Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, April 14, 2020
2:30 to 4:00 PM
VIA: GoToMeeting

Invitees
Stephen Boley
Lt. Jason Britt
Diane Buck
Jay Levenstein
Steve Burch
Lisa Cullen
Sherri Smith
Sgt. Derek Joseph
TBD

Representing
FLHSMV
Florida Tax Collectors
Law Enforcement

Agenda
• Roll Call
• Welcome
• Review and Approval of Last Meeting Minutes
• IV&V Update
• Stakeholder Outreach Update
• MM Phase II Program Update
  o Financial Review
  o Project Updates
• Communications Update
• Q&A
• Adjourn
Motorist Modernization Advisory Board – Phase II Meeting  
Tuesday, March 10, 2020  
2:30 to 4:00 PM  
Neil Kirkman Building, Conference Room B-202  
2900 Apalachee Parkway, Tallahassee Florida 32399

WELCOME AND INTRODUCTIONS
• The meeting was called to order at 2:30 p.m. Terrence Samuel began the meeting by welcoming members and visitors and proceeded with the roll call of board members.

Advisory Board Phase II members included
- Lt. Jason Britt, FLHSMV (phone)
- Diane Buck, FLHSMV (absent)
- Jay Levenstein, FLHSMV (phone)
- Lisa Cullen, Florida Tax Collectors
- Sherri Smith, Florida Tax Collectors (phone)
- Sgt. Derek Joseph, Law Enforcement (phone)
- Steve Burch, FLHSMV
- Stephen Boley, FLHSMV (absent)

• Additional FLHSMV members present included – Kristin Green, Terrence Samuel, Stacey Bayyari, Koral Griggs, Felecia Ford, Chad Hutchinson, Rachel Graham, Craig Benner, Jessica Espinoza, Laura Freeman, and Judy Johnson.

• Visitors present included – Gary Didio with Ernst & Young, Nathan Johnson, and Michelle McGinley from Accenture. Denise Smith from Florida Auto Tag Agencies, Carl Ford from J Ford Consulting, Sylvia Talevich with Young Qualls, and Scott Lunsford with Florida Tax Collectors.

REVIEW OF MEETING MINUTES
• Rachel Graham reviewed the meeting minutes from February 11, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the February 11, 2020, meeting minutes were approved.

IV&V UPDATE
• Gary Didio presented an IV&V update for Phase II. The overall risk state was green. There were no open deficiencies to report and no new facets were reviewed. The Schedule Performance Index (SPI) was .965. 13 of 1,446 total tasks were late. The program completion date is projected to be 241.0 days late.

STAKEHOLDER OUTREACH
• Terrence Samuel stated the team plans to schedule focus group meetings in the future. He continued by stating how the team is also working towards scheduling follow-up meetings with the license plate agencies.
FINANCIAL REVIEW
• There was no financial review at the meeting.

PHASE II PROJECT UPDATE
• Nathan Johnson presented the Stoplight Report for Phase II development teams. He continued explaining each team and their current positions in the development process. Mr. Johnson further explained how the team is working overtime to ensure the progression of development.
• Carl Ford asked how the team is defining Portal Fleet? He also asked if fleet means vehicles that receive green plates or if it is something different?
• Judy Johnson stated it is both, but they are different than just green plates.
• Mr. Ford also asked when the next LPA meeting would be?
• Terrence Samuel stated that the team was working on finding a time and location for this meeting, with the earliest possible time being in May 2020.

COMMUNICATIONS UPDATE
• There was no communications update at the meeting.

Q&A
• Lisa Cullen asked if she should pursue adding an additional SME to each team?
• Mr. Samuel stated he would rather focus on adding additional members to focus group meetings.

ADJOURNMENT
• Mr. Samuel adjourned the meeting at approximately 2:49 p.m.
• The next Advisory Board Phase II Meeting is scheduled for April 14, 2020.

