

Motorist Modernization

Motorist Modernization Advisory Board – Phase II Monthly Meeting
May 8, 2018
Neil Kirkman Building, Conference Room B-203
2900 Apalachee Parkway, Tallahassee Florida 32399
2:30 – 4:00 p.m., EST

Invitees

Stephen Boley
Jason Britt
Diane Buck
Jay Levenstein
Trisha Williams
Lisa Cullen
Leticia Torres
Det. Sgt. Ivan Doobrow
TBD
Christie Utt

Representing

DHSMV
DHSMV
DHSMV
DHSMV
DHSMV
Florida Tax Collectors
Florida Tax Collectors
Law Enforcement
Law Enforcement
Legal

Agenda

- Roll Call
- Welcome & Introductions
- Sunshine Law Review
- Review and Approval of Last Meeting Minutes
- IV&V Update
- MM Phase II Program Update
 - Project Updates
 - Financial Review
 - Policy & Decisions Review
- Stakeholder Outreach/Communications Update
- Comments and Questions
- Adjourn

MOTORIST MODERNIZATION ADVISORY BOARD PHASE II

Monthly Meeting Minutes
Kirkman Building Conference Room B-202
April 10, 2018
2:30 to 4 p.m., EST

WELCOME AND INTRODUCTIONS

- The meeting was called to order at 2:32 p.m. Mr. Samuel began the meeting by welcoming members and visitors and proceeded with the roll call of board members.

Advisory Board Phase II members included

- | | |
|-------------------|------------------------|
| ○ Stephen Boley | DHSMV |
| ○ Jason Britt | DHSMV |
| ○ Diane Buck | DHSMV (via phone) |
| ○ Jay Levenstein | DHSMV |
| ○ Trisha Williams | DHSMV |
| ○ Lisa Cullen | Florida Tax Collectors |
| ○ Leticia Torres | Florida Tax Collectors |
- Additional DHSMV members present included – Terrence Samuel, Kristin Green, Koral Griggs, Chad Hutchinson, Laura Freeman, Cheryln Dent, Janis Timmons, Jessica Espinoza, Cathy Thomas and Judy Johnson. Scott Morgan also attended.
 - Visitors present included– Gary Didio, Colin Stephens and Alyene Calvo from Ernst & Young. Also, Nathan Johnson, Patrick Dyer, and Michelle McGinley from Accenture. Brandon Shelley and Andrew Bell from Florida Auto Tag Agencies were also present. Michelle Loyd attended via conference call.

OVERVIEW OF THE SUNSHINE LAW

- The overview of the Sunshine Law was deferred until the next meeting.

OVERVIEW OF THE MOTORIST MODERNIZATION PROGRAM

- Overview of the Motorist Modernization Program was deferred until the next meeting.

PHASE II ADVISORY BOARD CHARTER

- Ms. Kristin Green presented a high-level overview of the Phase II Advisory Board Charter.

REVIEW OF MEETING MINUTES

- Ms. Kristin Green reviewed the meeting minutes from November 14, 2017. No corrections or comments were identified. A motion to approve the minutes was accepted by the board members and the November 14, 2017, meeting minutes were approved.

IV&V UPDATE

- Gary Didio provided a high-level overview of Ernst and Young as the IV&V vendor for Motorist Modernization.
- Alyene Calvo presented an overview of the Phase II baseline assessment report. The SPI was at 0.896 and the CPI was 1.000. 15 of 1,487 tasks in the project schedule were late. 6 of 183 tasks for the current period were late. Ms. Calvo presented the current cube, with four amber facets, which were trending positively. There were two open deficiencies. Overall, the project was trending closer to the green threshold. The total Earned Value was less than Planned Value, indicating there is scheduled work that is not being completed. The program is technically behind schedule, but it is not a cause for concern at this point in time. There were not enough EVM data points to calculate future milestone completion dates. Ms. Calvo went over the open deficiencies and actions. The incomplete program governance has since been completed. CIOs were working on the action plan for the Tier 3 approvals and to identify projects within the department. Time and resource management were being assessed, as well as Phase II schedule dependencies. The overall quality score is at 96.2 percent. Ms. Calvo stressed that she rarely sees schedules this well put together.

MOTORIST MODERNIZATION PHASE II UPDATE

- Mr. Terrence Samuel skipped the requirements gathering process section, as it was previously discussed in another meeting. A high-level discussion of the requirements gathering process will be forthcoming once the additional law enforcement members join.
- Ms. Laura Freeman gave an overview of the Motorist Modernization Glossary.

PROJECT UPDATES

- Mr. Nathan Johnson provided a high-level overview of requirements gathering. The team is completing the “as is” system process documentation as well as collecting suggestions and ideas from different user groups. The team placed this information into an initial GAP analysis report, which shows the functionality that is planned from the new system or not planned. The team is transitioning into the “to be” process flows and documentation, which involves moving functionality from the existing system into ORION. Screen mockups, process flows, diagrams and user stories will follow. The number of user stories in the backlog is a key indicator to identify developers, milestones, sprints, etc. A change request for the Phase II schedule will be submitted to provide additional elaboration and precision to certain tasks to more accurately track progress. On the Traffic Light Report, the top half refers to the GAP analysis and “as is” documentation and the bottom half refers to “to be” documentation. The document exiting business rules section will need more focus. The COBOL analysis was ahead of schedule, while the uniface analysis was behind schedule. The team brought on a new Uniface developer to help with Phase II.
 - Terrence mentioned that Uniface is a main concern and documentation in Blueprint will be important, as well as keeping that documentation up to date. An additional resource will be added to assist with Uniface code.
- Ms. Jessica Espinoza explained that her team is responsible for inventory, globals, batch systems and miscellaneous common items that are included across all teams. The team

is at 100 percent for “as is” documentation and 50 percent for documenting existing business rules from the code. The team finished COBOL, but had not started on the Uniface work. The team met to discuss Blueprint and to discuss a high-level schedule overview. Ms. Espinoza mentioned the team met with PRIDE in November and again recently. A checkpoint email communication will occur and a demo is expected in the future from PRIDE.

- Mr. Terrence Samuel stated that we will reach out to the Tax Collector focus group to ensure the team has enough information when meetings with PRIDE occur.
 - Ms. Terry Rhodes stated that Carl Ford helped a lot with their inventory issues.
- IFTA/IRP – Ms. Laura Freeman stated the team is working on deliverables. The GAP/Excel flow was approved for a commercial off the shelf system (COTS System). The RFI was submitted in February and responses were due March 23, 2018. Demos will occur in the next month and a half.
- Titles and Registrations – Ms. Catherine Thomas stated that the tax collectors are continuing to participate in meetings over the phone. The tax collectors will be traveling to DHSMV for the week of April 23, 2018 to assist with the “to-be” process, writing user stories and assisting with mockups. The Titles team meets every Monday in the morning and will begin meeting in the afternoon, as well to begin the “to be” process and planning.
 - Mr. Samuel stated the team is excited to have the tax collectors come to visit and participate in meetings.
- Dealer Services – Ms. Thomas filled in for Ms. Felecia Ford. Ms. Thomas stated the team finished their “as is” documentation and the team began working on process flows for “to be” documentation. The field members are participating often. On the Traffic Light Report, there was only 2 percent complete for the Uniface work.
- MyDMV Portal/Fleet – Ms. Judy Johnson stated the team is responsible for modernizing current high-speed and new kiosks systems. The team completed “as is” documentation and began on “to be” design. Customers will be able to check any stops they have within the Portal. The next functional areas will include motor vehicle registration services currently in Virtual Office and two new transactions (replacement of plate and replacement of decal), as well as updating insurance at time of renewing.
- Mr. Terrence Samuel discussed a mobile driver license, which will be included in the Portal.

FINANCIAL REVIEW

- Ms. Janis Timmons provided a Phase I and Phase II financials update. The budget for Phase I was \$9.8M and the actual expenditures were \$6.7M. 100 percent of the OCO has been expended. 72 percent was spent on contracted services, 75 percent of the IV&V contract was expended and the remaining expenses are for software and/or travel. For Phase II, the budget for 2017/18 is \$4.1M and the actual expenditures year to date are \$1.1M. The budget to actual variance for the current fiscal year is .01 percent.

POLICY & DECISION REVIEW

- Mr. Terrence Samuel provided a quick overview of the importance of the Policy and Decision log. He stressed the balance of customer service (FHP, Tax Collectors, etc.) and combatting fraud.
- POR01 – MV Check Application – Ms. Judy Johnson stated this item is closed. Following ESC decision, the crash dates will be displayed and the customer would be redirected to the vendor to request a crash report.
- REG01 – Residential address change on motor vehicle transaction - Ms. Catherine Thomas stated this item is closed. Following ESC decision, the customer would update both the driver license address and the motor vehicle address. If, for some reason, the customer cannot, a flag would be set in the system to remind them.
 - Ms. Lisa Cullen asked if the notification would be through the Portal or a mail notification. Ms. Judy Johnson mentioned that if the customer didn't complete it in a set amount of days, a batch job would send out the notification as a reminder.
- REG02 – Should ORION require scanning of all documents and registration transactions – Ms. Catherine Thomas stated the ESC requested specific transactions that are currently a fraud concern for FHP. There would be a registration transaction when the owner doesn't have to be present, where a power of attorney is used to conduct business on behalf of the customer, an owner is deceased, a VIN is changed, etc.
 - Ms. Lisa Cullen asked if it would be scanned right into the record at the time a transaction is processed. She agreed they were good ideas. Ms. Catherine Thomas asked what would need to be scanned on a renewal. Ms. Lisa Cullen agreed it should be as needed or on a case-by-case basis. She suggested there should be an indicator of when to scan and not to scan.
 - Mr. Jason Britt asked if the documents would be identified for scanning. Ms. Judy Johnson mentioned there would be a checklist of documentation types based on the transaction type, which could drive what items need to be scanned. Mr. Britt then asked if customer information would be on the scan. Ms. Jessica Espinoza stated it would depend on the situation. A passport or out-of-state license, for example, would need to be scanned. Ms. Lisa Cullen stated that this could vary a lot depending on the transaction and where it came from. Ms. Cullen stated that a certain list could be identified, but there may be out of norm items. Ms. Judy Johnson asked Mr. Britt if he asked this question due to concern of the person identifying themselves or the fact that the information would be captured. Mr. Britt stated that he asked since power of attorney and any documentation from non-initial registrants were discussed.
 - Mr. Terrence Samuel summarized that this would be for only certain types of transactions, which will need to be identified at another time.
- REG03 - Should comments be mandatory on all registration and title transactions - Ms. Catherine Thomas stated this item was a fraud issue. She reached out to the Tax Collector SMEs to get their opinions and they agreed that this would cause a delay in the

transaction time. The Tax Collectors and law enforcement agreed it was important to add comments when required.

- Ms. Diane Buck asked if the comments could be optional on all, but mandatory on others and Ms. Catherine Thomas confirmed. Ms. Trisha Williams stated that voids should be mandatory. Ms. Lisa Cullen stated voids and corrections should be mandatory, but not for all.
 - Ms. Jessica Espinoza stated that it is not mandatory for the customer themselves to come in for a registration. The system would need to capture who is requesting and who they're requesting for.
 - Mr. Jason Britt asked if the team could gather a set of comments and Ms. Catherine Thomas confirmed.
- TIT01 – Should Motor Vehicle Issuance System prepopulate vehicle information based on data from VINtelligence – Ms. Thomas stated this item was closed following ESC discussion. It was decided to manually key in the information, but verify with VINtelligence that the information is correct.
 - Ms. Diane Buck stated that it would reduce errors by being prepopulated. She stated that initially the VIN number would have to be entered manually. Ms. Catherine Thomas confirmed. She stated that with future VINtelligence, it would prepopulate vehicle information. Ms. Lisa Cullen stated she would like it to prepopulate.
 - Ms. Buck asked if it links with NMVITIS. Ms. Judy Johnson explained that it would just be the decoding of the VIN. NMVITIS would still be checked.
 - Mr. Jason Britt stated that on an investigative aspect, he liked the idea of prepopulating to reduce time; however, he does not think we have the technology yet. With manual entry, you would pay attention to the document at hand and enter what was presented and decrease potential theft. Ms. Buck stated she was now opposed to prepopulating.
 - Ms. Lisa Cullen asked if the information was manually keyed in and was different from VINtelligence, could it be exported to a report. Ms. Judy Johnson stated there were discussions on how often a clerk could fix the VINtelligence.
 - In summary, the idea of a report regarding manual key entry not matching VINtelligence will be taken to the ESC.
- TIT02 – Should Phase II teams investigate providing ability to transfer title online – Ms. Catherine Thomas stated this was closed following the ESC meeting.
 - Ms. Judy Johnson stated that the Portal team is currently working on this; however, the solution did not include a work queue.
 - Ms. Lisa Cullen asked the status of electronic odometers. Ms. Johnson discusses the e-odometer focus group. Mr. Terrence Samuel stated that a follow up may need to occur. Mr. Jason Britt agreed to table the discussion following an update regarding the e-odometer focus group.
- TIT03 – Should ELT vendors be required to go through structural testing again and would they be required to pay – Ms. Catherine Thomas stated that this did not get taken to the ESC. Nathan Johnson gave a brief overview of this issue.

