

**Motorist Modernization Advisory Board – Phase II Meeting**  
**Tuesday, June 9, 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  
FLHSMV  
FLHSMV  
FLHSMV  
FLHSMV  
Florida Tax Collectors  
Florida Tax Collectors  
Law Enforcement  
Law Enforcement

**Agenda**

- Roll Call
- Welcome
- Review and Approval of Last Meeting Minutes
- IV&V Update
- Stakeholder Outreach Update
- MM Phase II Program Update
  - Financial Review
  - Project Updates
- Communications Update
- Q&A
- Adjourn

**Motorist Modernization Advisory Board – Phase II Meeting**  
**Tuesday, May 12, 2020**  
**2:30 to 4:00 PM**  
**VIA: GoToMeeting**

**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 (absent) |
| ○ Steve Burch       | FLHSMV                   |
| ○ Stephen Boley     | FLHSMV                   |

- Additional FLHSMV members included – Kristin Green, Terrence Samuel, Aundrea Powell, Cathy Thomas, Felecia Ford, Koral Griggs, Janis Timmons, Rachel Graham, Laura Freeman, Craig Benner, Jessica Espinoza, Chad Hutchinson, Judy Johnson, Scott Lindsay and Stacey Bayyari.
- Visitors included – Gary Didio and Greg Williams with Ernst & Young. Nathan Johnson from Accenture. Carl Ford from J Ford Consulting, Rebekah Bauman with Grant Street and Melba Rivera-Irizarry and Judith Voll from American Traffic Solutions also attended.

**REVIEW OF MEETING MINUTES**

- Rachel Graham reviewed the meeting minutes from April 14, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the April 14, 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. 8 of 1,601 total tasks were late. The program completion date was forecasted to be 3.8 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.

**STAKEHOLDER OUTREACH**

- Terrence Samuel discussed scheduling virtual Focus Group meetings all day on June 10 – 11. This will include presentations from Titles and Registrations the first day and MV

**Office of Motorist Modernization**

Globals and MyDMV Portal/Fleet the next day. He also discussed scheduling a follow-up meeting with the license plate agencies in the future.

- Lisa Cullen requested we send her the meeting information and agendas and she will forward to the tax collector group.
- Carl Ford requested to publicize our plans on what will be included in the original Titles and Registrations.
- Judy Johnson stated a formal spec document has not been created yet, but she can share once complete.
- Mr. Ford stated he would like to receive it at least two weeks prior to the next meeting with the license plate agencies.

**FINANCIAL REVIEW**

- Janis Timmons presented a Phase I and II financial review. The Phase I budget is \$2.3 million with \$1.6 million expended. There was a 0 percent variance with approximately \$723K in remaining funds. The budget for Phase II is \$13.7 million with \$6.3 million expended. There was a 0 percent variance with approximately \$7.4 million in remaining funds.

**PHASE II PROJECT UPDATE**

- Nathan Johnson presented an overview of the Phase II Traffic Light Report. The Portal/Fleet team completed the motor vehicle check application to close Milestone B. They will work on the motor vehicle records request in Milestone C. Team A continued to work on the issuance of the original title transaction and Team B continued to work on inquiries, summaries and customer creation functionality for Milestone B. Both teams are trending behind. For Milestone C, Team A will be working on the original registration transaction. Team B will work on office settings and inventory functions.

**COMMUNICATIONS UPDATE**

- There was no communications update at the meeting.

**Q&A**

- Lisa Cullen requested an update on Informatica.
- Terrence Samuel stated the team is awaiting final completion dates for development and testing of the Core and non-Core workflows to see if there is going to be an adjustment to the overall Phase I schedule.
- Ms. Cullen asked if completion dates would be provided at the next Advisory Board meeting?
- Mr. Samuel confirmed.

