Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, May 12, 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
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
  - Diane Buck, FLHSMV
  - Jay Levenstein, FLHSMV
  - Lisa Cullen, Florida Tax Collectors
  - Sherri Smith, Florida Tax Collectors
  - Sgt. Derek Joseph, Law Enforcement
  - Steve Burch, FLHSMV
  - Stephen Boley, FLHSMV

- Additional FLHSMV members included – Kristin Green, Terrence Samuel, Janis Timmons, Larry Gowen, Rachel Graham, Laura Freeman, Cathy Thomas, Elissa Cullen, Craig Benner, Koral Griggs, Stacey Bayyari and Judy Johnson.

- Visitors included – Gary Didio and Greg Williams with Ernst & Young. Nathan Johnson and Michelle McGinley from Accenture. Andrew Bell from Florida Auto Tag Agencies, Carl Ford from J Ford Consulting, Jessica Lanese with DMS, Theresa Ebeling and Amber Royal with Vera Mobility and Rebekah Bauman with Grant Street also attended.

REVIEW OF MEETING MINUTES

- Rachel Graham reviewed the meeting minutes from March 10, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the March 10, 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 .999. The “to complete schedule performance index (TSPI)” was 1.001 and decreasing. 3 of 1,446 total tasks were late. The project schedule was rebased resulting in a program completion date of 4.0 days late. He stated the hiring freeze related to COVID-19 is impacting the team’s ability to mitigate risks and issues related to the need to add external resources.

ORGANIZATIONAL CHANGE MANAGEMENT UPDATE

- Craig Benner presented a Phase II OCM team update. He stated the team continued to work on the OCM schedule and plan to have the first draft completed at the end of April 2020.
STAKEHOLDER OUTREACH
• There was no stakeholder outreach update at the meeting.

FINANCIAL REVIEW
• Janis Timmons presented a Phase I and II financial review. The Phase I budget is $2.3 million with $1.4 million expended. There was a 0 percent variance with approximately $883K in remaining funds. The budget for Phase II is $13.7 million with $5.7 million expended. There was a 0 percent variance with approximately $8 million in remaining funds.

PHASE II PROJECT UPDATE
• Nathan Johnson presented an overview of the Phase II Traffic Light Report. The Portal/Fleet team has been working on completing the motor vehicle check application to close Milestone B. Teams A and B have been trending behind on Milestone B due to the decreased developer and tester capacity as well as completing the requirement refinement process. For Milestone C, Team A will be working on the original registration transaction. Team B will continue to work on inventory functions. The Portal/Fleet team will work on the motor vehicle records request. He stated the quarterly All-Hands meeting will be held next week.
• Cathy Thomas mentioned the success and productivity of the teams’ remote meetings.
• Terrence Samuel asked how the participation has been from the tax collector SMEs during telework.
• Ms. Thomas stated there has been a slight participation impact, but the teams have continued to receive what they needed from the SMEs.

COMMUNICATIONS UPDATE
• Koral Griggs presented an overview of the Phase II Communications Plan.

Q&A
• Terrence Samuel discussed scheduling focus group meetings via GoToMeeting.
• Lisa Cullen agreed with moving forward on holding these meetings virtually. She suggested possibly having a pared down meeting with only one team first.
• Carl Ford offered assistance with having a virtual follow-up meeting with the license plate agencies if needed.
• Mr. Samuel stated he would prefer to have the meeting with the license plate agencies in person; however, the team would discuss having it virtually if meeting in person is not an option.

ADJOURNMENT
• Mr. Samuel adjourned the meeting at approximately 2:51 p.m.
• The next Advisory Board Phase II Meeting is scheduled for May 12, 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 (3/10/20): 2 Pages
- OCM Update Report: 1 Page
- MM Phase II IV&V Update: 30 Pages
- MM Phase I/II Financials: 7 Pages
- Phase II Traffic Light Report: 2 Pages
- Phase II Communications Plan: 2 Pages
FLHSMV OCM Team Summary – Phase II

Tasks In Progress

• Working with Accenture on DED 16 (Increment 5) - OCM Comprehensive Review
• Schedule review meeting with Phase II project management took place on May 5
• Reviewing Gap Analysis of Deliverable 16
• Beginning scheduled planning tasks

Key Risks and Issues

• No identified Risks or Issues at this time

SUMMARY & HIGHLIGHTS

• Submitted initial draft Phase II schedule along with OCM roadmap to OMM leadership