Note: Handouts at this meeting included:
Consolidated in a meeting packet and emailed to members:
- MM Advisory Board Phase II Agenda 1 Page
- MM Advisory Board Phase II Meeting Minutes (02/11/20) 3 Pages
- MM Phase II IV&V Update 30 Pages
- MM Phase I/II Financials 7 Pages
- Phase II Traffic Light Report 1 Page
FLHSMV OCM Team Summary – Phase II

**Tasks In Progress**
- Drafting OCM schedule
- Identifying Risks and Issues
- Reviewed Accenture DED 17

**Key Risks and Issues**
- No identified Risks or Issues at this time

**SUMMARY & HIGHLIGHTS**
- None

**Report: April 14, 2020**
Motorist Modernization Financials

MARCH 30, 2020
## 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></td>
<td>$20,000</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$37,329,355</strong></td>
<td><strong>$32,678,267</strong></td>
<td><strong>$2,536,306</strong></td>
<td><strong>$1,745,667</strong></td>
<td><strong>$64,541</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through March 2020

Budget: $2,323,620

$2,303,620

Contracted Services

Expense (Software, Travel)

$20,000

$1.44M

Remaining

ACTUALS: $1,440,000

Expense (Software, Travel)

$0

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Contracted Services
## Budget and Actuals

**Phase I Overview**

<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 2019-2020 Total Funding</td>
<td>$2,323,620</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$1,440,000</td>
<td>$1,440,000</td>
<td>0%</td>
</tr>
<tr>
<td>Month to Date (March 2020)</td>
<td>$160,000</td>
<td>$160,000</td>
<td>0%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$883,620</td>
<td></td>
<td></td>
</tr>
<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>
</tr>
<tr>
<td>2019-2020</td>
<td>$13,742,200</td>
<td>$9,715,960</td>
<td>$423,240</td>
</tr>
<tr>
<td>2020-2021</td>
<td>$9,877,400</td>
<td>$7,615,960</td>
<td>$423,240</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$7,377,440</td>
<td>$6,689,200</td>
<td>$423,240</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$4,408,260</td>
<td>$3,781,020</td>
<td>$423,240</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$44,574,480</strong></td>
<td><strong>$35,833,340</strong></td>
<td><strong>$2,473,390</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through March 2020

**Budget: $13,742,200**

- Contracted Services: $9,715,960
- IV&V Services: $3,570,000
- Expense (Software, Travel): $423,240
- OCO: $33,000

**Actuals: $5,703,894**

- Contracted Services: $5,35M
- IV&V Services: $317K
- Expense (Software, Travel): $0
- OCO: $33K

Remaining
<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 2019-2020 Total Funding</td>
<td>$13,742,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$5,703,894</td>
<td>$5,703,894</td>
<td>0.00%</td>
</tr>
<tr>
<td>Month to Date (March 2020)</td>
<td>$579,078</td>
<td>$579,078</td>
<td>0.00%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$8,038,306</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Topics for discussion

► General IV&V overview
► Overall risk state and trending
► Project complete date slippage
► Schedule variance
► Project budget
► Summary of changes
► Upcoming IV&V activities
► Supporting information

Data contained in this MAR is as of 29 February 2020
General IV&V overview

<table>
<thead>
<tr>
<th>Overall IV&amp;V risk state: Green</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>There are no open IV&amp;V deficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No additional facets reviewed since the last report</td>
</tr>
<tr>
<td>• No new deficiencies identified since the last report</td>
</tr>
<tr>
<td>• No new process improvement recommendations identified since the last report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Program is within established schedule performance thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The SPI is 0.999 and the overall trend is <em>increasing</em></td>
</tr>
<tr>
<td>• 3 of 1,609 total tasks (0.19%) contained in the project schedule are late</td>
</tr>
<tr>
<td>• 0 of 74 total tasks (0.00%) for the current period are late</td>
</tr>
<tr>
<td>• SV is currently -45.4 hours and the overall trend is <em>decreasing</em></td>
</tr>
<tr>
<td>• TSPI is 1.039 and the overall trend is <em>decreasing</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Program is within established cost performance thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The CPI is 1.000 and the overall trend is steady</td>
</tr>
<tr>
<td>• The Program is currently on budget based on provided budget and spending information</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Program is behind schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Program completion date is forecast to be 04 December 2023, 4.0 days late</td>
</tr>
<tr>
<td>• Future milestones are projected to be completed behind schedule</td>
</tr>
<tr>
<td>• The overall trend for time the project is behind schedule is <em>decreasing</em></td>
</tr>
</tbody>
</table>
Overall risk state and trending

Risk state for MMP2

Program governance
Benefit realization and sustainability
Program governance
Scope management
Business case integrity
P1
Time management
G1
Decision framework
G4
Governance effectiveness
G7
Governance and maturity
G3
Compliance and regulatory
G8
Technical infrastructure
T3
As of 29 February 2020