**ADJOURNMENT**

- Mr. Samuel adjourned the meeting at approximately 2:50 p.m.
- The next Advisory Board Phase II Meeting is scheduled for June 9, 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 (4/14/20)	3 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

# FLHSMV OCM Team Summary – Phase II

## Strategy

## Planning

- Engagement Plans
- Change Champion Kickoff

## Implement Change

- DAS
- FHP
- ISA
- MS
- OED

## Measure & Evaluate

- Readiness Survey

### Key Risks and Issues

- *No identified Risks or Issues at this time*

### SUMMARY & HIGHLIGHTS

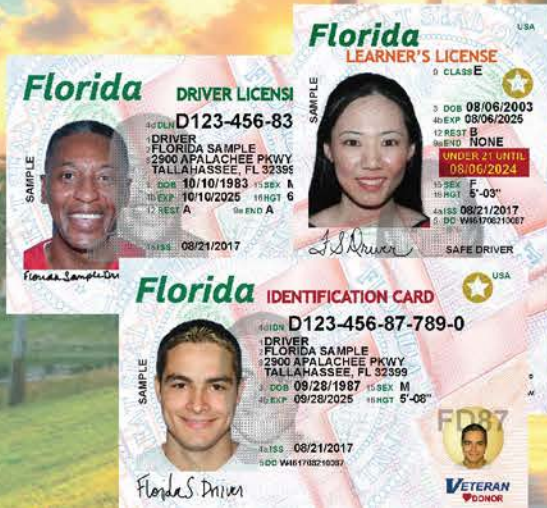
- *Submitted to OMM Leadership:*
  - *Draft Phase II schedule*
  - *OCM Roadmap*
  - *Strategic Framework*
  - *OCM Team Roles*

### Tasks In Progress

- Working with Accenture on DED 16 (Increment 5) - OCM Comprehensive Review
- Draft Phase II Schedule currently being added into Project
- Identifying initial risks and issues and reporting mechanisms

