100%	72	88%	62	98%	119	100%
Draft Gap Analysis items		*129*	*100%*	*57*	*100%*	*173*	*100%*	*72*	*100%*	*62*	*100%*	*119*	*100%*
Reviewed by Business		*129*	*100%*	*57*	*100%*	*173*	*100%*	*54*	*75%*	*60*	*97%*	*119*	*100%*
Categorize functionality	4/6/2018	129	100%	57	100%	173	100%		75%		97%	119	100%
TO-BE Documentation													
Create to-be process flow diagrams	*various*			73	52%	173			5%		5%		
Draft process flows				*39*	*53%*				*10%*		*10%*		
Approved by Business				*37*	*51%*				*0%*		*0%*		
Create user stories	*various*			73	48%	173	9%					119	10%
Draft user stories				*35*	*48%*	*32*	*18%*					*24*	*20%*
Approved by Business				*35*	*48%*	*0*	*0%*					*0*	*0%*
Create acceptance criteria and business rules	*various*			73	48%								
Draft acceptance criteria and business rules				*35*	*48%*								
Approved by Business				*35*	*48%*								
Create application mockups	*various*		5%	73	51%				8%		8%		5%
Draft application mockups			*10%*	*39*	*53%*				*15%*		*15%*		*10%*
Approved by Business			*0%*	*35*	*48%*				*0%*		*0%*		*0%*
Prioritize requirements and determine milestones	*various*												
Stakeholder review	*various*												
Generate GAP analysis deliverable	*various*												

KEY

Green
The team is on schedule for completing by the target date (based on % complete).

Yellow
The team is trending behind schedule for completing the by the target date and has established a plan to catch up (based on % complete).

Red
The team is blocked by a major issue or impediment. Team is behind schedule (or late) for completing by the target date (based on % complete).

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HIGHWAY SAFETY AND MOTOR VEHICLES

ORION

ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Motorist Modernization Financials

April 10, 2018

Motorist Modernization Phase I Financial Review

ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Phase I LBR Requests – Total Project

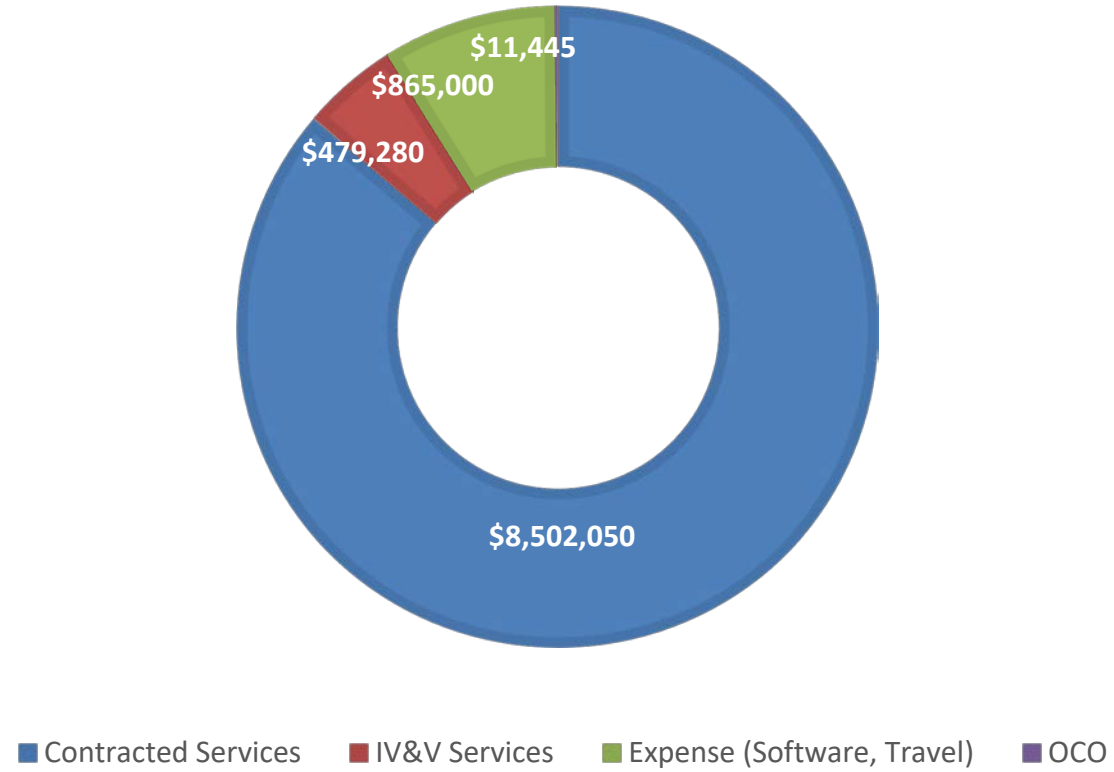
Fiscal Year	Total Request	Contracted Services	IV&V Services	Expense (Software, Travel, etc.)	OCO
2014-2015	$ 2,500,000	$ 1,514,762	$ 619,186	$ 61,478	$ -
2015-2016	$ 6,362,609	$ 5,468,933	$ 479,280	$ 382,501	$ 31,895
2016-2017	$ 8,749,351	$ 7,907,512	$ 479,280	$ 336,688	$ 25,871
2017-2018	$ 9,857,775	$ 8,506,720	$ 479,280	$ 865,000	$ 6,775
2018-2019	$ 7,536,000	$ 6,976,720	$ 479,280	$ 80,000	$ -
2019-2020	$ 1,823,620	$ 1,803,620		$ 20,000	$ -
Total	$ 36,829,355	$ 32,178,267	$ 2,536,306	$ 1,745,667	$ 64,541