Project management
Processes, controls, and predictability
Project management
Risk management
P7
Integration management
P5
Cost management
P2
Time management
G4
Risk management
P8
Communications management
P9
Testing and validation
T7

Technical solution
Requirements development, quality and transition
Technical solution
Requirement engineering and design
T1
Methodology and development
T2
Security and controls
T6
Cutover and support
T8
Cutover and support
T9

Risk state with trending

Program governance

As of 29 February 2020

G3
G5
G7
G8
G9
P1
P2
P3
P4
P5
P6
P7
P8
P9
T1
T2
T3
T4
T5
T6
T7
T8
T9

- Red 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.
- Yellow indicates that the area being assessed has issues that need to be resolved; inefficiencies exist. Current process/method can be used with refinement.
- Green indicates that the area being assessed did not have significant issues to report. Continued monitoring should be performed.
- Gray indicates that the area being assessed has incomplete information available for a conclusive finding or is not applicable.
This chart shows the forecast slippage of the project complete milestone based on historical performance using the schedule performance index (SPI).

Summary:
- The Program completion date is forecast to be 04 December 2023, 4.0 days late.
- The overall trend for time the project is behind schedule is decreasing.

Conclusions:
- Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
- The MMP2 Project is behind schedule
Schedule variance

- 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 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 45.4 hours.
- The total amount of work not completed is decreasing.

Conclusions:
- Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
- The MMP2 Project is behind schedule.
Project budget

**Budget**

- DHSMV Staff: $0 0%
- Contracted Staff: $18,402,054 80%
- Expenses: $3,221,547 14%
- OCO: $84,109 1%
- Other: $0 0%
- IV&V: $1,203,670 5%

**Actual**

- DHSMV Staff: $0 0%
- Contracted Staff: $12,278,724 90%
- Expenses: $272,502 2%
- OCO: $84,109 1%
- Other: $0 0%
- IV&V: $1,027,320 7%

**Actual versus remaining**

- Actual: 100%
- Remaining: 0%

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Page 7  MMP2-IVV-312BA Feb Status v2.0 Final - 20200330
### Summary of changes

<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 deficiencies</td>
<td>No new deficiencies identified since the last report</td>
</tr>
<tr>
<td>New process improvements</td>
<td>No new process improvement recommendations identified 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>No interviews conducted since last report</td>
</tr>
<tr>
<td>Artifacts received</td>
<td>Numerous artifacts received</td>
</tr>
</tbody>
</table>
Upcoming IV&V activities

- Participate in IV&V and Program meetings
- Review draft and final MMP2 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 2019 (IVV-302AT)</td>
<td>09/16/2019</td>
<td>10/01/2019</td>
<td>10/01/2019</td>
<td>▶ Complete</td>
</tr>
<tr>
<td>MAR – Dec 2019 (IVV-302AX)</td>
<td>01/15/2020</td>
<td>01/31/2020</td>
<td>01/31/2020</td>
<td>▶ Complete</td>
</tr>
<tr>
<td>MAR – Jan 2020 (IVV-302AY)</td>
<td>02/14/2020</td>
<td>03/02/2020</td>
<td>03/02/2020</td>
<td>▶ Complete</td>
</tr>
<tr>
<td>MAR – Feb 2020 (IVV-302AZ)</td>
<td>03/13/2020</td>
<td>03/30/2020</td>
<td>03/30/2020</td>
<td>▶ Complete</td>
</tr>
<tr>
<td>MAR – Mar 2020 (IVV-302BA)</td>
<td>04/14/2020</td>
<td>04/29/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Apr 2020 (IVV-302BB)</td>
<td>05/14/2020</td>
<td>06/01/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – May 2020 (IVV-302BC)</td>
<td>06/12/2020</td>
<td>06/29/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Jun 2020 (IVV-302BD)</td>
<td>07/15/2020</td>
<td>07/30/2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supporting information

- EVM basics
- Key indicators
- IV&V ratings summary
- Status of key deficiency recommendations
- Open deficiencies and recommendations
- Process improvement recommendations
- Schedule and cost performance
- Project milestone dates
- Late tasks
- Project schedule quality
- Project budget
**EVM basics**