- Mr. Terrence Samuel stated that it would need to be discussed at the next ESC meeting.
- INV01 - Should the department continue using decals and GDCs – Ms. Jessica Espinoza stated that the ESC confirmed this was a legislative issue. The team had been reviewing other state's legislative processes.
 - Mr. Jason Britt remarked that there would need to be further review of what is common across other states.
 - Ms. Lisa Cullen asked if they use license plate readers to find current tags. Ms. Espinoza stated that the team is still researching that and they will bring additional information to the next meeting.

COMMUNICATIONS UPDATE

- Ms. Koral Griggs stated six surveys were distributed to assist with Phase II requirements gathering and further outreach for stakeholders regarding electronic lien and title, carrier services, motor carriers, permit services, public access vendors and stops. The largest stakeholder outreach was for motor carriers; approximately 700 were contacted. The surveys are due back on April 24, 2018.

ADJOURNMENT

- Mr. Samuel adjourned the meeting at approximately 4:03 p.m.
- The next Advisory Board Phase II Meeting is scheduled for May 8, 2018.

Note: Handouts at this meeting included:

Consolidated in a meeting packet and emailed to members:

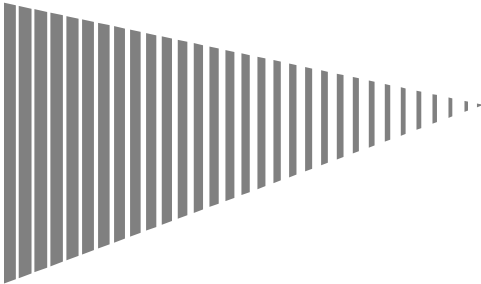
MM Advisory Board Phase II Agenda	2 Pages
MM Phase II Advisory Board Charter	8 Pages
MM Advisory Board Phase II Meeting Minutes (11/14/17)	4 Pages
MM Phase II IV&V Project Overview and Update	32 Pages
MM Glossary of Terms	2 Pages
Traffic Light Report	1 Page
MM Phase II Financials	8 Pages
MM Phase II Decision Log	2 Pages

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
March 2018

20 April 2018



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 13 April 2018

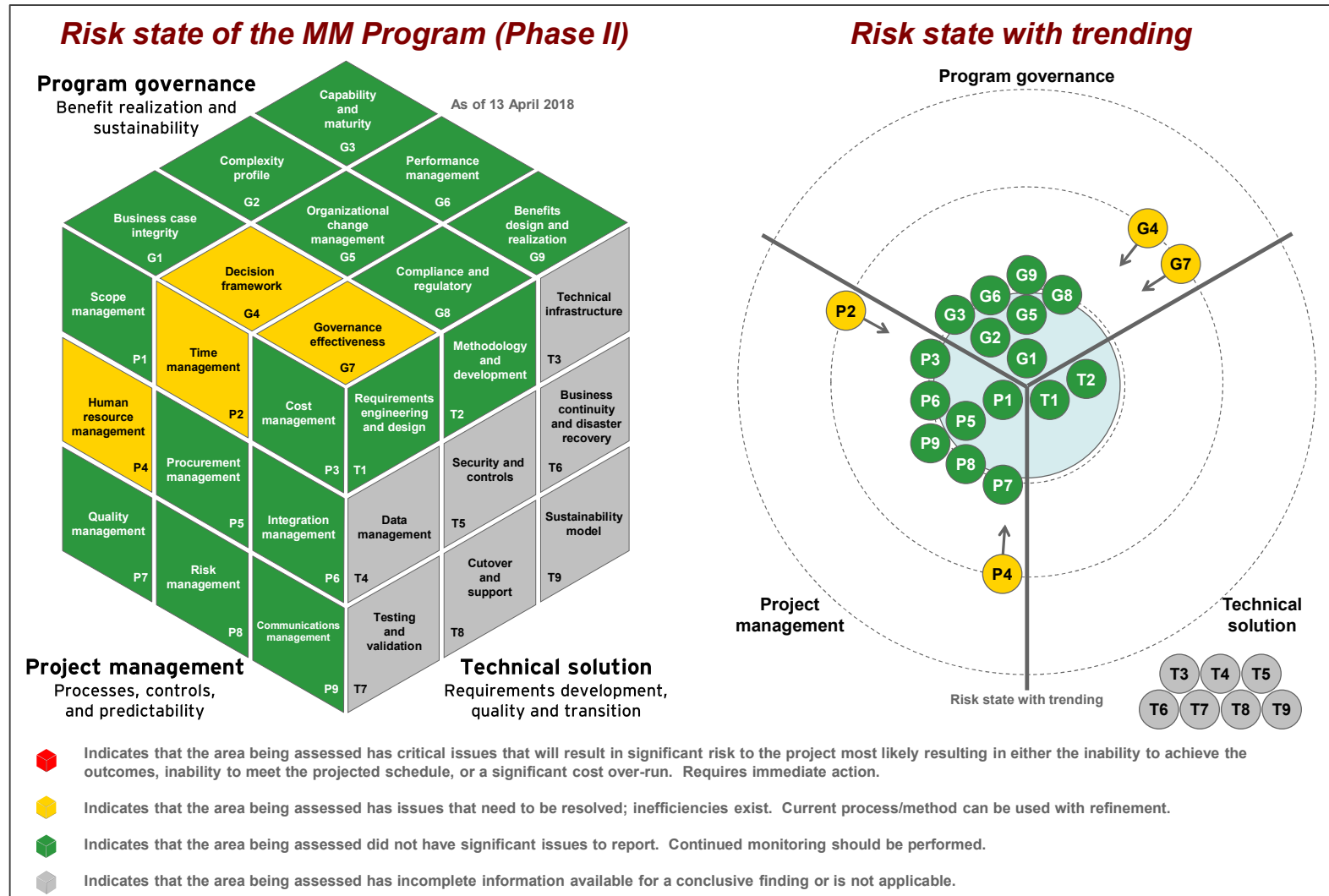
General IV&V overview

Overall IV&V risk state:

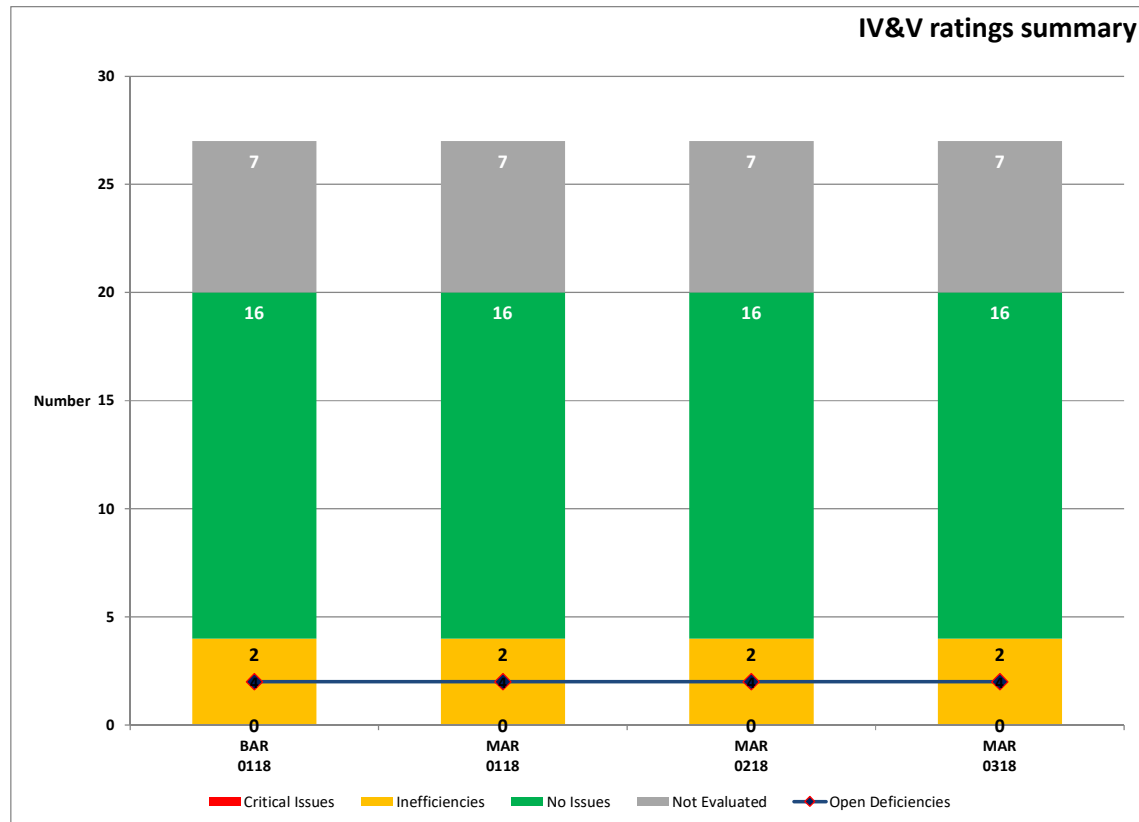
Amber

- ▶ 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 within established schedule performance thresholds
 - ▶ The schedule performance index (SPI) is 0.932
 - ▶ 12 of 1,487 total tasks (0.81%) contained in the project schedule are late
 - ▶ 4 of 158 total tasks (2.53%) 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 accurately calculate future milestone completion dates.

Overall risk state and trending



IV&V ratings summary

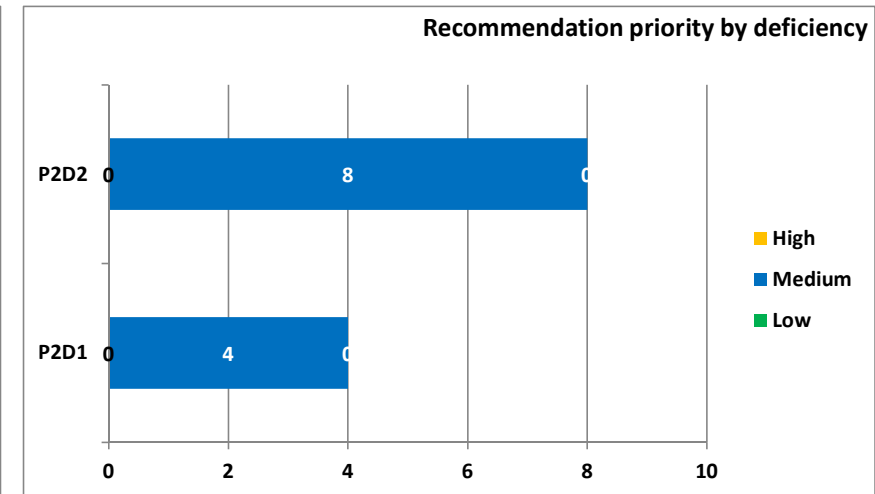
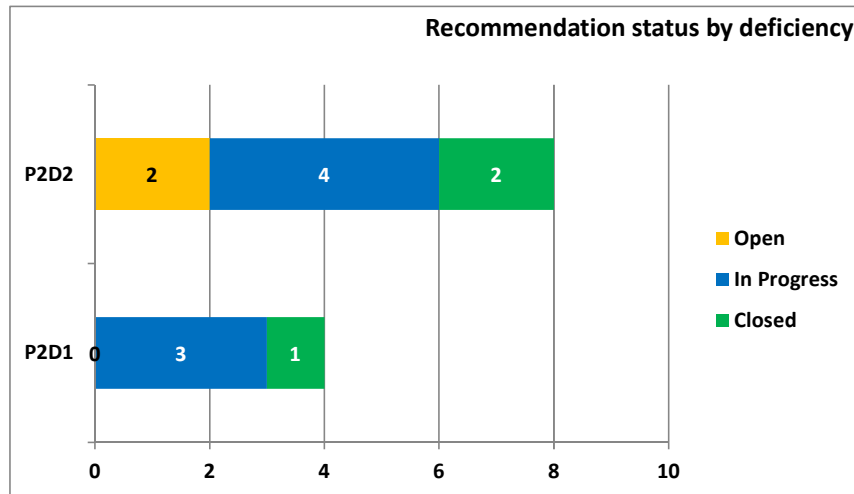
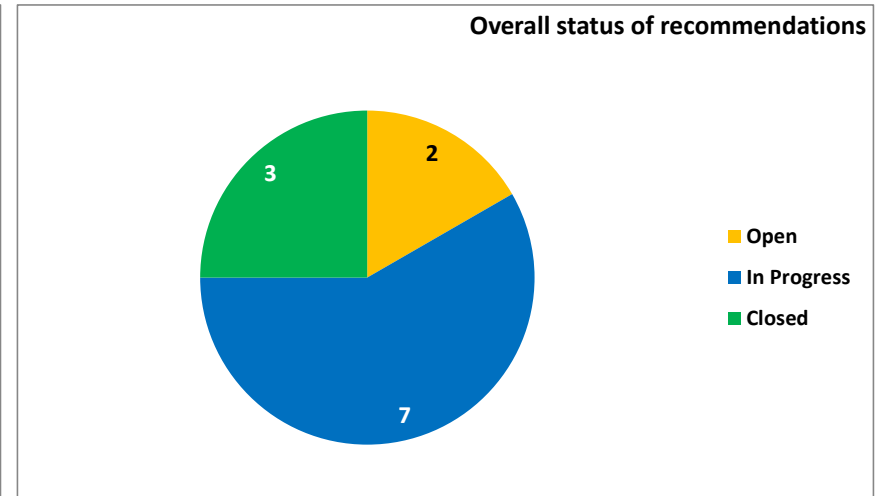
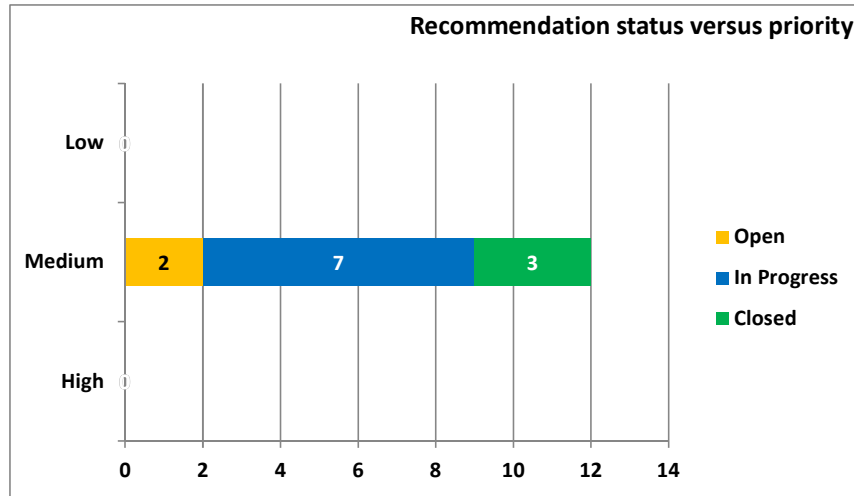


- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
 - Red (critical issues): 0
 - Amber (issues): 4
 - Green (no issues): 16
 - Gray (not evaluated): 7
- Open deficiencies: 2
- Conclusions:
 - The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

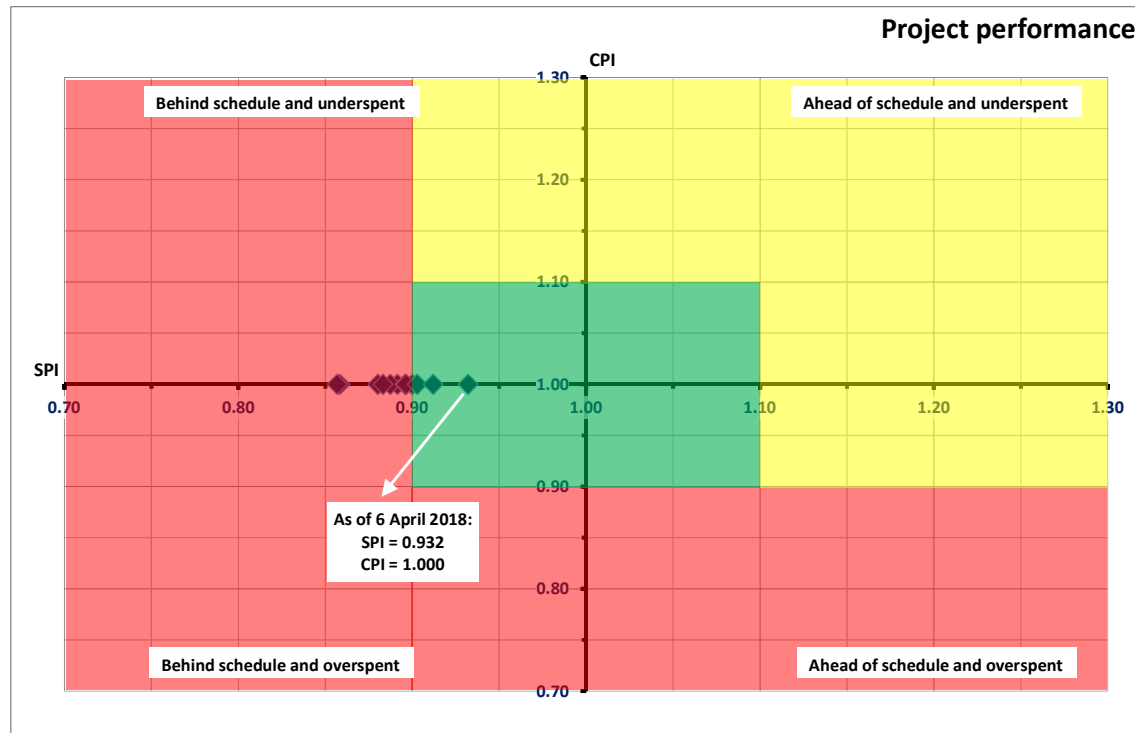
Key indicators

Indicator	Value	Comment
Is the project approach sound?	Yes	<ul style="list-style-type: none"> ▶ 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?	No	<ul style="list-style-type: none"> ▶ The Program is currently behind schedule. ▶ The schedule performance index (SPI) is 0.932. ▶ 12 of 1,487 total tasks (0.81%) contained in the project schedule are late. ▶ 4 of 158 total tasks (2.53%) for the current period are late.
Is the project on budget?	Yes	<ul style="list-style-type: none"> ▶ 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	<ul style="list-style-type: none"> ▶ 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	<ul style="list-style-type: none"> ▶ 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	<ul style="list-style-type: none"> ▶ 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	<ul style="list-style-type: none"> ▶ 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

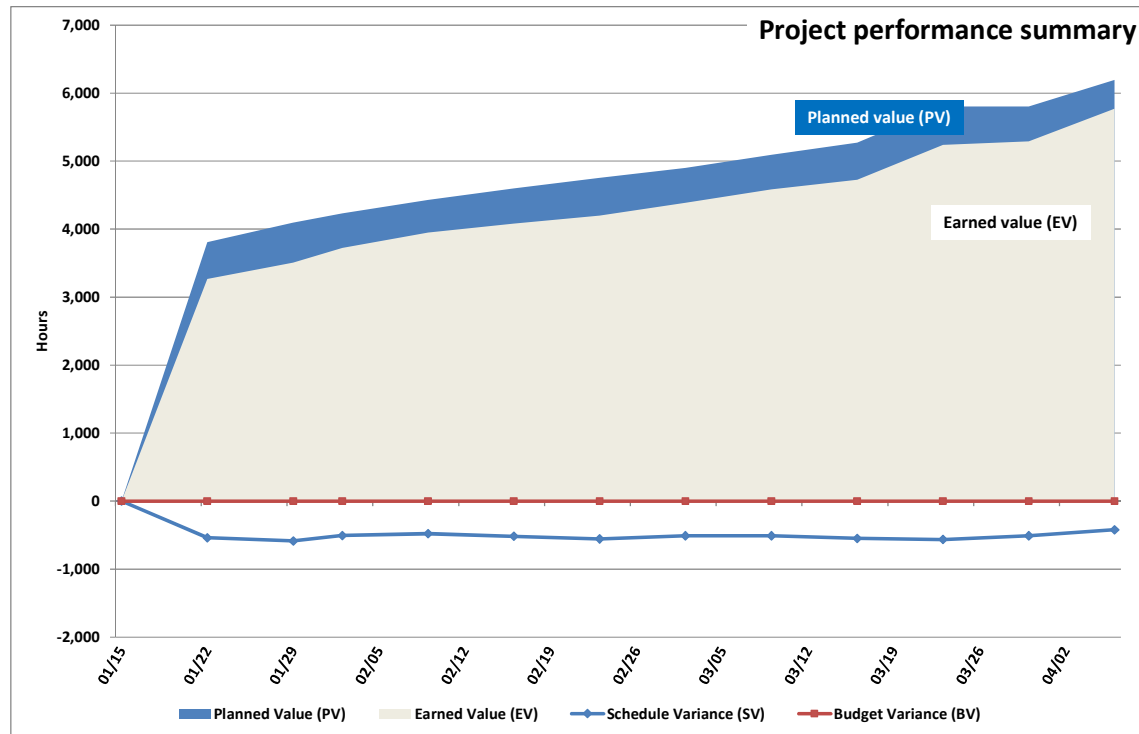


- This chart shows the SPI and CPI plotted as points against the tolerance ranges set up for the project.
- Summary:
 - Schedule performance is outside the established threshold.
 - Cost performance is within the established threshold.
- Conclusions:
 - The Program is currently behind schedule.

- ▶ 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)

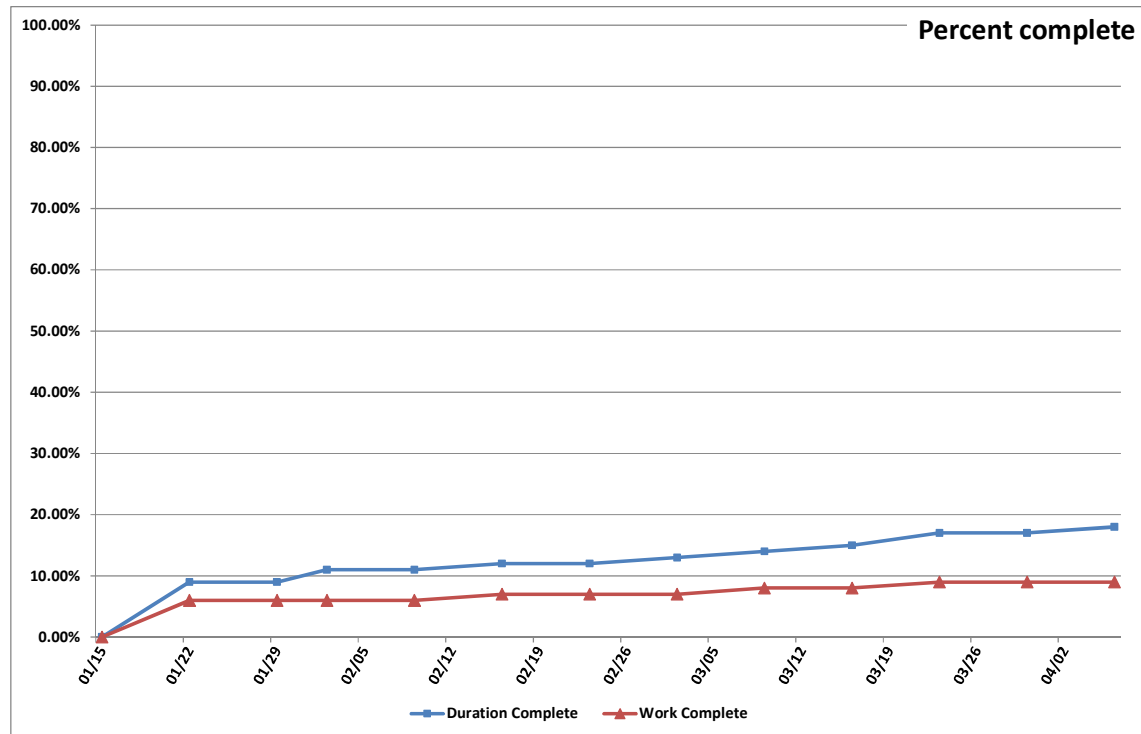


- This chart shows the cumulative planned value (PV) and earned value (EV) for the project.
- Summary:
 - Total EV is less than PV, indicating there is scheduled work that is not being completed.
 - The total amount of work not completed as scheduled is 420.0 hours.
- Conclusions:
 - The Program is behind 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.