Report: June 9, 2020





# Motorist Modernization Financials

MAY 7, 2020

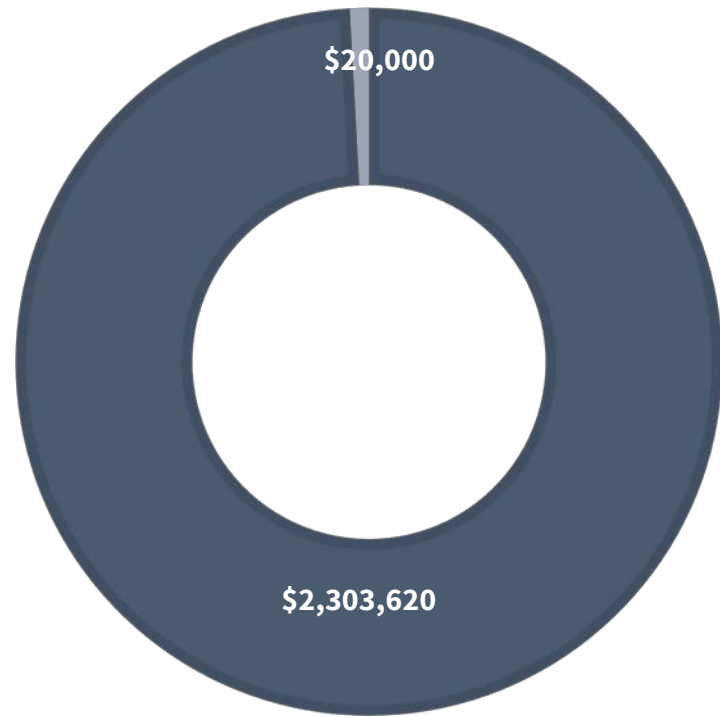


# Phase I Total Project

LBR Requests - Updated

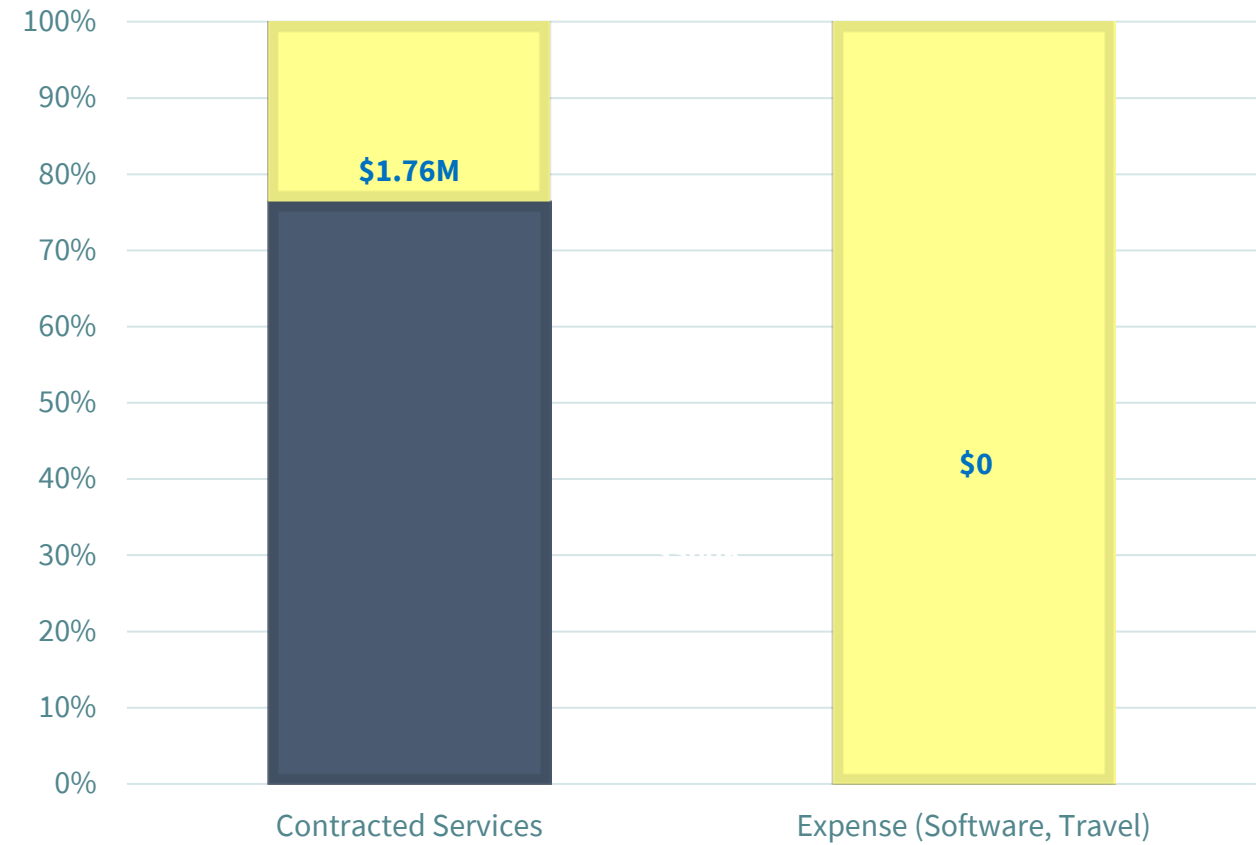
Fiscal Year	Total Request	Contracted Services	IV&V Services	Expense (Software, Travel, etc.)	OCO
2014-2015	\$ 2,500,000	\$ 1,514,762	\$ 619,186	\$ 61,478	\$ -
2015-2016	\$ 6,362,609	\$ 5,468,933	\$ 479,280	\$ 382,501	\$ 31,895
2016-2017	\$ 8,749,351	\$ 7,907,512	\$ 479,280	\$ 336,688	\$ 25,871
2017-2018	\$ 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	\$ 2,323,620	\$ 2,303,620		\$ 20,000	\$ -
Total	\$ 37,329,355	\$ 32,678,267	\$ 2,536,306	\$ 1,745,667	\$ 64,541

**BUDGET: \$2,323,620**



■ Contracted Services ■ Expense (Software, Travel)