<table>
<thead>
<tr>
<th>PV</th>
<th>Planned Value – work scheduled to be accomplished (hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EV</td>
<td>Earned Value – value of the work performed (hours)</td>
</tr>
<tr>
<td>SV</td>
<td>Schedule Variance – difference between EV and PV (+/- hours)</td>
</tr>
<tr>
<td>SPI</td>
<td>Schedule Performance Index – a measure of schedule efficiency (ratio)</td>
</tr>
<tr>
<td>TSPI</td>
<td>To complete SPI – required future schedule efficiency (ratio)</td>
</tr>
<tr>
<td>ES</td>
<td>Earned Schedule – Used to forecast future milestone completion dates</td>
</tr>
</tbody>
</table>

Supporting information

\[ SV = EV - PV \]
\[ SPI = \frac{EV}{PV} \]

Baseline (0)

PV

EV

TSPI

Late \((T_0)\)

ES forecast

Baseline (0)

\[ W_0 \]

**Work**

**Time**

\( T_{\text{now}} \)

\( T_0 \)

\( T_0' \)
## 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,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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 MMP2 Program is within established schedule performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The completion date is forecast to be 04 December 2023, 4.0 days late</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The SPI is 0.999 and the overall trend is <strong>increasing</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 3 of 1,601 total tasks (0.19%) contained in the project schedule are late</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- SV is currently -45.4 hours and the overall trend is <strong>decreasing</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- TSPI is 1.001 and the overall trend is <strong>decreasing</strong></td>
</tr>
<tr>
<td>Is the project on budget?</td>
<td>Yes</td>
<td>The MMP2 Program is within established cost performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The CPI is 1.000 and the overall trend is <strong>steady</strong></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 MMP2 Program 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>Unknown</td>
<td>The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</td>
</tr>
<tr>
<td>Are the project's risks increasing or decreasing?</td>
<td>Steady</td>
<td>The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- None have an adverse effect on the project's technological assumptions.</td>
</tr>
</tbody>
</table>
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): 0
- Green (no issues): 21
- Gray (not evaluated): 6
- Open deficiencies: 0

Conclusions:
- The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V team.
Status of key deficiency recommendations

**Supporting information**

**Recommendation status versus priority**

- Low: 0
- Medium: 12
- High: 0

**Overall status of recommendations**

- Open 0
- In Progress 0
- Closed 12

**Recommendation status by deficiency**

- P2D1: 4
- P2D2: 8

**Recommendation priority by deficiency**

- P2D1: Low: 0, Medium: 4, High: 0
- P2D2: Low: 0, Medium: 8, High: 0
Open deficiencies and actions

<table>
<thead>
<tr>
<th>Deficiency</th>
<th>Actions taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

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

## Supporting information

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Progress update / resolution</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>► P2D1 – Lack of training</td>
<td>► IV&amp;V (MAR – December 2019)</td>
<td>► Open</td>
</tr>
<tr>
<td>► Provide role-specific training to individuals assigned to a team.</td>
<td>► Process improvement opened</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► DHSMV (MAR – January 2020)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► Resolution underway</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► IV&amp;V (MAR – February 2020)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► No update received</td>
<td></td>
</tr>
<tr>
<td>► P2D1 – Role confusion</td>
<td>► IV&amp;V (MAR – December 2019)</td>
<td>► Open</td>
</tr>
<tr>
<td>► Fully define each role and associated responsibilities within a team.</td>
<td>► Process improvement opened</td>
<td></td>
</tr>
<tr>
<td>► Enforce the defined team structure and hold team members accountable to perform their assigned duties.</td>
<td>► DHSMV (MAR – January 2020)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► Resolution underway</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► IV&amp;V (MAR – February 2020)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► No update received</td>
<td></td>
</tr>
<tr>
<td>► P2D1 – Reverse engineering not complete</td>
<td>► IV&amp;V (MAR – December 2019)</td>
<td>► Open</td>
</tr>
<tr>
<td>► Complete reverse engineering prior to grooming user stories.</td>
<td>► Process improvement opened</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► DHSMV (MAR – January 2020)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>► Resolution underway</td>
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<tr>
<td></td>
<td>► IV&amp;V (MAR – February 2020)</td>
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</tr>
<tr>
<td></td>
<td>► No update received</td>
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</tr>
</tbody>
</table>
Schedule and cost performance

Supporting information

- 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 behind schedule but within established performance thresholds.

As of 28 February 2020:
SPI = 0.999
CPI = 1.000
Supporting information

- This chart shows the percent complete for duration and work for the project.

Summary:
- Duration and work complete have been increasing since the beginning of the project.

Conclusions:
- Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
- None.