Motorist Modernization Phase I Financial Review

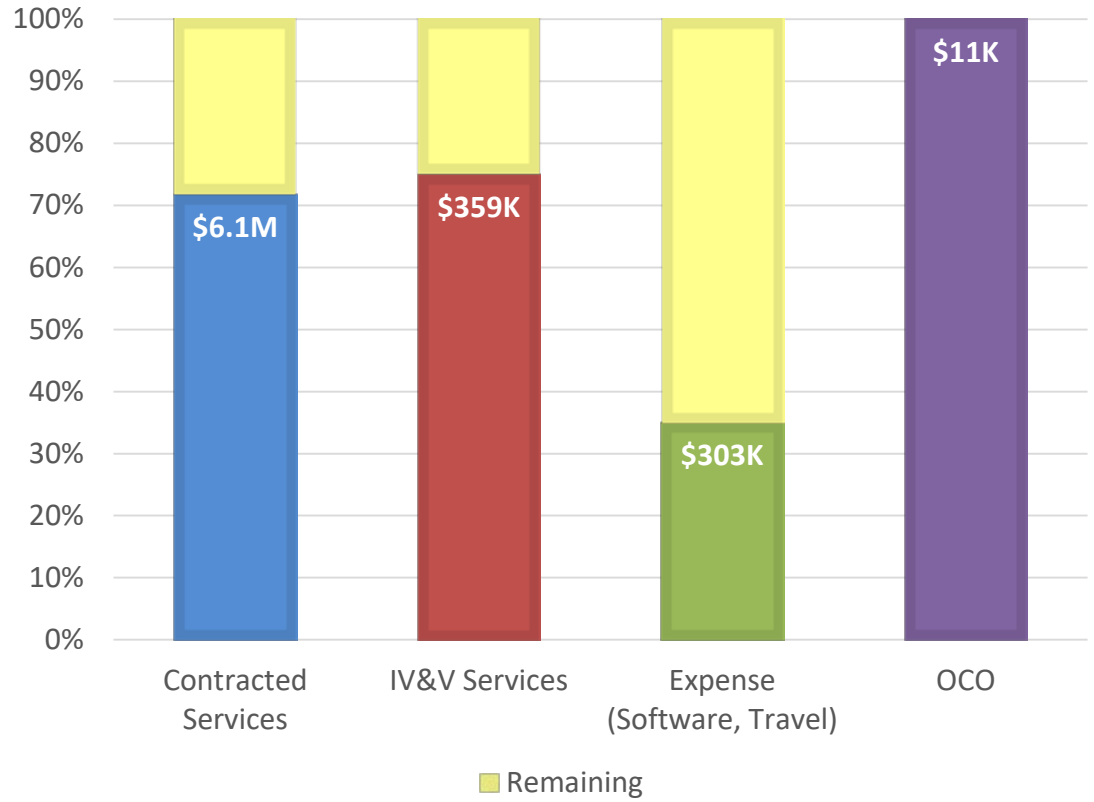
ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Budget and Actuals: Current Fiscal Year through March 31, 2018

BUDGET: $9,857,775



ACTUALS: $6,777,523



Motorist Modernization Phase II Financial Review

ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Phase II LBR Requests – Total Project