Report: May 7, 2020
Motorist Modernization Financials

MAY 7, 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 April 2020

Budget: $2,323,620

- Contracted Services: $2,303,620
- Expense (Software, Travel): $20,000

Actuals: $1,600,000

- Contracted Services Expense (Software, Travel): $1,600,000
- Remaining: $360,000
## 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><strong>Fiscal Year 2019-2020</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Funding</td>
<td>$2,323,620</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fiscal Year to Date</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,600,000</td>
<td>$1,600,000</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Month to Date</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(April 2020)</td>
<td>$160,000</td>
<td>$160,000</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Remaining Funds</strong></td>
<td>$723,620</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Phase II: Total Project

### LBR Requests

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Request</th>
<th>Contracted Services</th>
<th>IV&amp;V Services</th>
<th>Expense</th>
<th>OCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>$4,132,180</td>
<td>$3,575,240</td>
<td>$357,190</td>
<td>$179,850</td>
<td>$19,900</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$5,037,000</td>
<td>$4,455,960</td>
<td>$423,240</td>
<td>$150,000</td>
<td>$7,800</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$13,742,200</td>
<td>$9,715,960</td>
<td>$423,240</td>
<td>$3,570,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>2020-2021</td>
<td>$9,877,400</td>
<td>$7,615,960</td>
<td>$423,240</td>
<td>$1,814,200</td>
<td>$24,000</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$7,377,440</td>
<td>$6,689,200</td>
<td>$423,240</td>
<td>$232,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$4,408,260</td>
<td>$3,781,020</td>
<td>$423,240</td>
<td>$200,000</td>
<td>$4,000</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>
<td><strong>$6,146,050</strong></td>
<td><strong>$121,700</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through April 2020

**BUDGET:** $13,742,200

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

**ACTUALS:** $6,289,972

- **Contracted Services:** $5.90M
- **IV&V Services:** $352K
- **Expense (Software, Travel):** $0
- **OCO:** $33K

Remaining

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
## Budget and Actuals

### 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>$13,742,200</td>
<td>$6,289,972</td>
<td>0.00%</td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$6,289,972</td>
<td>$6,289,972</td>
<td>0.00%</td>
</tr>
<tr>
<td>Month to Date (April 2020)</td>
<td>$586,078</td>
<td>$568,078</td>
<td>0.00%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$7,452,228</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Motorist Modernization Program Phase II (MMP2)

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

Independent Verification and Validation (IV&V) Monthly Assessment Report Summary

March 2020

24 April 2020
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 31 March 2020
General IV&V overview

There are no open IV&V deficiencies
- No additional facets reviewed since the last report
- No new deficiencies identified since the last report
- No new process improvement recommendations identified since the last report

The MMP2 Program is within established schedule performance thresholds
- The SPI is 0.999 and the overall trend is increasing
- 8 of 1,601 total tasks (0.50%) contained in the project schedule are late
- 4 of 74 total tasks (5.41%) for the current period are late
- SV is currently -48.0 hours and the overall trend is decreasing
- TSPI is 1.001 and the overall trend is decreasing

The MMP2 Program is within established cost performance thresholds
- The CPI is 1.000 and the overall trend is steady
- The Program is currently on budget based on provided budget and spending information

The MMP2 Program is behind schedule
- The Program completion date is forecast to be 03 December 2023, 3.8 days late
- Future milestones are projected to be completed behind schedule
- The overall trend for time the project is behind schedule is decreasing
General IV&V overview (continued)

- The COVID-19 has created an unprecedented working environment as the MMP2 Project has migrated to remote working.
  - The MM Program Team has successfully navigated the transition with minimal disruption to-date and is tracking the risk with Risk 74.
  - Continued, close monitoring of productivity is necessary to maintain desired progress.