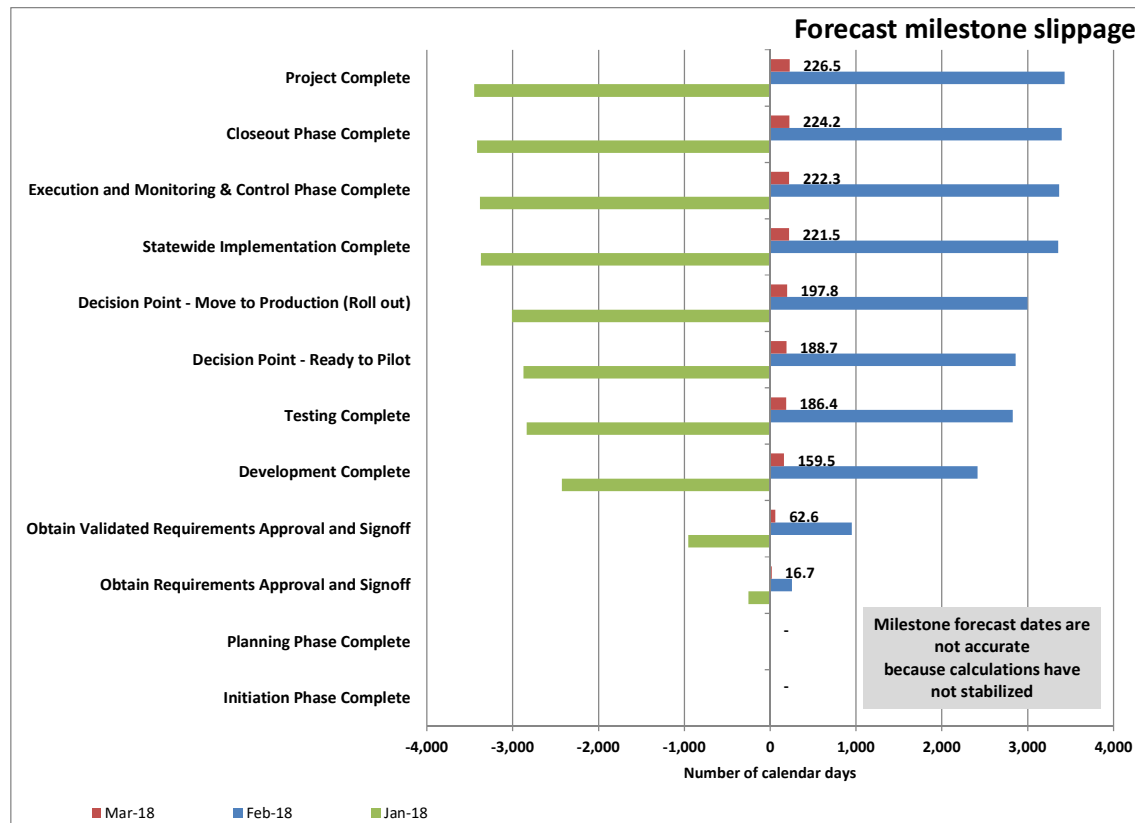
Overall performance (continued)



- 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 accurately 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	<ul style="list-style-type: none">▶ AB Charter has been established.▶ Added inconsistent AB meetings to the program risk register.▶ Identified additional personnel to be assigned to the AB.▶ Conducted April AB meeting and reviewed revised AB Charter.▶ Deputy CIO & PMO currently in the process of revising Tier 3 Charter / Project Charter Template to incorporate prioritization matrix.
▶ P2D2 – Incomplete program management discipline	<ul style="list-style-type: none">▶ Conducting an assessment of time management alternatives.▶ Currently identifying Phase II schedule dependencies.▶ Completed staffing assessment including dependencies.▶ Expanding existing resource management process to manage resource 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	04/20/2018	▶ Complete
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	▶ No maturity rating changes since the last report
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		
<ul style="list-style-type: none"> ▶ G4 – Decision framework ▶ G7 – Governance Effectiveness ▶ Implications: <ul style="list-style-type: none"> ▶ Limited capacity to facilitate timely decision making. ▶ Misalignment in project operational decisions to the intended project objectives. ▶ Inconsistent decision awareness. 	<ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Closed 2. AB membership finalized and conducted April AB meeting. 3. Revising Tier 3 Charter / Project Charter Template to incorporate prioritization matrix. 4. Revising Tier 3 Charter / Project Charter Template to incorporate prioritization matrix.

Open deficiencies (continued)

Supporting information

Areas and implications	Recommendations	Actions taken
P2D2 – Incomplete program management discipline		
<ul style="list-style-type: none"> ▶ P2 – Time management ▶ P4 – HR management ▶ Implications: <ul style="list-style-type: none"> ▶ 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. 	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Closed 2. Conducting an evaluation of task/schedule dependencies. 3. Identifying Phase II schedule dependencies. 4. Incorporating reporting associated with shared resource allocations in existing status reports. 5. Enhancing existing resource management process. 6. No comments. 7. No comments. 8. Closed

Project milestones

Supporting information

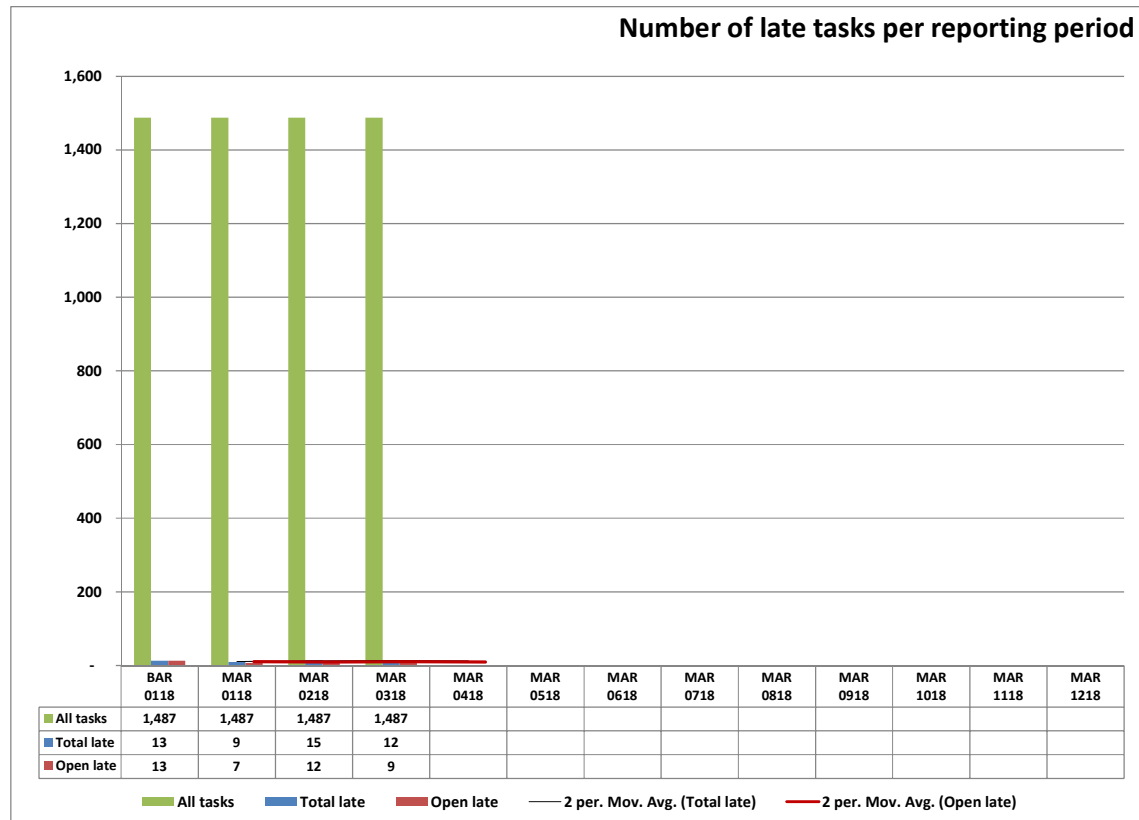
WBS	Title	Completion date				
		Original	Scheduled	Planned	Forecast	Actual
1.4	Initiation Phase Complete	05/24/17	05/24/17	05/24/17	05/24/17	05/24/17
2.1	Planning Phase Complete	12/27/17	12/27/17	12/27/17	12/27/17	12/27/17
3.3.14	Obtain Requirements Approval and Signoff	06/19/18	06/19/18	06/19/18	07/05/18	
3.4.10	Obtain Validated Requirements Approval and Signoff	07/30/19	07/30/19	07/30/19	09/30/19	
3.5.14.5	Development Complete	12/03/21	12/03/21	12/03/21	05/11/22	
3.5.15.5	Testing Complete	07/29/22	07/29/22	07/29/22	01/31/23	
3.5.18.5	Decision Point - Ready to Pilot	08/19/22	08/19/22	08/19/22	02/23/23	
3.5.18.7	Decision Point - Move to Production (Roll out)	11/07/22	11/07/22	11/07/22	05/23/23	
3.5.18.12	Statewide Implementation Complete	06/05/23	06/05/23	06/05/23	01/12/24	
3.7	Execution and Monitoring & Control Phase Complete	06/12/23	06/12/23	06/12/23	01/20/24	
4.5	Closeout Phase Complete	06/29/23	06/29/23	06/29/23	02/08/24	
5	Project Complete	07/19/23	07/19/23	07/19/23	03/01/24	

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

Late

Late tasks

Supporting information

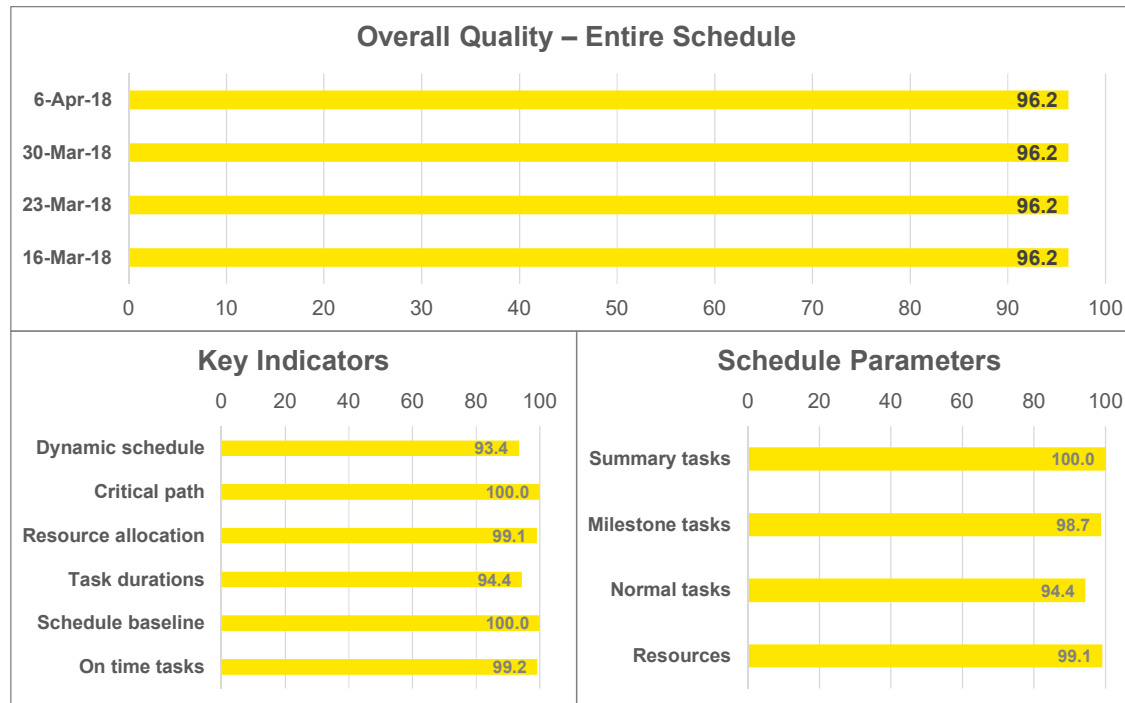


- This chart shows the number of tasks that are late for each of the IV&V reports for the following:
 - Total tasks late.
 - Tasks that are open (task completion percentage is greater than 0% and less than 100%).
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
 - Total normal tasks: 1,487
 - Total tasks late: 12
 - Total open tasks late: 9
- Conclusions:
 - The total number of tasks designated as late is 0.81% 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

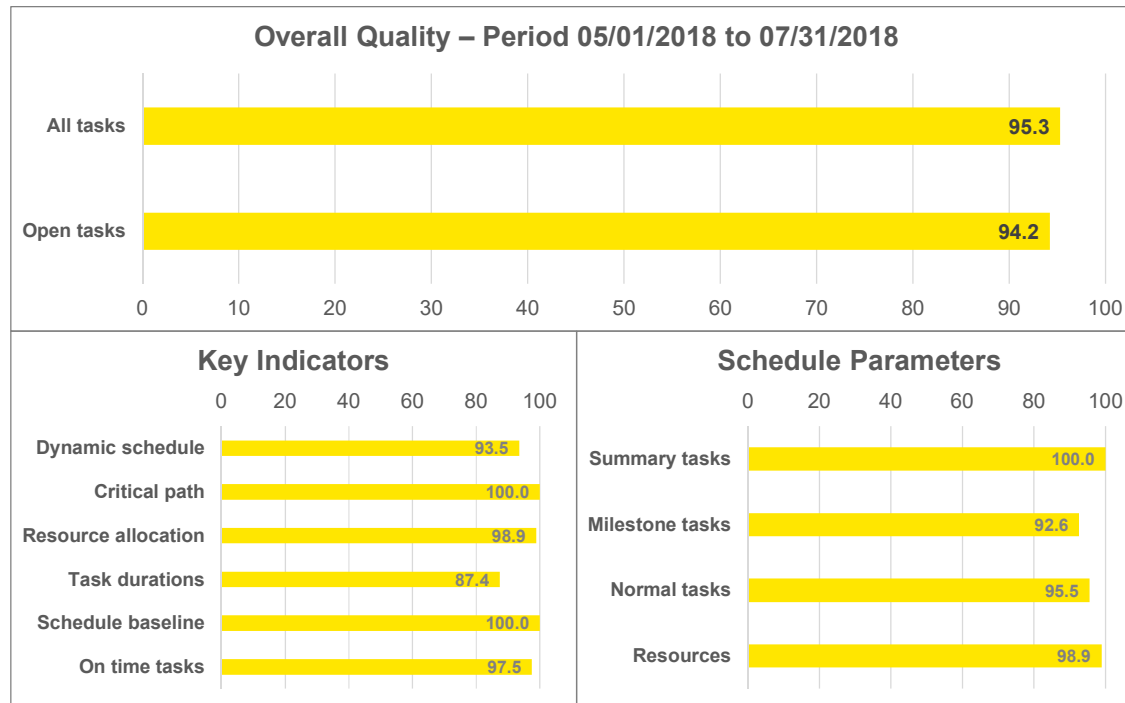
- ▶ Dynamic schedule – Task dependencies and constraints
- ▶ Critical path – Task dependencies
- ▶ Resource allocation – Resource assignments