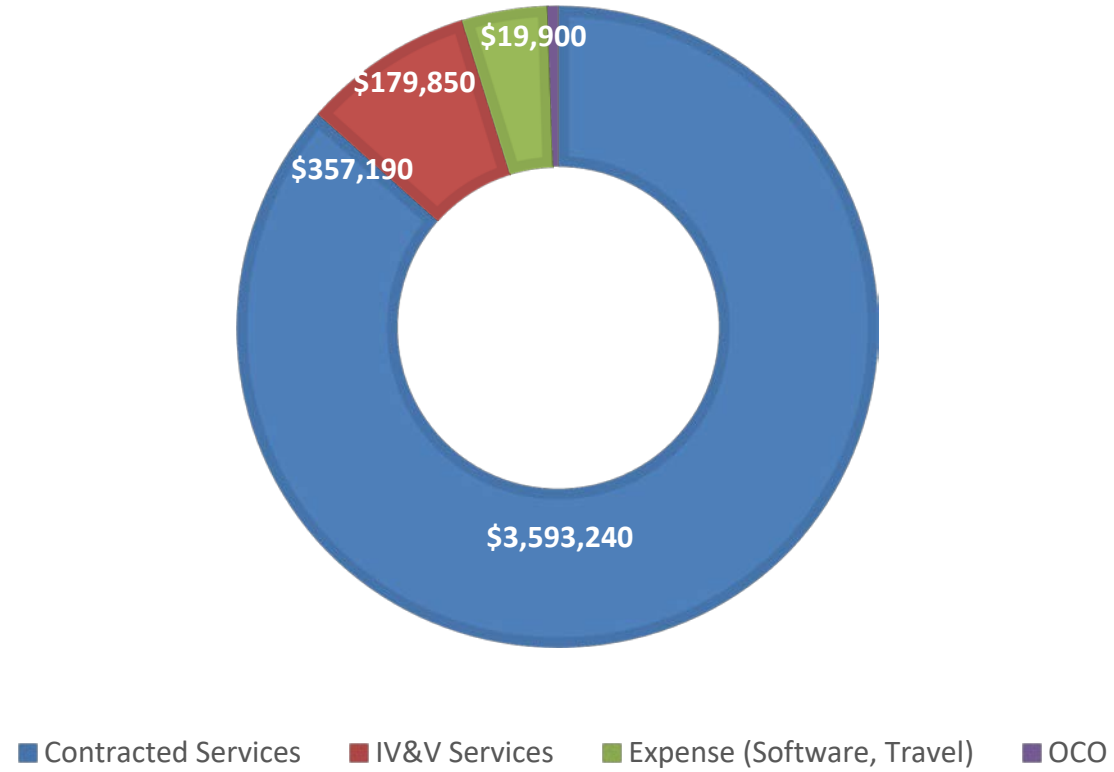
Fiscal Year	Total Request	Contracted Services	IV&V Services	Expense (Software, Travel, etc.)	OCO
2017-2018	$ 4,132,180	$ 3,575,240	$ 357,190	$ 179,850	$ 19,900
2018-2019	$ 5,037,000	$ 4,379,200	$ 500,000	$ 150,000	$ 7,800
2019-2020	$ 8,426,200	$ 7,239,200	$ 500,000	$ 670,000	$ 17,000
2020-2021	$ 8,219,700	$ 7,239,200	$ 500,000	$ 476,500	$ 4,000
2021-2022	$ 6,907,700	$ 5,939,200	$ 500,000	$ 464,500	$ 4,000
2022-2023	$ 3,806,700	$ 2,871,200	$ 500,000	$ 431,500	$ 4,000
Total	$ 36,529,480	$ 31,243,240	$ 2,857,190	$ 2,372,350	$ 56,700

Motorist Modernization Phase II Financial Review

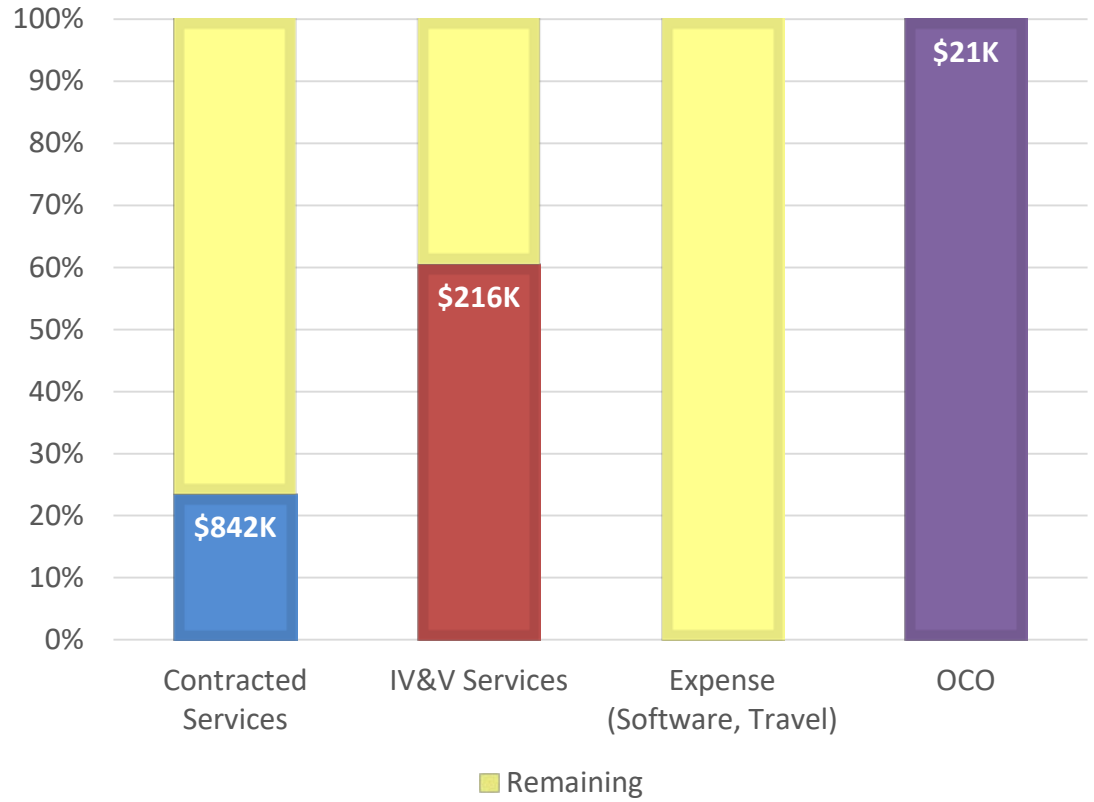
ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Budget and Actuals: Current Fiscal Year through March 31, 2018