Blue line is duration percent complete.
Red line is work percent complete.
Schedule and cost performance (continued)

**Supporting information**

- This chart shows the TSPI and SPI indexes and associated trends.
- **Summary:**
  - The overall SPI trend is *increasing*.
  - The overall TSPI trend is *decreasing*.
- **Conclusions:**
  - Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
  - Future required schedule efficiency is becoming in-line with the planned schedule.

- Blue line is TSPI
- Red line is SPI
- TSPI is the future schedule efficiency required to complete the project as scheduled.
## Project milestone dates

<table>
<thead>
<tr>
<th>WBS</th>
<th>Title</th>
<th>Original</th>
<th>Scheduled</th>
<th>Planned</th>
<th>Forecast</th>
<th>Actual</th>
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<tr>
<td>3.5.15.1.6</td>
<td>Release 1 Development Complete</td>
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<tr>
<td>3.5.15.2.5</td>
<td>Release 1 Testing Complete</td>
<td>08/11/22</td>
<td>08/11/22</td>
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<td>08/14/22</td>
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<tr>
<td>3.5.15.5.7</td>
<td>Decision Point - Move to Production (Roll out) - Release 1</td>
<td>11/21/22</td>
<td>11/21/22</td>
<td>11/21/22</td>
<td>11/24/22</td>
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<td>Statewide Implementation Complete - Release 1</td>
<td>06/16/23</td>
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<td>Release 2 Development Complete</td>
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<tr>
<td>3.7</td>
<td>Execution and Monitoring &amp; Control Phase Complete</td>
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### Supporting information

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
7. Unable to forecast past milestone dates

Late: 4.0 days
Late tasks

This chart shows the percentage of tasks that are late for the entire schedule.

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: 1,601
- Total tasks late: 3

Conclusions:
- Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
- The total number of tasks designated as late is 0.19% of the total number of tasks
- The overall trend for the number of late tasks is **decreasing**
Project schedule quality
MMP2 schedule

**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: 96.1
- **Conclusions:**
  - Overall schedule quality is consistent and excellent

### Overall Quality – Entire Schedule

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<th>Quality</th>
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<tr>
<td>28-Feb-20</td>
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<tr>
<td>21-Feb-20</td>
<td>96.1</td>
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<td>96.3</td>
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<tr>
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<td>96.3</td>
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### Key Indicators

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<th>Value</th>
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<tr>
<td>Critical path</td>
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<tr>
<td>Resource allocation</td>
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</tr>
<tr>
<td>Task durations</td>
<td>92.7</td>
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<tr>
<td>Schedule baseline</td>
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<td>On time tasks</td>
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### Schedule Parameters

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<td>Milestone tasks</td>
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<tr>
<td>Normal tasks</td>
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<td>Resources</td>
<td>99.8</td>
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</table>

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

**Quality Value**

- 90 or greater
- Between 75 and 90
- Between 60 and 75
- Between 45 and 60
- Less than 45
Project schedule quality
MMP2 period

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 schedule quality is consistent and excellent

### Supporting information

#### Overall Quality – Period 04/01/2019 to 06/30/2020

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#### Key Indicators

<table>
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<th>Value</th>
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<td>Task durations</td>
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<td>Schedule baseline</td>
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<tr>
<td>On time tasks</td>
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#### Schedule Parameters

<table>
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<th>Value</th>
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<td>Summary tasks</td>
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<tr>
<td>Milestone tasks</td>
<td>100.0</td>
</tr>
<tr>
<td>Normal tasks</td>
<td>92.3</td>
</tr>
<tr>
<td>Resources</td>
<td>99.2</td>
</tr>
</tbody>
</table>

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

#### Quality Value

- 90 or greater
- Between 75 and 90
- Between 60 and 75
- Between 45 and 60
- Less than 45
Total DHSMV staff budget versus actual expenditures

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

Supporting information

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
Expense funding

Supporting information

Total expense budget versus actual expenditures

Thousands

$0

$500

$1,000

$1,500

$2,000

$2,500

$3,000

$3,500

Jul-17
Aug-17
Sep-17
Oct-17
Nov-17
Dec-17
Jan-18
Feb-18
Mar-18
Apr-18
May-18
Jul-18
Aug-18
Sep-18
Oct-18
Nov-18
Dec-18
Jan-19
Feb-19
Mar-19
Apr-19
May-19
Jun-19
Jul-19
Aug-19
Sep-19
Oct-19
Nov-19
Dec-19
Jan-20
Feb-20
Mar-20
Apr-20
May-20
Jun-20