- ▶ Task durations – Task durations other than 8 to 80 hours
- ▶ Baseline – Full baseline defined for all tasks
- ▶ On time tasks – Tasks that are not late

Project schedule quality

Period: 05/01/2018 to 07/31/2018

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: 95.3

▪ Conclusions:

- Overall schedule quality is consistent and excellent

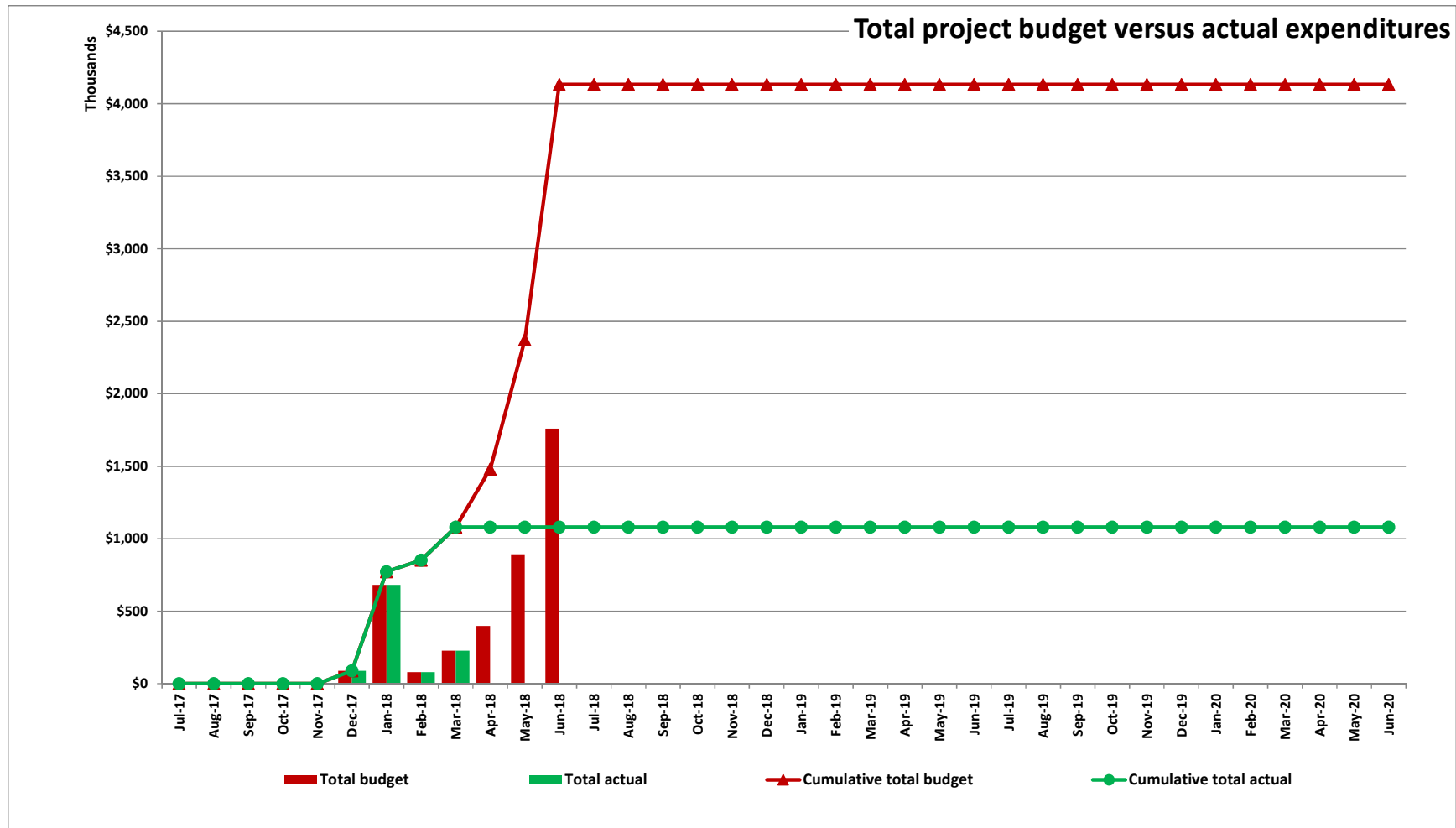
- ▶ Dynamic schedule – Task dependencies and constraints
- ▶ Critical path – Task dependencies
- ▶ Resource allocation –Resource assignments

- ▶ Task durations – Task durations other than 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