- Florida’s hiring freeze related to COVID-19 is impacting the project team’s ability to mitigate Risk 51, Risk 73, Issue 15 and Issue 16 related to the need to add external project resources.
  - The project should begin to develop a contingency plan for the scenario where the hiring freeze remains for an extended duration.
Overall risk state and trending

Risk state for MMP2

Program governance
Benefit realization and sustainability
- As of 31 March 2020

Project management
Processes, controls, and predictability

Technical solution
Requirements development, quality, and transition

Risk state with trending

- 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.
- Grey: 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 03 December 2023, 3.8 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 48.0 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: $18,402,054 (80%)
- Contracted Staff: $84,109 (1%)
- Expenses: $3,221,547 (14%)
- OCO: $84,109 (1%)
- Other: $0 (0%)
- IV&V: $1,203,670 (5%)

Total: $22,911,380

Actual

- DHSMV Staff: $1,062,590 (7%)
- Contracted Staff: $12,872,532 (90%)
- Expenses: $272,502 (2%)
- OCO: $84,109 (1%)
- Other: $0 (0%)
- IV&V: $1,402,054 (80%)

Total: $14,291,732

Actual versus remaining

- Actual: $14,291,732
- Remaining: $8,619,647

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
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>Process improvement recommendations</td>
<td>► The following process improvement recommendations have been addressed since the last report:</td>
</tr>
<tr>
<td>addressed</td>
<td>► P213 – Fully define each role and associated responsibilities within a team</td>
</tr>
<tr>
<td></td>
<td>► P214 – Complete reverse engineering prior to grooming user stories</td>
</tr>
<tr>
<td>New process improvement recommendations</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>04/24/2020</td>
<td>Complete</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>
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<tr>
<td>MAR – Jun 2020 (IVV-302BD)</td>
<td>07/15/2020</td>
<td>07/30/2020</td>
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<td></td>
</tr>
</tbody>
</table>
Supporting information

- EVM basics
- Key indicators
- IV&V ratings summary
- Status of key deficiency recommendations
- Open deficiencies and recommendations
- Open process improvement recommendations
- Schedule and cost performance
- Major project and release milestones
- Late tasks
- Project schedule quality
- Project budget
EVM basics

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

SV = EV - PV
SPI = EV / PV

Late (T₀)
ES forecast

Baseline (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, methodologies and tools that have been used for other DHSMV projects.</td>
</tr>
</tbody>
</table>
| Is the project on time?                                       | No    | ➤ The MMP2 Program is within established schedule performance thresholds.  
➤ The completion date is forecast to be 03 December 2023, 3.8 days late  
➤ The SPI is 0.999 and the overall trend is **increasing**  
➤ 8 of 1,601 total tasks (0.50%) contained in the project schedule are late  
➤ SV is currently -48.0 hours and the overall trend is **decreasing**  
➤ TSPI is 1.001 and the overall trend is **decreasing** |
| Is the project on budget?                                     | Yes   | ➤ The MMP2 Program is within established cost performance thresholds.  
➤ The CPI is 1.000 and the overall trend is **steady**.  
➤ The Program is currently on budget based on provided budget and spending information. |
| Is scope being managed so there is no scope creep?            | Yes   | ➤ The work being completed as part of the MMP2 Program is within the scope of the project as defined in the Schedule IV-B Feasibility Study.   
➤ Additional change requests are reviewed and approved based on the established change management process. |
| What are the project’s future risks?                          | Unknown | ➤ The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&V team. |
| Are the project’s risks increasing or decreasing?             | Steady | ➤ The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&V team. |
| Are there new or emerging technological solutions that will affect the project’s technology assumptions? | No    | ➤ New and emerging technologies were considered in the Feasibility Study.  
➤ None have an adverse effect on the project’s technological assumptions. |
Supporting information

- 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

**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**

- P2D2: 8
- P2D1: 4

**Recommendation priority by deficiency**

- P2D2: High: 0, Medium: 8, Low: 0
- P2D1: High: 0, Medium: 4, Low: 0

*Supporting information*
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.
## Open process improvement recommendations

**Supporting information**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Actions taken</th>
</tr>
</thead>
</table>
| ► P2I2 – Lack of training ► Provide role-specific training to individuals assigned to a team. | ► IV&V (MAR – December 2019)  
► Process improvement opened  
► DHSMV (MAR – January 2020)  
► Resolution underway  
► IV&V (MAR – February 2020)  
► No update received  
► DHSMV (MAR March 2020)  
► In March 2020, a meeting was held with leadership from OMM and Motorist Services to review concerns and discuss recommendations with the Product Owners, Alternate Product Owners, Senior and Junior Business Analysts as well as Project Managers.  
► In late March and early April 2020, many of these recommendations were moved forward and then adjusted to deal with COVID-19.  
► Due to COVID-19, the Agile Business Analyst training course scheduled for April 13 to 15 has been postponed and will be rescheduled for a future date |
Schedule and cost performance

Supporting information

- 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.