Total expense - budget
Total expense - actual
Cumulative total expense - budget
Cumulative total expense - actual
Project budget

OCO funding

Supporting information

Total OCO budget versus actual expenditures

Thousands

$0

$10

$20

$30

$40

$50

$60

$70

$80

$90

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

Feb-19

Mar-19

Apr-19

May-19

Jun-19

Jul-19

Aug-19

Sep-19

Oct-19

Nov-19

Dec-19

Jan-20

Feb-20

Mar-20

Apr-20

May-20

Cumulative total OCO - budget

Cumulative total OCO - actual

Total OCO - budget

Total OCO - actual

Total OCO budget versus actual expenditures
Project budget
IV&V services funding

Total IV&V services budget versus actual expenditures

Thousands

Cumulative total IV&V services - budget
Cumulative total IV&V services - actual
Total IV&V services - budget
Total IV&V services - actual
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Phase II Stoplight – Milestone B (as of 4/3)

Phase II - Milestone B (Jan 22 - Apr 30 2020) as of 4/7/2020

Team A & R Issuance
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Red
Backlog Health: Red

Not Started: 35, 704 40.7%
Refinement: 18, 99 12.3%
Development: 10, 144 11.6%
Testing: 5, 64 5.8%
Done: 13, 272 25.4%
Blocked: 4, 48 4.7%
Total: 86, 1,208

Team B - MV Globals
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Red
Backlog Health: Green

Not Started: 29, 272 35.4%
Refinement: 17, 799 21.8%
Development: 10, 44 12.3%
Testing: 4, 49 4.9%
Done: 14, 272 25.4%
Blocked: 5, 65 8.1%
Total: 82, 748

Portal/IT
Current Activity: Sprint 4
Development: Green
Testing: Green
Business Actions: Technical Debt: Green
Backlog Health: Green

Not Started: -
Refinement: -
Development: -
Testing: -
Done: -
Blocked: -
Total: -

IFTA/RHP
Current Activity: N/A
Development: N/A
Testing: N/A
Business Actions: Technical Debt: N/A
Backlog Health: N/A

Not Started: -
Refinement: -
Development: -
Testing: -
Done: -
Blocked: -
Total: -

Enterprise
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Green
Backlog Health: Green

Not Started: 1, n/a
Refinement: -
Development: 7, n/a
Testing: -
Done: 4, n/a
Blocked: -
Total: 12, n/a

SUMMARY - ALL TEAMS
Development: Red
Testing: Red
Business Actions: Technical Debt: Green
Backlog Health: Red

Not Started: 64, 976 35.6%
Refinement: 27, 292 33.0%
Development: 20, 188 11.1%
Testing: 12, 80 6.7%
Done: 48, 508 23.7%
Blocked: 9, 112 6.0%
Total: 180, 2,156

Development – Application Development (current sprint)
Green: Remaining sprint work can be completed within capacity
Red: Remaining sprint work cannot be completed within capacity
Technical Debt – Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
Green: Tech dependencies not impacting schedule
Yellow: Some delays in tech dependencies, not impacting schedule
Red: Delays in tech dependencies have impacted schedule
Backlog Health – Refinement of user stories ahead of development sprints
Green: > 2 sprints worth of user stories refined
Yellow: 2-3 sprints worth of user stories refined
Red: < 1 sprint worth of user stories refined
Percentages(%): by count of user stories for this Milestone

Team A & R Issuance
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Red
Backlog Health: Red

Not Started: 35, 704 40.7%
Refinement: 18, 99 12.3%
Development: 10, 144 11.6%
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Team B - MV Globals
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Red
Backlog Health: Green

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Total: 82, 748

Portal/IT
Current Activity: Sprint 4
Development: Green
Testing: Green
Business Actions: Technical Debt: Green
Backlog Health: Green

Not Started: -
Refinement: -
Development: -
Testing: -
Done: -
Blocked: -
Total: -

IFTA/RHP
Current Activity: N/A
Development: N/A
Testing: N/A
Business Actions: Technical Debt: N/A
Backlog Health: N/A

Not Started: -
Refinement: -
Development: -
Testing: -
Done: -
Blocked: -
Total: -

Enterprise
Current Activity: Sprint 9
Development: Green
Testing: Green
Business Actions: Technical Debt: Green
Backlog Health: Green

Not Started: 1, n/a
Refinement: -
Development: 7, n/a
Testing: -
Done: 4, n/a
Blocked: -
Total: 12, n/a