BUDGET: $4,132,180



ACTUALS: $1,080,097



Motorist Modernization Phase II Financial Review

ONLINE REGISTRATION AND IDENTITY OPERATING NETWORK

Budget and Actuals: Overview

Description	Budget Total	Actuals to Date	Variance (Budget to Actual)
Fiscal Year 2017-2018 Total Funding	$4,132,180		
Fiscal Year to Date	$1,080,204	$1,080,097	(.01)%
Month to Date (March 2018)	$227,714	$228,102	0.17%
Remaining Funds	$3,053,328		

Questions?

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HIGHWAY SAFETY AND MOTOR VEHICLES

ORION
ONLINE REGISTRATION AND
IDENTITY OPERATING NETWORK

Office of Motorist Modernization
Phase II - Decision Log

Team	Item #	Description	Submit Date	AB Recommendation	AB Date	ESC Decision/Notes	Status	Close Date
POR	POR01	Incorporate ability to determine if a vehicle was reported as being in a crash in the state of Florida. Incorporate ability to do a "VIN" search on our public facing database. (Can we do this now?) Will adding a Y/N flag or a count to the MV Check application satisfy this request? We can also add verbiage directing the customer to https://buycrash.com.	2/12/2018			**02/16/2018 Update** Crash dates will be displayed in MV Check and a message will be displayed directing the customer to the https://buycrash.com website to request a crash report.	Closed	2/16/2018
REG	REG01	For a residential address change on a MV transaction, are we going to force the customer to get a replacement DL? The customer has 30 days to change his/her DL address and 30 days to change his/her MV address. What if the county only offers MV services?	3/7/2018			**03/16/2018 Update** Suggest that the customer updates both at the same time, but if he/she cannot for any reason, set a flag in the system to send a reminder notification out to the customer to either go online or go to a TC Office and change address.	Closed	3/16/2018
REG	REG02	Should ORION require scanning of documents for "ALL" registration transactions? Alternatively, scanning could be required for certain types of transactions only or based on certain rules.	3/7/2018			**03/16/2018 Update** Obtain specific transactions that are a fraud concern from FHP.		
REG	REG03	Should comments be mandatory on all Registration and Title Transactions? Or just the ones that require additional supporting documentation/proof of military status, etc.?	3/13/2018			**03/16/2018 Update** Reach out to the TC SMEs and get their opinions on this and the impact to the office. If team decides that comments are mandatory, have a specific field to enter the comments. **03/29/2018 Update** I have reached out to the TC SMEs and they are against comments being mandatory on all Registration and Title transactions. This would slow their clerks down at the counter. They agree to add comments, only if comments are necessary, and on a case-by-case basis depending on the transaction.		

Office of Motorist Modernization

Phase II - Decision Log

Team	Item #	Description	Submit Date	AB Recommendation	AB Date	ESC Decision/Notes	Status	Close Date
TITLE	TIT01	Should the MV Issuance system pre-populate the vehicle information (including vehicle model) based on data retrieved from VINtelligence?	3/7/2018			**03/16/2018 Update** Manually key in the information, but verify with VINtelligence that the information is correct.	Closed	3/16/2018
TITLE	TIT02	Should the Phase II teams (Title/Registration/Portal) investigate providing the ability to transfer a title online? This would require a Portal component, and a work queue in ORION.	3/7/2018			**03/16/2018 Update** Yes, the Portal team is working on this.	Closed	3/16/2018
TITLE	TIT03	Should ELT Vendors be required to go through structural testing again, and if so, will they be required to pay again?	3/14/2018					
INV	INV01	Should the department continue using decals and GDCs?	3/13/2018					