**ACTUALS: \$1,760,000**



■ Remaining

*Budget and Actuals: Current Fiscal Year through May 2020*



# Budget and Actuals

## Phase I Overview

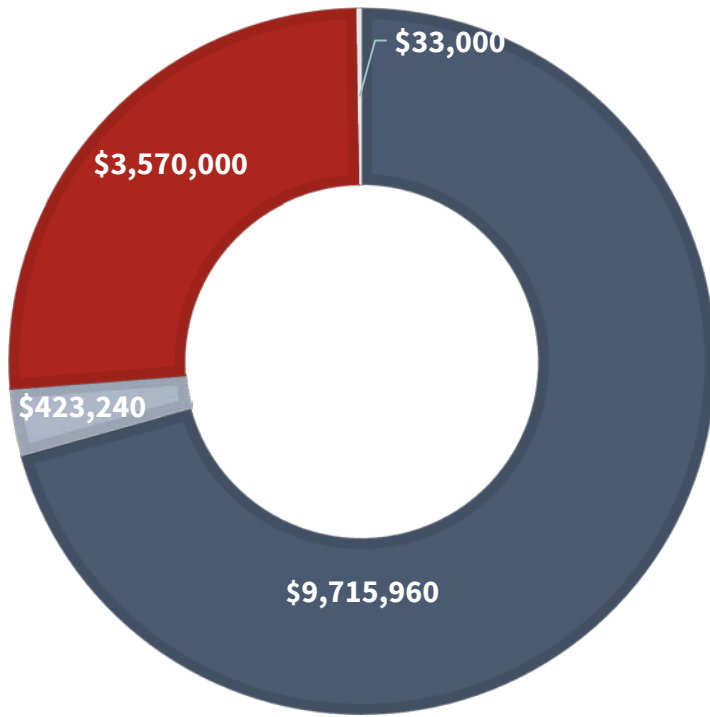
Description	Budget Total	Actuals to Date	Variance
Fiscal Year 2019-2020 Total Funding	\$2,323,620		
Fiscal Year to Date	\$1,760,000	\$1,760,000	0%
Month to Date (May 2020)	\$160,000	\$160,000	0%
Remaining Funds	\$563,620		

# Phase II Total Project

LBR Requests

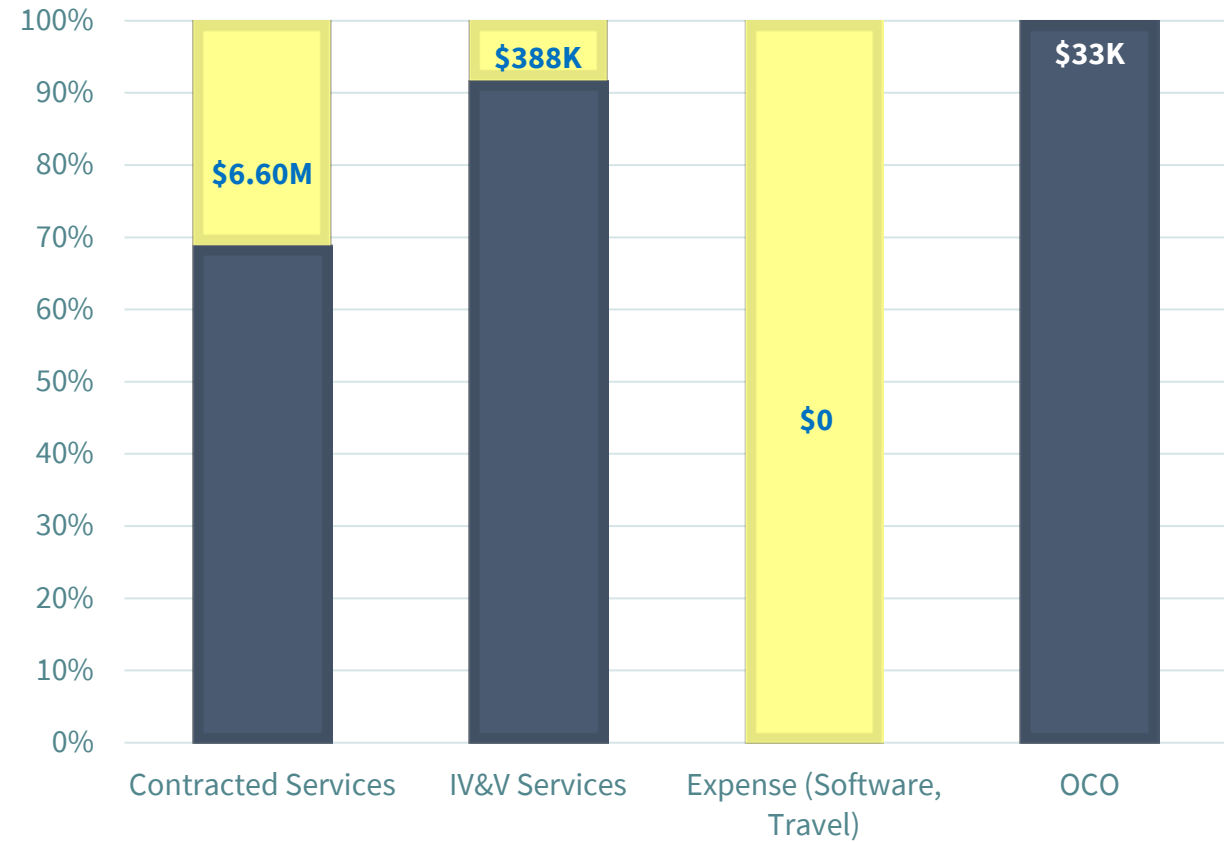
<i>Fiscal Year</i>	<i>Total Request</i>	<i>Contracted Services</i>	<i>IV&amp;V Services</i>	<i>Expense</i>	<i>OCO</i>
2017-2018	\$4,132,180	\$3,575,240	\$357,190	\$179,850	\$19,900
2018-2019	\$5,037,000	\$4,455,960	\$423,240	\$150,000	\$7,800
2019-2020	\$13,742,200	\$9,715,960	\$423,240	\$3,570,000	\$33,000
2020-2021	\$9,877,400	\$7,615,960	\$423,240	\$1,814,200	\$24,000
2021-2022	\$7,377,440	\$6,689,200	\$423,240	\$232,000	\$33,000
2022-2023	\$4,408,260	\$3,781,020	\$423,240	\$200,000	\$4,000
Total	\$44,574,480	\$35,833,340	\$2,473,390	\$6,146,050	\$121,700