SUMMARY - ALL TEAMS
Development: Red
Testing: Red
Business Actions: Technical Debt: Green
Backlog Health: Red

Not Started: 64, 976 35.6%
Refinement: 27, 292 33.0%
Development: 20, 188 11.1%
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Done: 48, 508 23.7%
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Total: 180, 2,156

Development – Application Development (current sprint)
Green: Remaining sprint work can be completed within capacity
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Red: Delays in tech dependencies have impacted schedule
Backlog Health – Refinement of user stories ahead of development sprints
Green: > 2 sprints worth of user stories refined
Yellow: 2-3 sprints worth of user stories refined
Red: < 1 sprint worth of user stories refined
Percentages(%): by count of user stories for this Milestone
**Phase II Stoplight – Milestone C (as of 4/3)**

### Phase II – Milestone C (Apr 29 - July 16, 2020)

**as of 4/7/2020**

#### Team A - T&L issuance

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<table>
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#### Team B - MV Global

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<tbody>
<tr>
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#### Portal/Host

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#### Summary - All Teams

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<th>Testing:</th>
<th>Business Actions:</th>
<th>Technical Debt:</th>
<th>Backlog Health:</th>
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<tbody>
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<td>Blocked</td>
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</table>

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**Legend:**
- **Green:** Remaining sprint work can be completed within capacity
- **Red:** Remaining sprint work cannot be completed within capacity
- **Yellow:** Remaining sprint work can be completed within capacity
- **Development:** – Application Development (current sprint)
  - Green: Remaining sprint work can be completed within capacity
  - Red: Remaining sprint work cannot be completed within capacity
  - Yellow: Remaining sprint work can be completed within capacity
- **Technical Debt:** – Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
  - Green: Task dependencies not impacting schedule
  - Yellow: Some delay in tech dependencies, not impacting schedule
  - Red: Delays in tech dependencies have impacted schedule
- **Business Actions:** – Dependencies on business (requirements clarification, discussions, etc.)
  - Green: Input from the business is not blocking team progress
  - Yellow: Input from the business is taking longer than expected, no delays
  - Red: Delays in input from the business has caused work to be late
- **Backlog Health:** – Retirement of user stories ahead of development sprints
  - Green: > 2 sprints worth of user stories refined
  - Yellow: < 2 sprints worth of user stories refined (>1)
  - Red: > 1 sprint worth of user stories refined
- **Percentages (%):** by count of user stories for this Milestone
<table>
<thead>
<tr>
<th>Date/Frequency</th>
<th>Title</th>
<th>Category</th>
<th>Description</th>
<th>Audience</th>
<th>Vehicle</th>
<th>Owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>February - April 2020</td>
<td>Motorist Modernization Resources</td>
<td>Internal/External</td>
<td>Developing strategic materials, including posters, bulletin boards, quick facts and tear sheet to assist change champions in communicating about Motorist Modernization.</td>
<td>FLHSMV Staff and Tax Collectors</td>
<td>Printed Materials/Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>April 2020</td>
<td>Phase II All-Hands Meeting</td>
<td>Internal/External</td>
<td>Meeting with all team members working on Phase II, covering where the team is in the schedule and discussing cross-team topics.</td>
<td>OMM Team, FLHSMV Staff Members and Tax Collector SMEs</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>Nathan Johnson</td>
</tr>
<tr>
<td>Bi-Weekly</td>
<td>Executive Steering Committee Meeting</td>
<td>Internal</td>
<td>Bi-weekly meeting to present updates, information and changes to the Executive Steering Committee.</td>
<td>ESC Leadership Members and OMM Team</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Monthly</td>
<td>Phase II Advisory Board</td>
<td>Internal/External</td>
<td>Monthly meeting open to the public to present updates, information and changes to the Phase II Advisory Board.</td>
<td>Advisory Board Voting Members and OMM Team</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Modernization Internal Team Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program.</td>
<td>OMM Team</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Phase II Accenture Weekly Status Meeting</td>
<td>Internal/External</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program with the Phase II Accenture team, Ernst and Young, AST and OMM team members.</td>