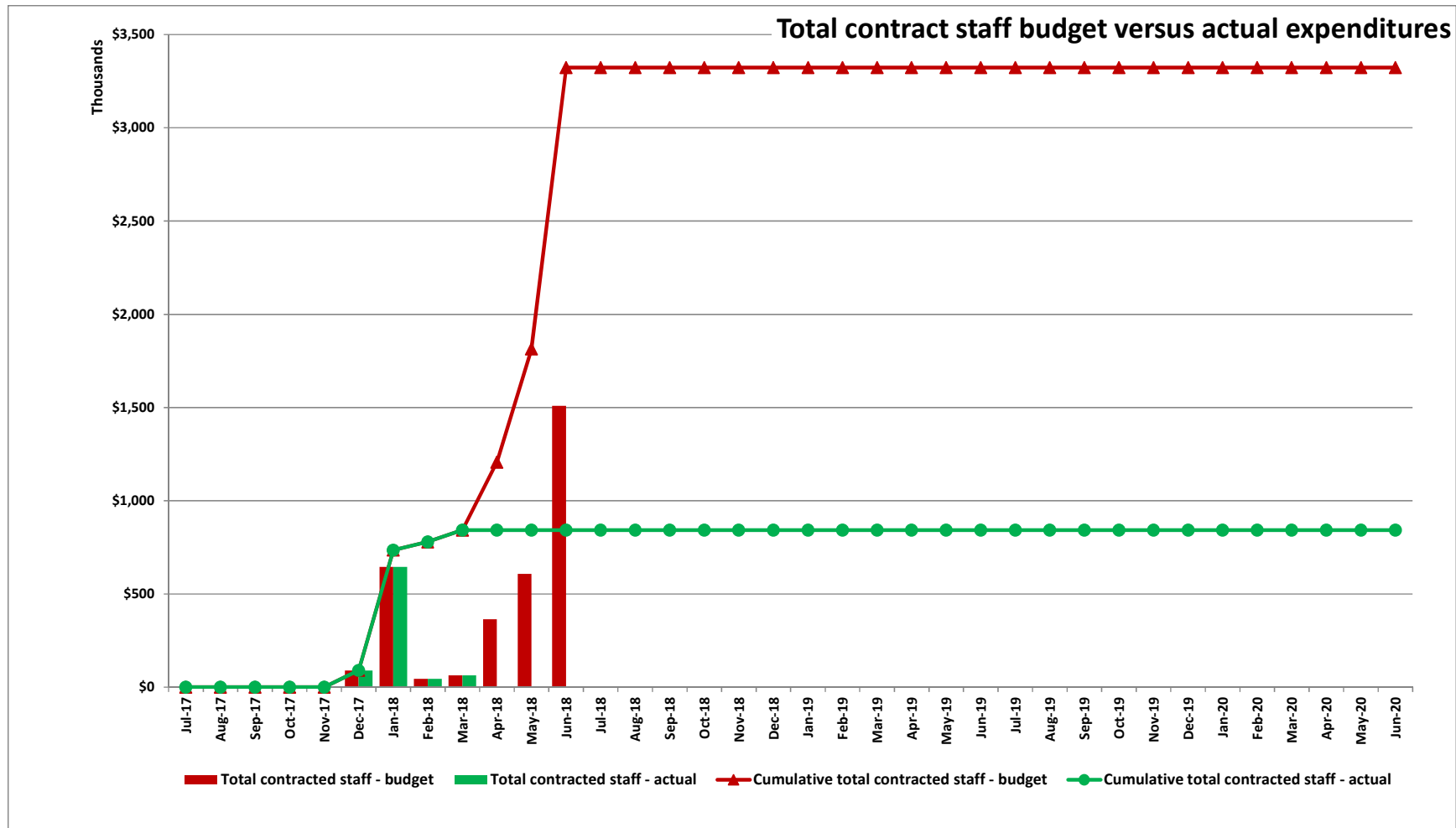
Supporting information



Project budget

Contract staff funding

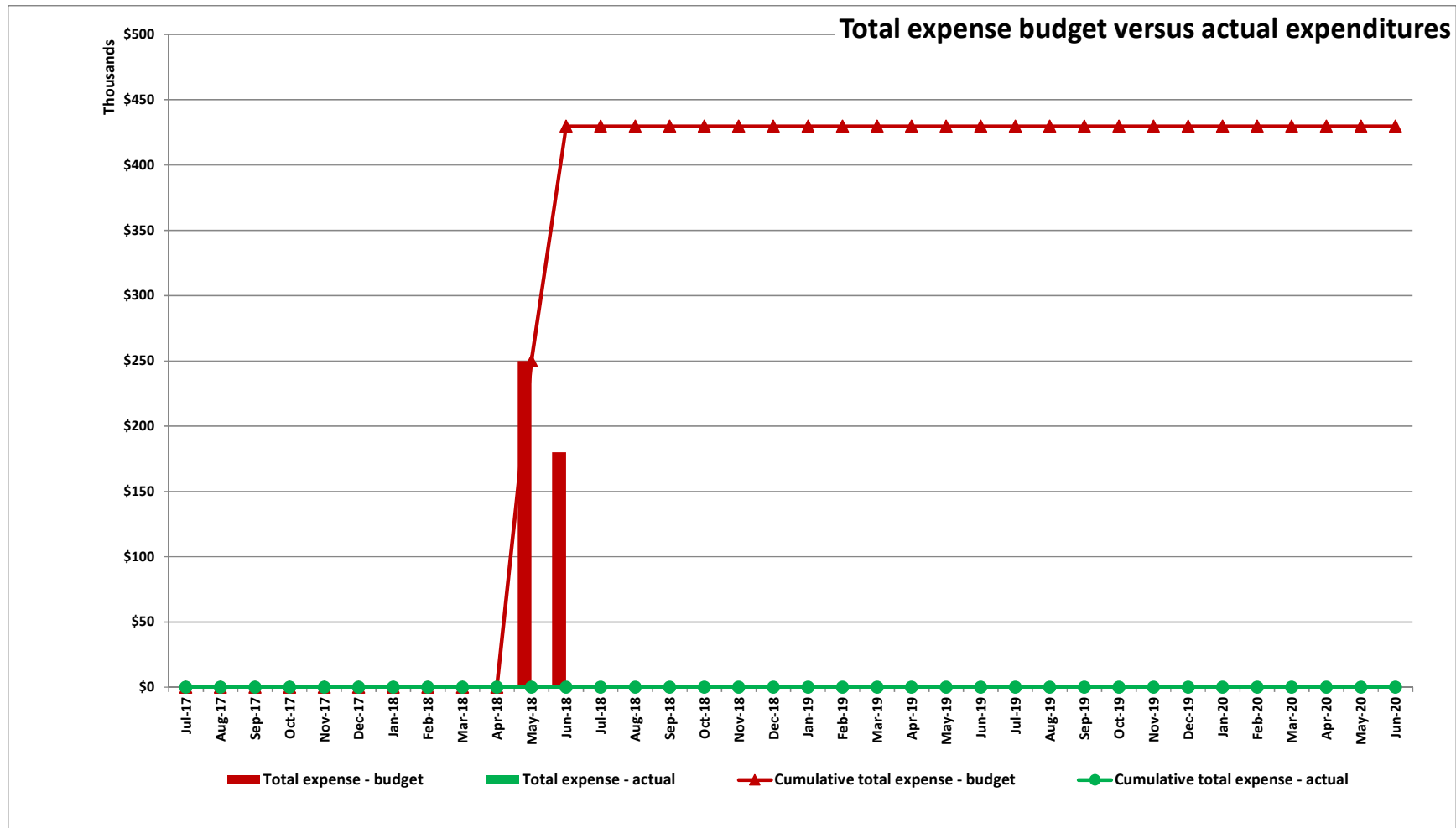
Supporting information



Project budget

Expense funding

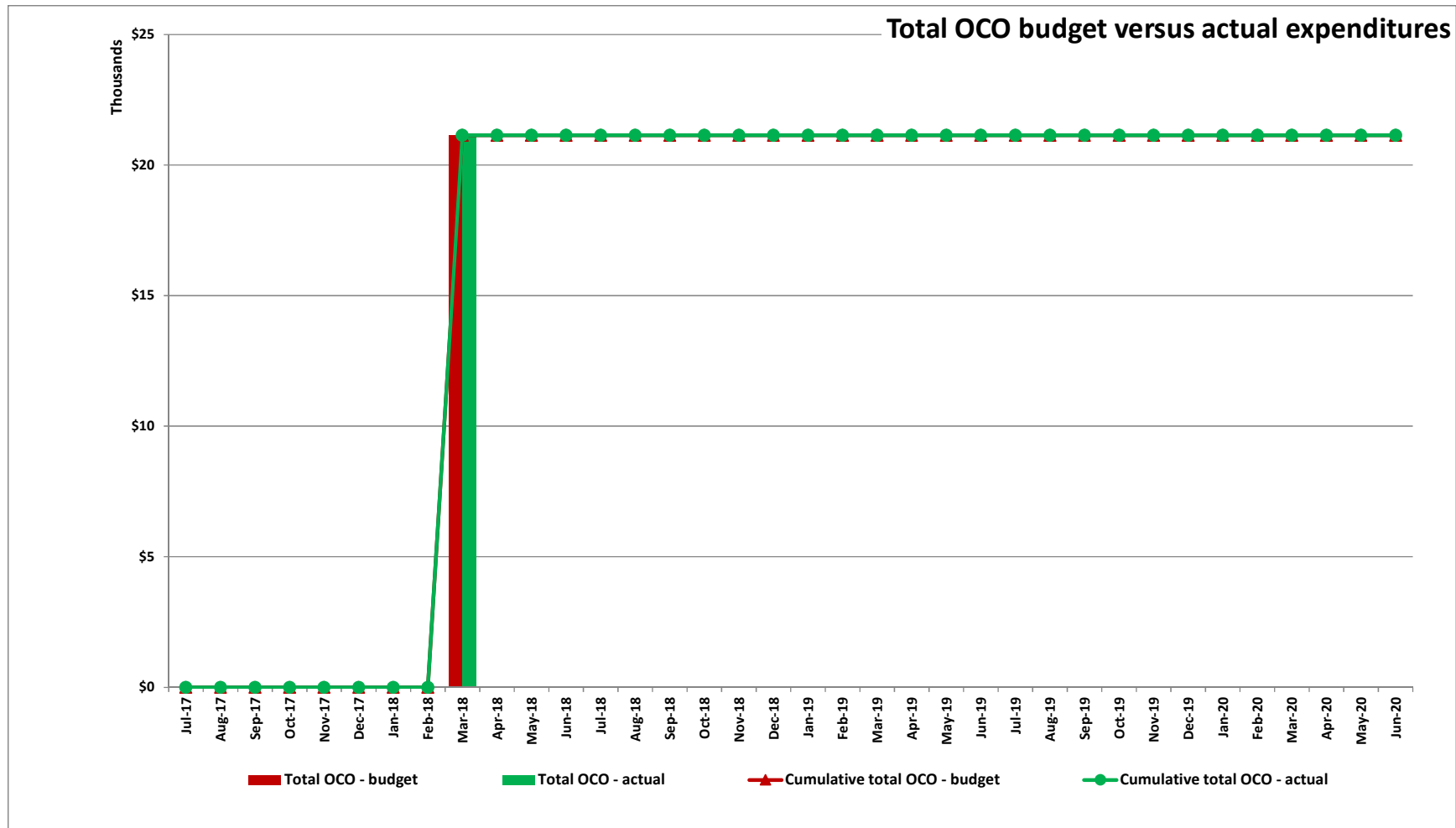
Supporting information



Project budget

OCO funding

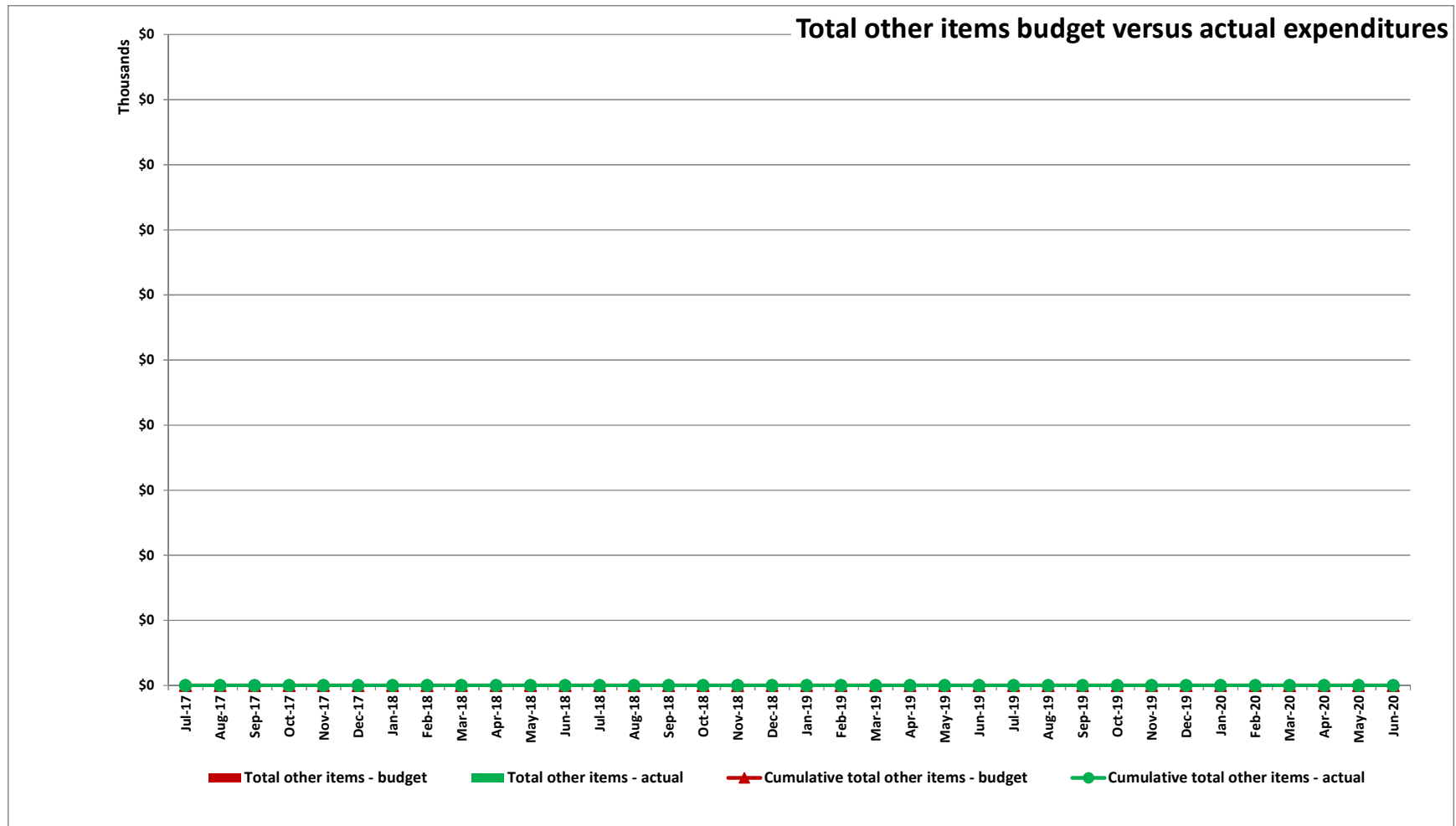
Supporting information



Project budget

Other items funding

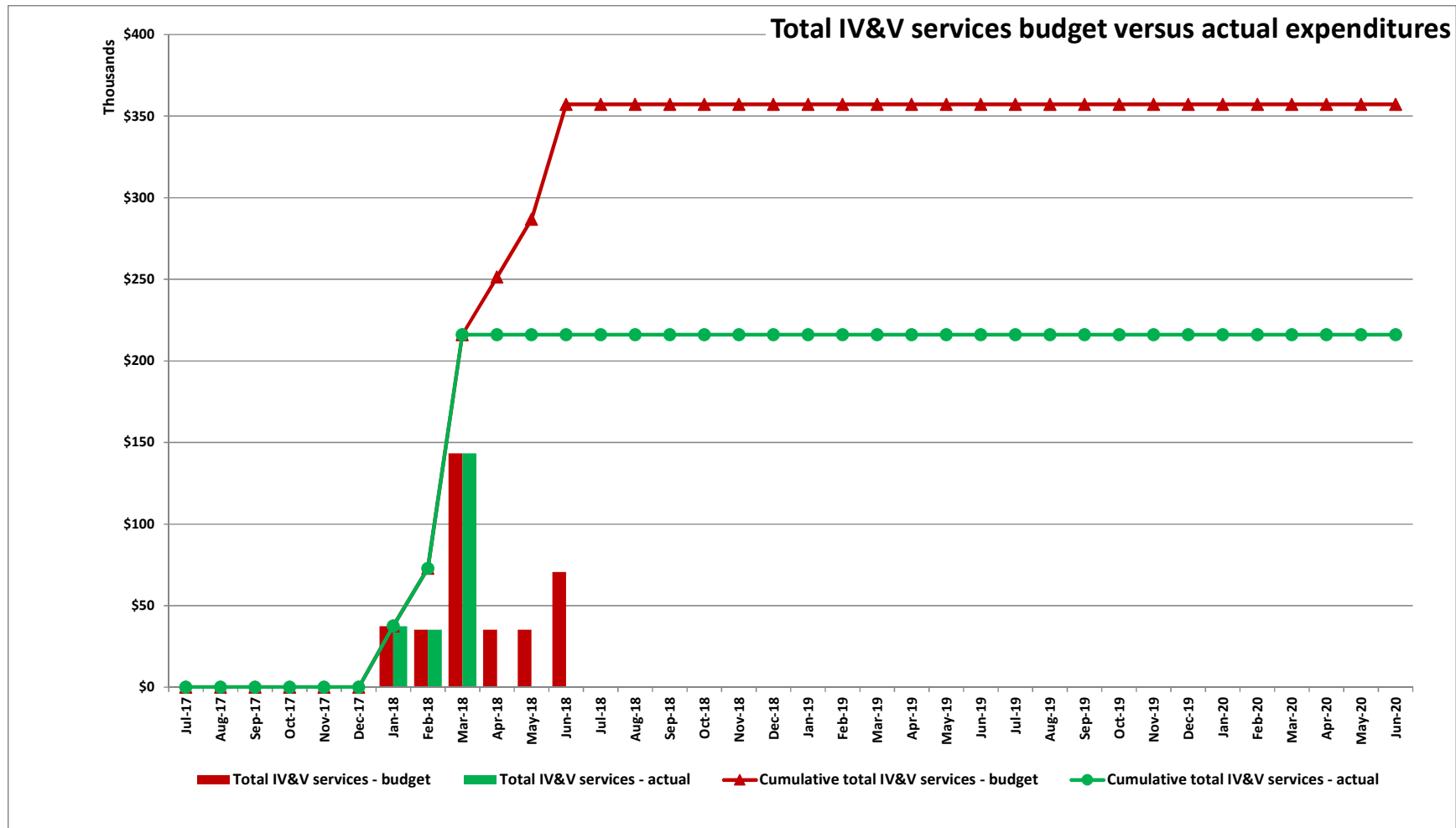
Supporting information



Project budget

IV&V services funding

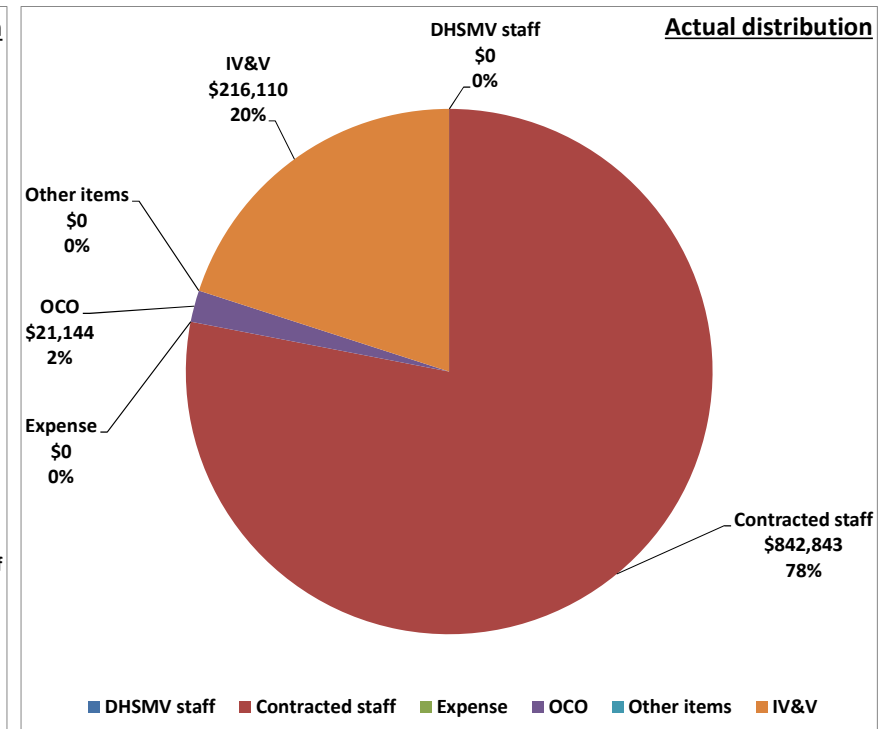
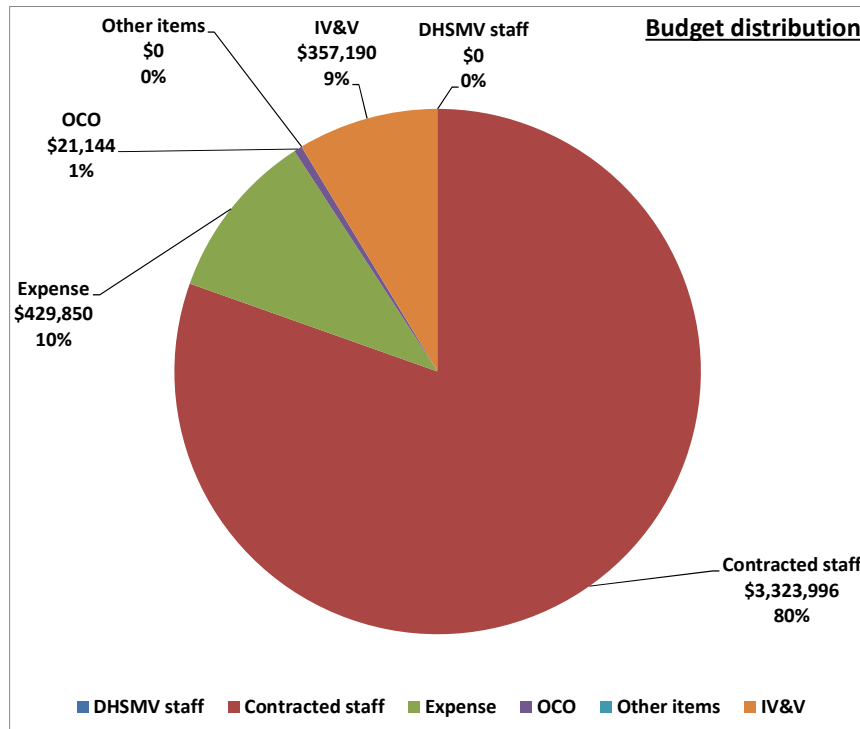
Supporting information