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.
Schedule and cost performance (continued)

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

SPI = EV/PV
TSPI = (BAC-EV)/(BAC-PV)
## Major project milestones

### Supporting information

<table>
<thead>
<tr>
<th>WBS</th>
<th>Title</th>
<th>Completion date</th>
<th>Days late/early</th>
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<tbody>
<tr>
<td>3.5.15.1.6</td>
<td>Release 1 Development Complete</td>
<td>Planned: 01/20/22, Forecast: 01/22/22</td>
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<tr>
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<tr>
<td>3.5.16.5.1</td>
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<td>Planned: 09/21/23, Forecast: 07/31/22</td>
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<tr>
<td>3.7</td>
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<td>4.5</td>
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<tr>
<td>5</td>
<td>Project Complete</td>
<td>Planned: 11/30/23, Forecast: 09/24/23</td>
<td>3.7</td>
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1. Planned – Scheduled completion date based on the latest schedule baseline
2. Forecast – Based on ES calculations and the current SPI
3. Actual – The actual completion date
4. Days late/early – Difference between planned and forecast or actual completion dates
5. Unable to forecast past milestone dates
## Release milestones

**Supporting information**

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</tr>
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<tr>
<td></td>
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<td>Forecast</td>
</tr>
<tr>
<td>Milestone A</td>
<td>01/22/20</td>
<td>01/23/20</td>
</tr>
<tr>
<td>Milestone B</td>
<td>04/30/20</td>
<td>05/01/20</td>
</tr>
<tr>
<td>Milestone C</td>
<td>07/16/20</td>
<td>07/17/20</td>
</tr>
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<td>Milestone D</td>
<td>10/22/20</td>
<td>10/23/20</td>
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<td>Milestone E</td>
<td>01/21/21</td>
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<td>Milestone F</td>
<td>05/06/21</td>
<td>05/08/21</td>
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<td>Milestone G</td>
<td>08/12/21</td>
<td>08/14/21</td>
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<td>Milestone H</td>
<td>10/28/21</td>
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<td>Milestone I</td>
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<td>04/28/22</td>
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<td>Milestone K</td>
<td>08/04/22</td>
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<tr>
<td>Milestone L</td>
<td>11/10/22</td>
<td>11/13/22</td>
</tr>
<tr>
<td>Milestone M</td>
<td>02/16/23</td>
<td>02/19/23</td>
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</table>

1. Planned – Scheduled completion date based on the latest schedule baseline
2. Forecast – Based on ES calculations and the current SPI
3. Actual – The actual completion date
4. Days late/early – Difference between planned and forecast or actual completion dates
5. Unable to forecast past milestone dates
Late tasks

Supporting information

- 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: 8
- 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 0.50% 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Overall Quality – Entire Schedule</th>
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<tbody>
<tr>
<td>27-Mar-20</td>
<td>96.1</td>
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<tr>
<td>20-Mar-20</td>
<td>96.1</td>
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<td>13-Mar-20</td>
<td>96.1</td>
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<tr>
<td>6-Mar-20</td>
<td>96.1</td>
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</table>

<table>
<thead>
<tr>
<th>Key Indicators</th>
<th>Schedule Parameters</th>
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<tbody>
<tr>
<td>Dynamic schedule</td>
<td>Summary tasks</td>
</tr>
<tr>
<td>Critical path</td>
<td>100.0</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>Milestone tasks</td>
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<tr>
<td>Task durations</td>
<td>95.7</td>
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<tr>
<td>Schedule baseline</td>
<td>Normal tasks</td>
</tr>
<tr>
<td>On time tasks</td>
<td>93.6</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
</tr>
<tr>
<td></td>
<td>99.6</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Quality Value</th>
</tr>
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<tbody>
<tr>
<td>🚀 90 or greater</td>
</tr>
<tr>
<td>🚪 Between 75 and 90</td>
</tr>
<tr>
<td>🔴 Between 60 and 75</td>
</tr>
<tr>
<td>🚪 Between 45 and 60</td>
</tr>
<tr>
<td>🔴 Less than 45</td>
</tr>
</tbody>
</table>

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Page 24

MMP2-IVV-312BB Mar Status v2.0 Final - 20200424
Project schedule quality
MMP2 period

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: 95.4
- Conclusions:
  - Overall schedule quality is consistent and excellent