<td>OMM Team, Ernst and Young and AST</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>Accenture Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Modernization Weekly Leadership Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program to Executive Leadership.</td>
<td>Executive Leadership</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>IV&amp;V Weekly Status Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss the overall status of the Motorist Modernization Program from an independent validation and verification perspective.</td>
<td>OMM Leadership, AST, Ernst and Young, and Contract Manager</td>
<td>Face-to-Face Meeting</td>
<td>Kristin Green</td>
</tr>
<tr>
<td>As Necessary</td>
<td>Focus Group Meetings</td>
<td>Stakeholder Outreach</td>
<td>Meetings to provide information or obtain feedback on the Motorist Modernization initiative.</td>
<td>Various Stakeholders</td>
<td>Face-to-Face Meeting, Conference Call, Electronic Communication</td>
<td>Koral Griggs, Terrence Samuel, Senior Business Analysts</td>
</tr>
<tr>
<td>Frequency</td>
<td>Activity Description</td>
<td>Internal/External</td>
<td>Purpose</td>
<td>Communication Channel</td>
<td>Recipients</td>
<td></td>
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<tr>
<td>Weekly</td>
<td>Communications Meeting</td>
<td>Internal</td>
<td>Bi-weekly meeting with the FLHSMV Communication team to discuss communications within the agency and the Office of Motorist Modernization, in addition to MyDMV Portal marketing.</td>
<td>FLHSMV Communications Team</td>
<td>Face-to-Face Meeting</td>
<td>Aaron Keller</td>
</tr>
<tr>
<td>As Necessary</td>
<td>MoMo You Know</td>
<td>Internal</td>
<td>When requested, an email containing updates related to the Motorist Modernization project, including &quot;need to knows,&quot; encouragement, upcoming tasks, etc.</td>
<td>Motorist Modernization Program Members</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Modernization News Bulletin</td>
<td>Internal/External</td>
<td>Weekly news bulletin consisting of various articles and fun facts related to the Motorist Modernization Program.</td>
<td>FLHSMV Staff Members and Tax Collectors</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>As Necessary</td>
<td>ORION Hub Newsletter</td>
<td>External/Internal</td>
<td>Newsletter consisting of various articles related to the Motorist Modernization project and written by Motorist Modernization team members.</td>
<td>FLHSMV Staff Members and Tax Collectors</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Quarterly</td>
<td>ISA Bits and Bytes</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for ISA's quarterly newsletter when requested.</td>
<td>FLHSMV Staff</td>
<td>Electronic Communication</td>
<td>Kristine Monroe</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Motorist Services Intersection Newsletter</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for the Motorist Services Intersection Newsletter when requested.</td>
<td>FLHSMV Staff Members and Tax Collectors</td>
<td>Electronic Communication</td>
<td>Rick Burnham</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Services News Wheel</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for the Motorist Services News Wheel.</td>
<td>Motorist Services</td>
<td>Electronic Communication</td>
<td>Rick Burnham</td>
</tr>
<tr>
<td>Monthly</td>
<td>ORION Star</td>
<td>Internal</td>
<td>Monthly award presented to a Motorist Modernization team member who has gone &quot;above and beyond&quot; for the sake of the project and the team.</td>
<td>Executive Leadership and Motorist Modernization Program Members</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Monthly</td>
<td>Legislative Governance Status Report</td>
<td>External</td>
<td>Monthly status report to provide updates related to the Motorist Modernization Program.</td>
<td>Various Stakeholders</td>
<td>Electronic Communication</td>
<td>Accenture Team</td>
</tr>
<tr>
<td>As Necessary</td>
<td>FLHSMV Governor's Weekly Report</td>
<td>External</td>
<td>Contribution of content for the Governor's Weekly Report, as necessary.</td>
<td>Florida Governor</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Monthly</td>
<td>Motorist Modernization Website</td>
<td>Internal/External</td>
<td>Monthly updates to the Motorist Modernization webpage including videos, meeting materials and information related to the monthly advisory board meetings and the Motorist Modernization Program.</td>
<td>FLHSMV Staff, Tax Collectors, Citizens</td>
<td>Website</td>
<td>Koral Griggs and FLHSMV Web Team</td>
</tr>
<tr>
<td>As Necessary</td>
<td>PartnerNet/SafetyNet Webpages</td>
<td>External</td>
<td>Updates to the PartnerNet and SafetyNet webpages containing information related to the Motorist Modernization project, as necessary; including the monthly IV&amp;V Report and the monthly Tax Collector Status Report.</td>
<td>Tax Collectors and FLHSMV Staff</td>
<td>PartnerNet/SafetyNet</td>
<td>Koral Griggs</td>
</tr>
</tbody>
</table>