Project budget

Budget and actual distribution

Supporting information



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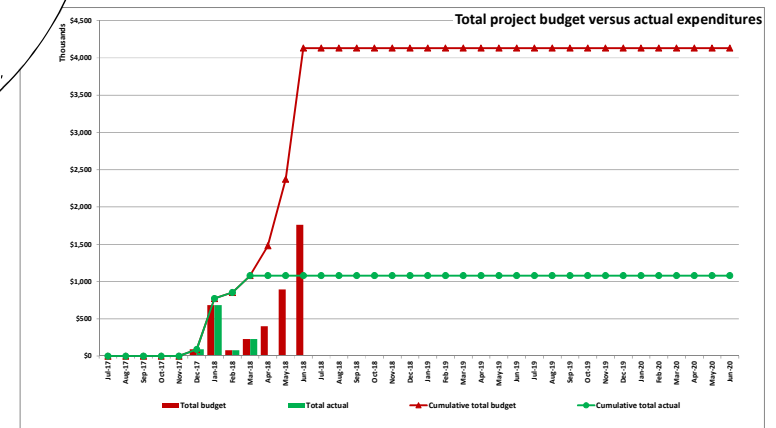
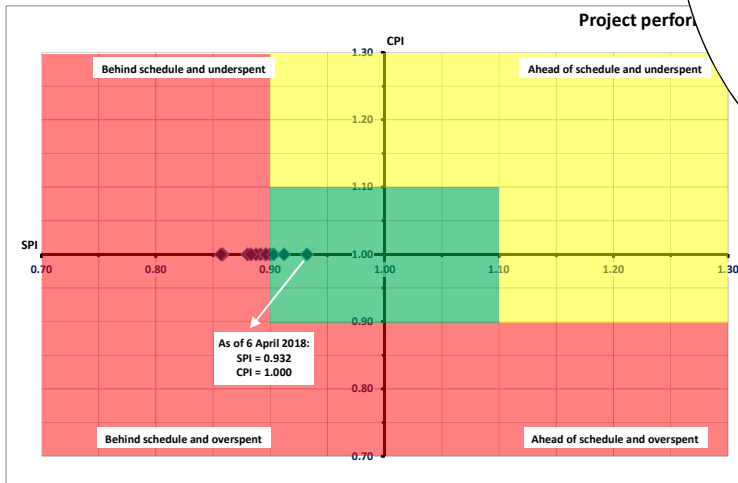
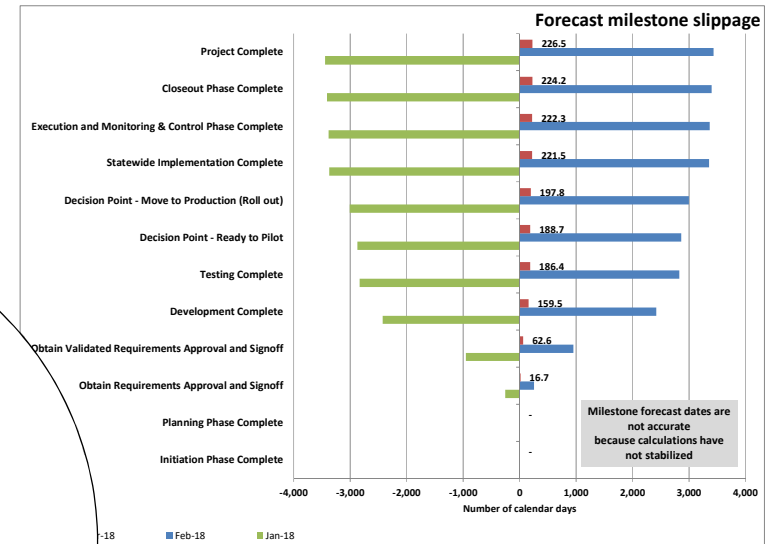
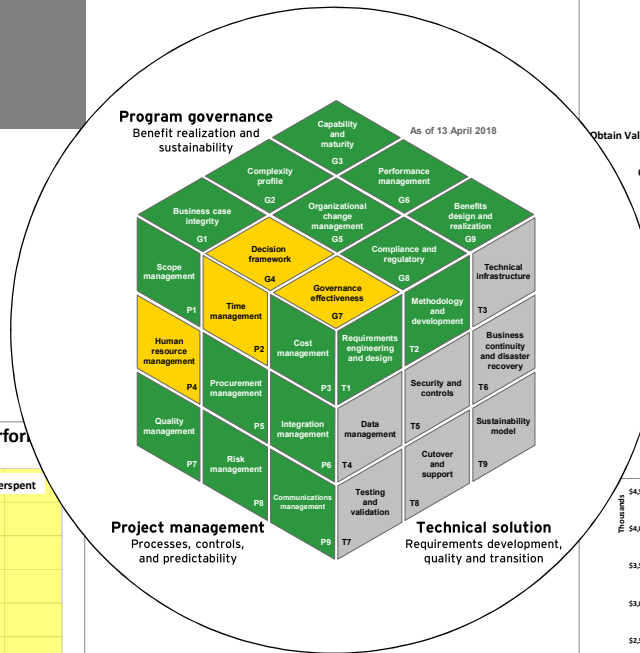
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Motorist Modernization Program (Phase II) IV&V Status

20 April 2018

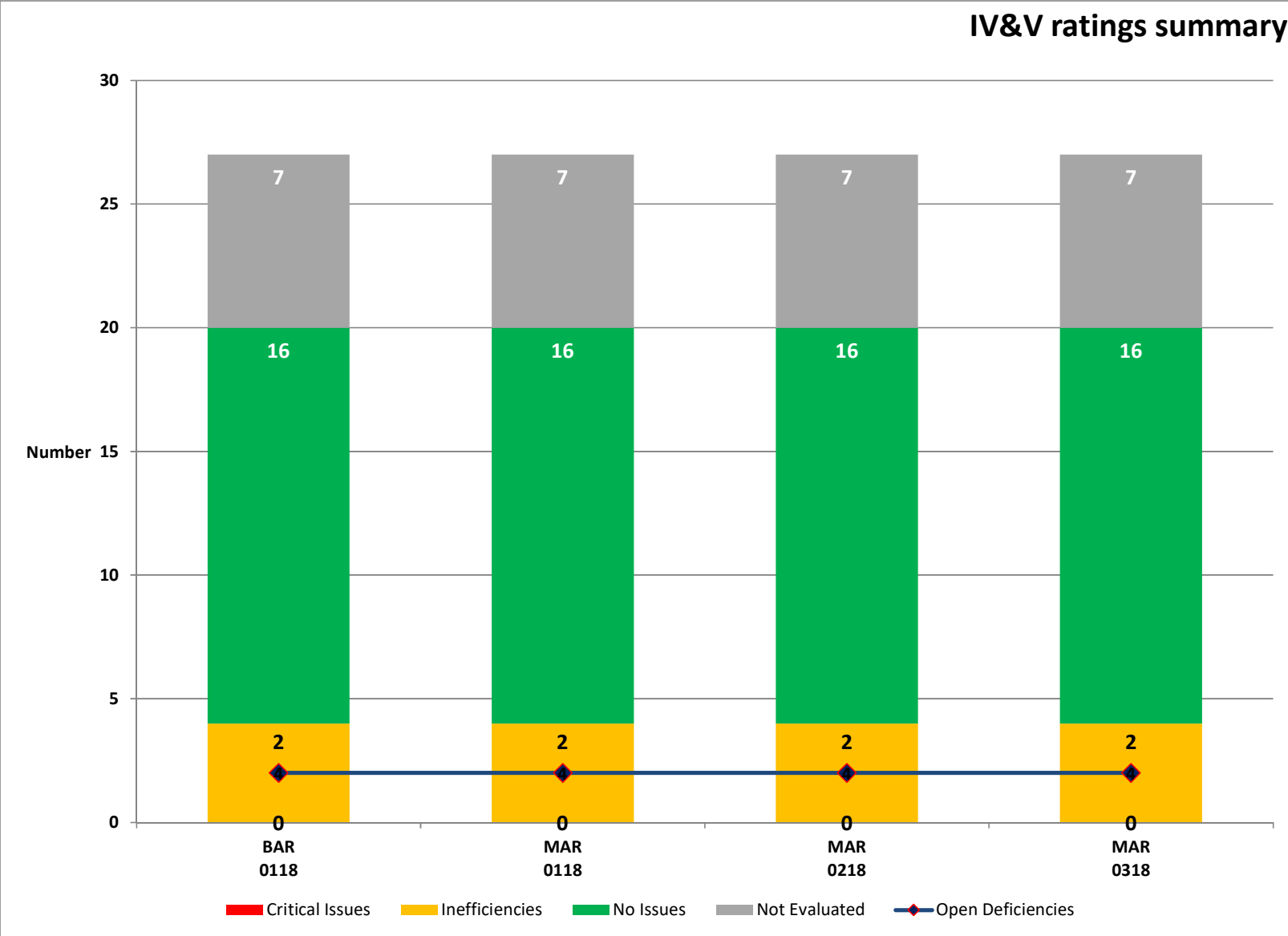
- ▶ There are two (2) open IV&V deficiencies
 - ▶ Incomplete program governance
 - ▶ Incomplete program management discipline
- ▶ The Program is within established schedule performance thresholds
- ▶ The Program is within established cost performance thresholds
- ▶ Current milestone status is unknown.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

Current IV&V risk state



Data contained in this placemat is as of 13 April 2018

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





FLORIDA

A SAFER

HIGHWAY SAFETY AND MOTOR VEHICLES



Motorist Modernization Financials

April 10, 2018



Motorist Modernization Phase I Financial Review



Phase I LBR Requests – Total Project

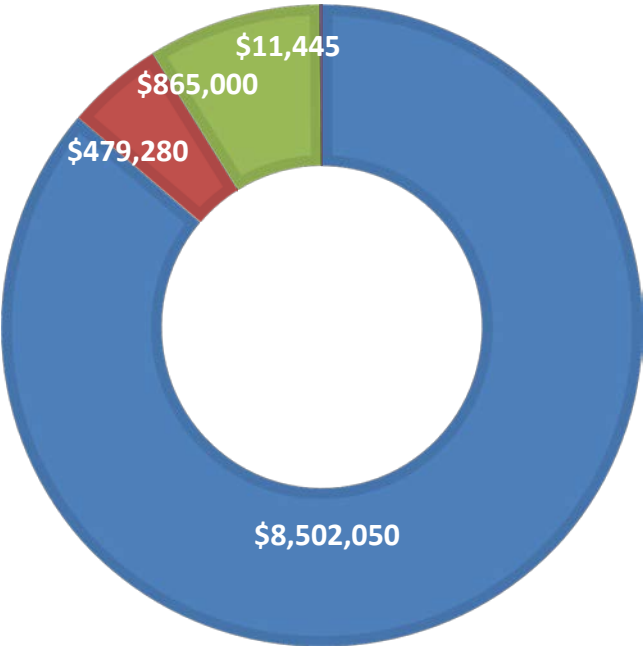
Fiscal Year	Total Request	Contracted Services	IV&V Services	Expense (Software, Travel, etc.)	OCO
2014-2015	\$ 2,500,000	\$ 1,514,762	\$ 619,186	\$ 61,478	\$ -
2015-2016	\$ 6,362,609	\$ 5,468,933	\$ 479,280	\$ 382,501	\$ 31,895
2016-2017	\$ 8,749,351	\$ 7,907,512	\$ 479,280	\$ 336,688	\$ 25,871
2017-2018	\$ 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