<table>
<thead>
<tr>
<th>Key Indicators</th>
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<tbody>
<tr>
<td>Dynamic schedule</td>
<td>Summary tasks</td>
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<td>Critical path</td>
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<td>Task durations</td>
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<tr>
<td>Schedule baseline</td>
<td>On time tasks</td>
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<td>On time tasks</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 budget
DHSMV staff funding

Supporting information

Total DHSMV staff budget versus actual expenditures

Thousands

Total DHSMV staff - budget
Total DHSMV staff - actual
Cumulative total DHSMV staff - budget
Cumulative total DHSMV staff - actual
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

Total expense budget versus actual expenditures

Thousands

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

Total OCO budget versus actual expenditures
Project budget
Other items funding

Supporting information

Total other items budget versus actual expenditures

Thousands


$0

$0

$0

$0

$0

$0

$0

$0

$0

$0

$0

$0

$0

Total other items - budget  Total other items - actual  Cumulative total other items - budget  Cumulative total other items - actual
Project budget
IV&V services funding

Supporting information

Total IV&V services budget versus actual expenditures

Thousands

Total IV&V services - budget
Total IV&V services - actual
Cumulative total IV&V services - budget
Cumulative total IV&V services - actual
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0911-1106924

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## Phase II - Milestone B (Jan 22 - Apr 30 2020) as of 5/5/2020

### Team A - T&R Issuance

<table>
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<tr>
<th>Current Activity</th>
<th>Sprint 10</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
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<tbody>
<tr>
<td>Not Started</td>
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<td>368</td>
<td>13.8%</td>
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### Team B - MV Globals

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<th>Development</th>
<th>Testing</th>
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### Portal/Fleet

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### Summary - All Teams

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<thead>
<tr>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
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### Notes:
- **Development** - Application Development (current sprint)
  - **Green**: Remaining sprint work can be completed within capacity
  - **Red**: Remaining sprint work cannot be completed within capacity
- **Testing** - Application Testing (current sprint)
  - **Green**: Remaining sprint work can be completed within capacity
  - **Red**: Remaining sprint work cannot be completed within capacity
- **Business Actions** - Dependencies on the business (requirements clarification, decisions, 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
- **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 sprint worth of user stories refined
  - **Yellow**: 1-2 sprint worth of user stories refined
  - **Red**: <1 sprint worth of user stories refined

**Percentages [%]**: by count of user stories for this Milestone
# Phase II - Milestone C (Apr 29 - July 16, 2020)
as of 5/5/2020

## Team A - T&I Issuance

<table>
<thead>
<tr>
<th>Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
</tr>
</thead>
<tbody>
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<td>Current Activity</td>
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<td>N/A</td>
<td>N/A</td>
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<td>N/A (not started)</td>
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## Team B - MV Globals

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<th>Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
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<td>N/A (not started)</td>
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<td>N/A</td>
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## Portal/Fleet

<table>
<thead>
<tr>
<th>Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
</tr>
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<tbody>
<tr>
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## IFTA/IRP

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<th>Business Actions</th>
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## Enterprise

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<thead>
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<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
</tr>
</thead>
<tbody>
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<td>Current Activity</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
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<td>N/A</td>
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## SUMMARY - ALL TEAMS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Activity</td>
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<td>N/A</td>
<td>N/A</td>
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<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>

## Technical Debt

- **Technical Debt** - Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
  - **Green** - Remaining sprint work can be completed within capacity
  - **Red** - Remaining sprint work cannot be completed within capacity
- **Business Actions** - Dependencies on the business (requirements clarification, decisions, etc.)
  - **Green** - Remaining sprint work can be completed within capacity
  - **Red** - Remaining sprint work cannot 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** - Delays in tech dependencies have impacted schedule
- **Red** - Delays in tech dependencies not impacting schedule

## Testing - Application Testing (current sprint)

- **Green** - Remaining sprint work can be completed within capacity
- **Red** - Remaining sprint work cannot be completed within capacity

## Business Actions

- **Green** - Remaining sprint work can be completed within capacity
- **Red** - Remaining sprint work cannot be completed within capacity
- **Yellow** - Delays in 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

- **Green** - 2 sprints worth of user stories refined
- **Yellow** - 2 sprints worth of user stories refined (>4)
- **Red** - <1 sprint worth of user stories refined

## Percentages

- **Percentages**: by count of user stories for this Milestone