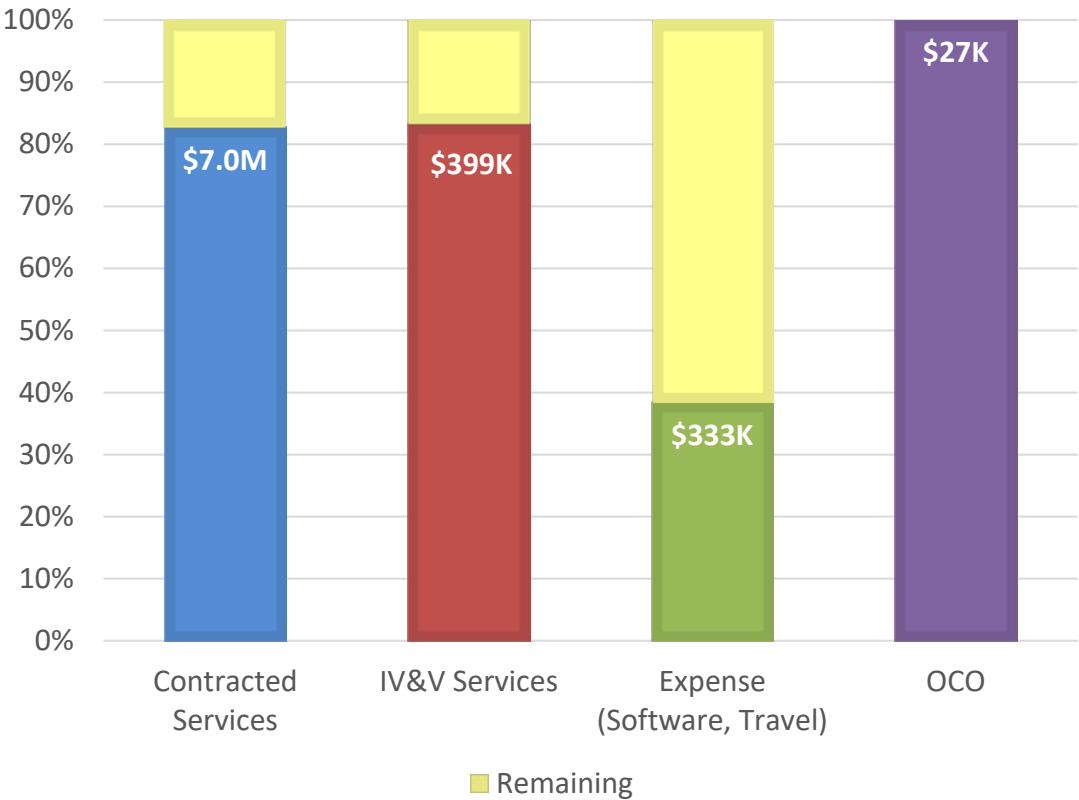
Budget and Actuals: Current Fiscal Year through April 30, 2018

BUDGET: \$9,857,775



■ Contracted Services ■ IV&V Services ■ Expense (Software, Travel) ■ OCO

ACTUALS: \$7,752,589



Motorist Modernization Phase II Financial Review



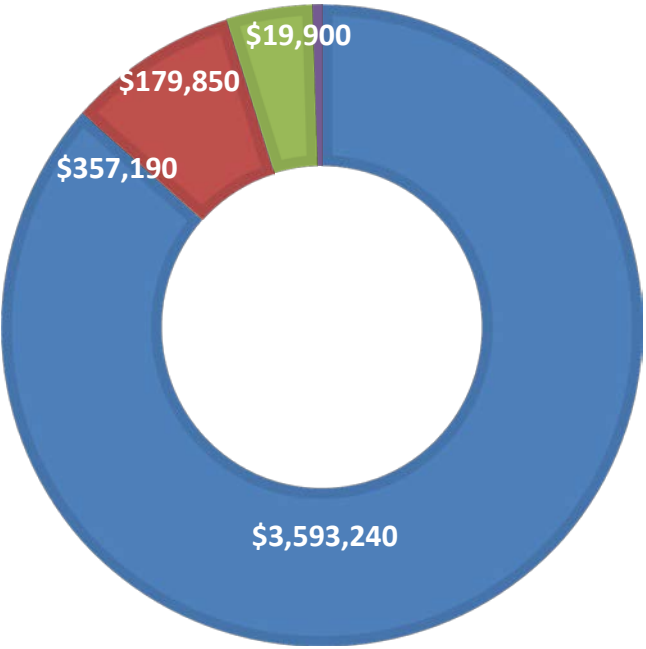
Phase II LBR Requests – Total Project

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

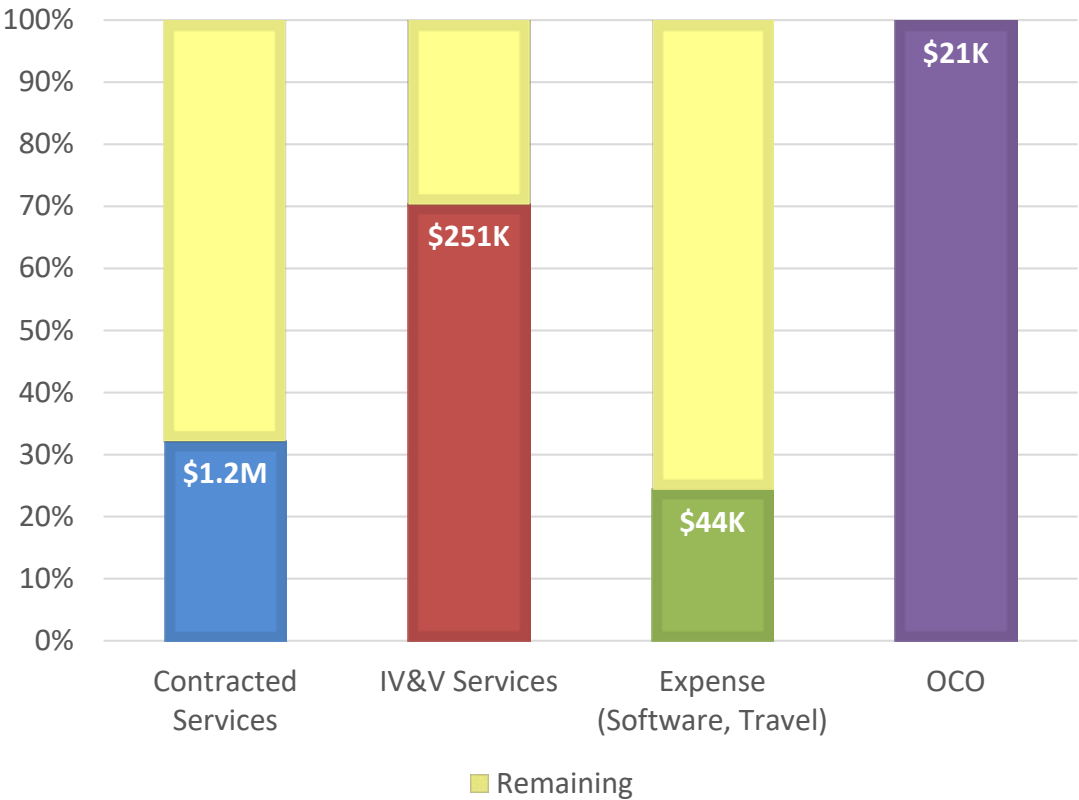
Budget and Actuals: Current Fiscal Year through April 30, 2018

BUDGET: \$4,132,180



■ Contracted Services ■ IV&V Services ■ Expense (Software, Travel) ■ OCO

ACTUALS: \$1,475,695



Motorist Modernization Phase II Financial Review

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	\$1,479,674	\$1,475,695	(.27)%
Month to Date (March 2018)	\$399,470	\$395,598	(.97)%
Remaining Funds	\$2,656,486		

Questions?



THANK
YOU



Office of Motorist Modernization
Phase II - Decision Log

Team	Item #	Description	Submit Date	AB Recommendation	AB Date	ESC Decision/Notes	Status	Close Date
POR	POR02	The Portal team needs assistance in defining the scope of the Fleet services functionality within the Portal. There have been several business cases discussed: Sunshine State Screen Scrape Banks/Credit Unions (Temp Tags, Repossessions,etc.) Leasing Companies (Temp Tags to pick-up cars)	4/13/2018					
POR	POR03	Motor Vehicle Records Sales (MVRN Report)	4/13/2018					
POR	POR04	A request was submitted to the Portal team to allow the seller and buyer to complete and verify all information required (odometer) for a title transfer online with electronic signatures for processing of title transfers via the Portal. The team is concerned about insuring the exchange of money and the title certificate.	5/1/2018					
POR	POR05	As we design the new system, let's explore whether we can design a secure system that will allow a 100% online process for transferring titles, and (and obtaining registrations) for two vehicles that are currently titled in Florida-we could pair this with our ELT system to ensure the title is free of liens. It would allow for the uploading of documents and the accepting of payments (credit card or echeck). This process may set up some type of work queue on the backend that the TC staff would work. It should also send notifications to the vehicle owner as the paperwork is processed and approved. Maybe we would require someone to have a MyDMV portal account before they could use it. The customer should also have the ability to have the resulting title or registration Fed Exed to them the next business day. It should also send a notice to the prior owner or registrant that ownership has been transferred. I'd like to also see something similar for MCOs. The wet e-odometer form will be something we need to overcome.	5/1/2018					

Office of Motorist Modernization
Phase II - Decision Log

Team	Item #	Description	Submit Date	AB Recommendation	AB Date	ESC Decision/Notes	Status	Close Date
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	Agreed with the ESC decision. Question was asked who would send the letter out to the customer? Would it be through the Portal? It would probably be a batch job by the department in a certain amount of days within the allotted time frame.	4/10/2018	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. 05/02/2018 Update After further discussion, a request was made to get stats from Kevin Gray as to how many people change their address on their MV transaction and do not change their address on their DL at the same time. We want to see what the estimated cost would be to send out the notifications to the customer vs an email notification.		
REG	REG04	Should the system do a NMVTIS check prior to approval of a renewal? Would potentially slow down (and/or throw errors) on high-speed processing, county web sites, MyDMV Portal, etc.	4/25/2018			05/02/2018 Update Check with AAMVA to see if we can do the NMVTIS check on registrations. Florida titles should be cancelled in the system if they have been titled out of state.		

Office of Motorist Modernization
Phase II - Decision Log

[illegible]

Office of Motorist Modernization
Phase II - Decision Log

Team	Item #	Description	Submit Date	AB Recommendation	AB Date	ESC Decision/Notes	Status	Close Date

Office of Motorist Modernization
Phase II - Legal Opinion Log

[illegible]

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 4/27/2018

Dealer Services



Portal/Fleet



IFTA/IRP



Titles



Registrations



Globals/Batch



Tasks														KEY	
AS-IS Documentation	Due Date	# of items	% Complete	# of items	% Complete	# of items	% Complete	# of items	% Complete	# of items	% Complete	# of items	% Complete	<div>Green</div> <div>The team is on schedule for completing by the target date (based on % complete).</div> <div>---</div> <div>Yellow</div> <div>The team is trending behind schedule for completing the by the target date and has established a plan to catch up (based on % complete).</div> <div>---</div> <div>Red</div> <div>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).</div>	
Document existing functionality (Gap)	3/23/2018	129	100%	57	100%	173	100%	72	100%	62	100%	119	100%		
Document existing rules for COBOL Batch	5/25/2018	129	100%	57	N/A	173	100%	44	100%	61	N/A	119	100%		
Document requested functionality	4/6/2018	137	100%	92	100%	188	100%	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	100%	62	100%	119	100%		
Categorize functionality	4/6/2018	129	100%	57	100%	173	100%	72	100%	62	100%	119	100%		
Gap Analysis Report (Increment 1)	4/9/2018		✓		✓		✓		✓		✓		✓		
TO-BE Documentation															
Create to-be process flow diagrams	5/18/2018	123	5%	71	61%	75	43%	72	29%	59	42%	115	3%		
<i>Draft process flows</i>		9	7%	44	62%	64	85%	21	29%	26	44%	6	5%		
<i>Approved by Business</i>		4	3%	43	61%		0%	21	29%	23	39%	2	2%		
Create user stories	5/18/2018	123	4%	71	61%	142	50%					115	11%		
<i>Draft user stories</i>		11	9%	44	62%	142	100%					26	23%		
<i>Approved by Business</i>		0	0%	43	61%	0	0%					0	0%		
Create acceptance criteria and business rules	5/18/2018			71	61%	120	1%								
<i>Draft acceptance criteria and business rules</i>				43	61%	3	3%								
<i>Approved by Business</i>				43	61%		0%								
Create application mockups	5/18/2018	123	4%	71	60%		N/A		13%		13%	115	29%		
<i>Draft application mockups</i>		9	7%	43	61%				20%		20%	33	29%		
<i>Approved by Business</i>		2	2%	42	59%				5%		5%	33	29%		
Prioritize requirements and determine milestones	6/1/2018														
Stakeholder review	6/1/2018														
Document existing business rules for UNIFACE	5/25/2018	105	8%	57	81%	173	0%	72	100%	61	100%	119	0%		
Gap Analysis Report (Increment 2)	various														