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



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

**ACTUALS: \$7,119,050**



■ Remaining

*Budget and Actuals: Current Fiscal Year through May 2020*

# Budget and Actuals

## Overview

Description	Budget Total	Actuals to Date	Variance
Fiscal Year 2019-2020 Total Funding	\$13,742,200		
Fiscal Year to Date	\$7,119,050	\$7,119,050	0.00%
Month to Date (May 2020)	\$829,078	\$829,078	0.00%
Remaining Funds	\$6,623,150		

# 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  
*April 2020*

14 May 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 30 April 2020*



# General IV&V overview

Overall IV&V risk state:

Green

## 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**
- 2 of 1,601 total tasks (0.12%) contained in the project schedule are late
- 0 of 64 total tasks (0.00%) for the current period are late
- SV is currently -38.9 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 02 December 2023, 2.4 days late
- Future milestones are projected to be completed behind schedule
- The overall trend for time the project is behind schedule is **decreasing**

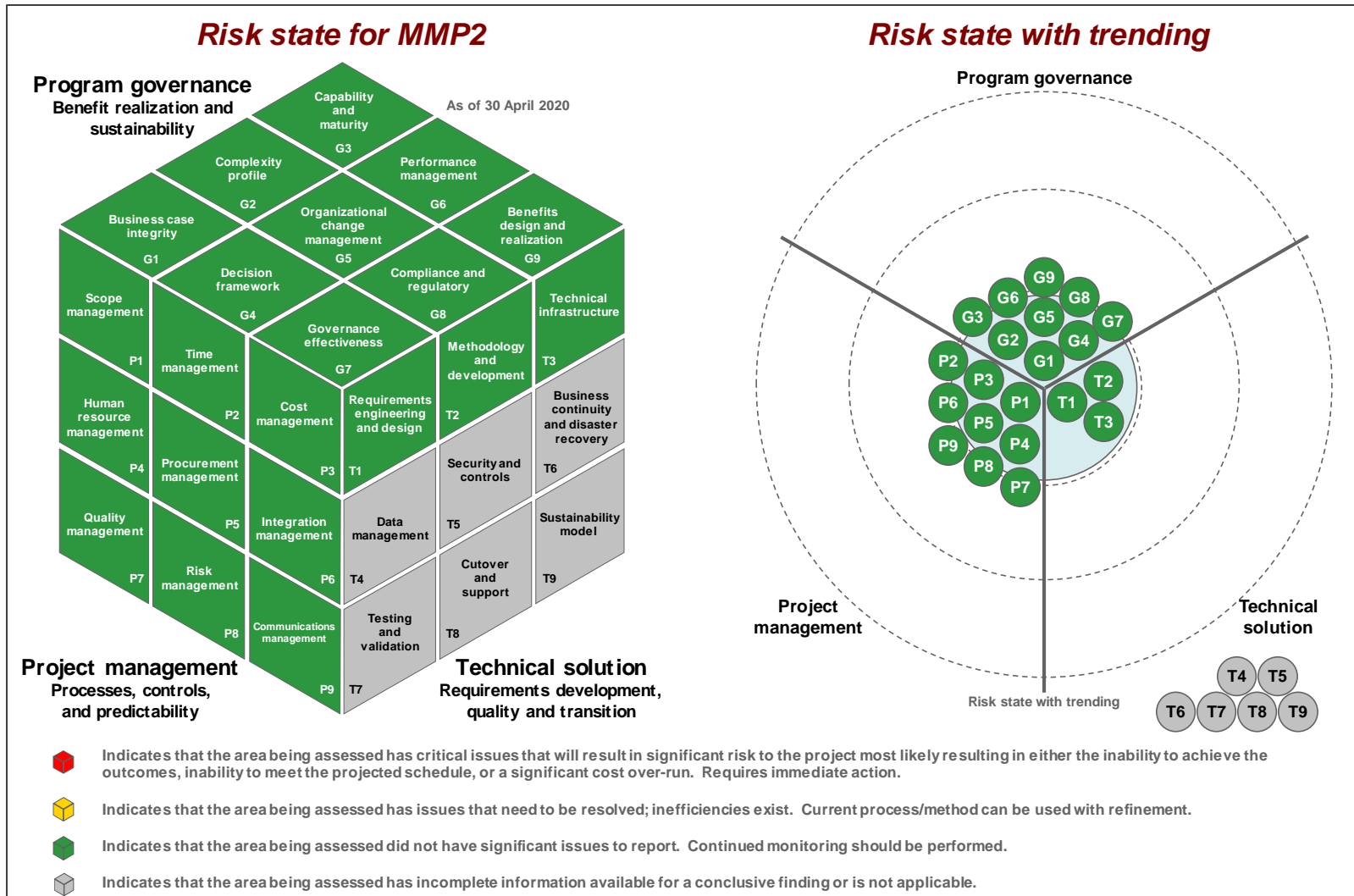
# General IV&V overview

## (continued)

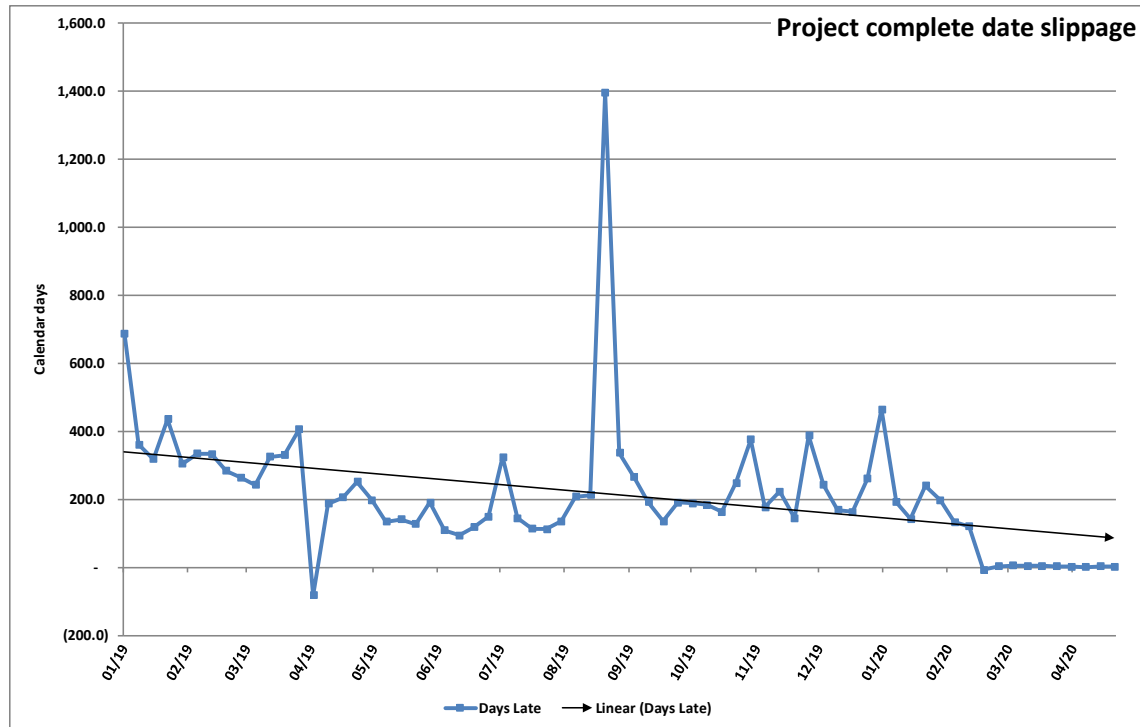
---

- ▶ 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

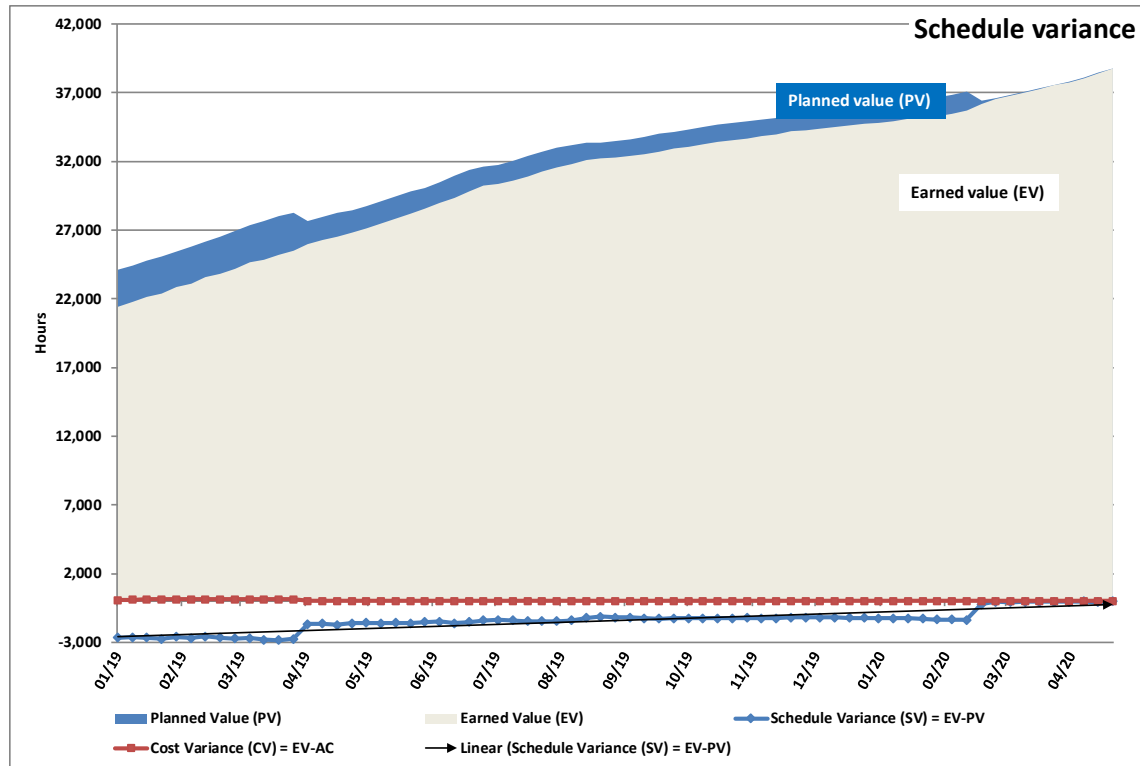


# Project complete date slippage



- 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 02 December 2023, 2.4 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

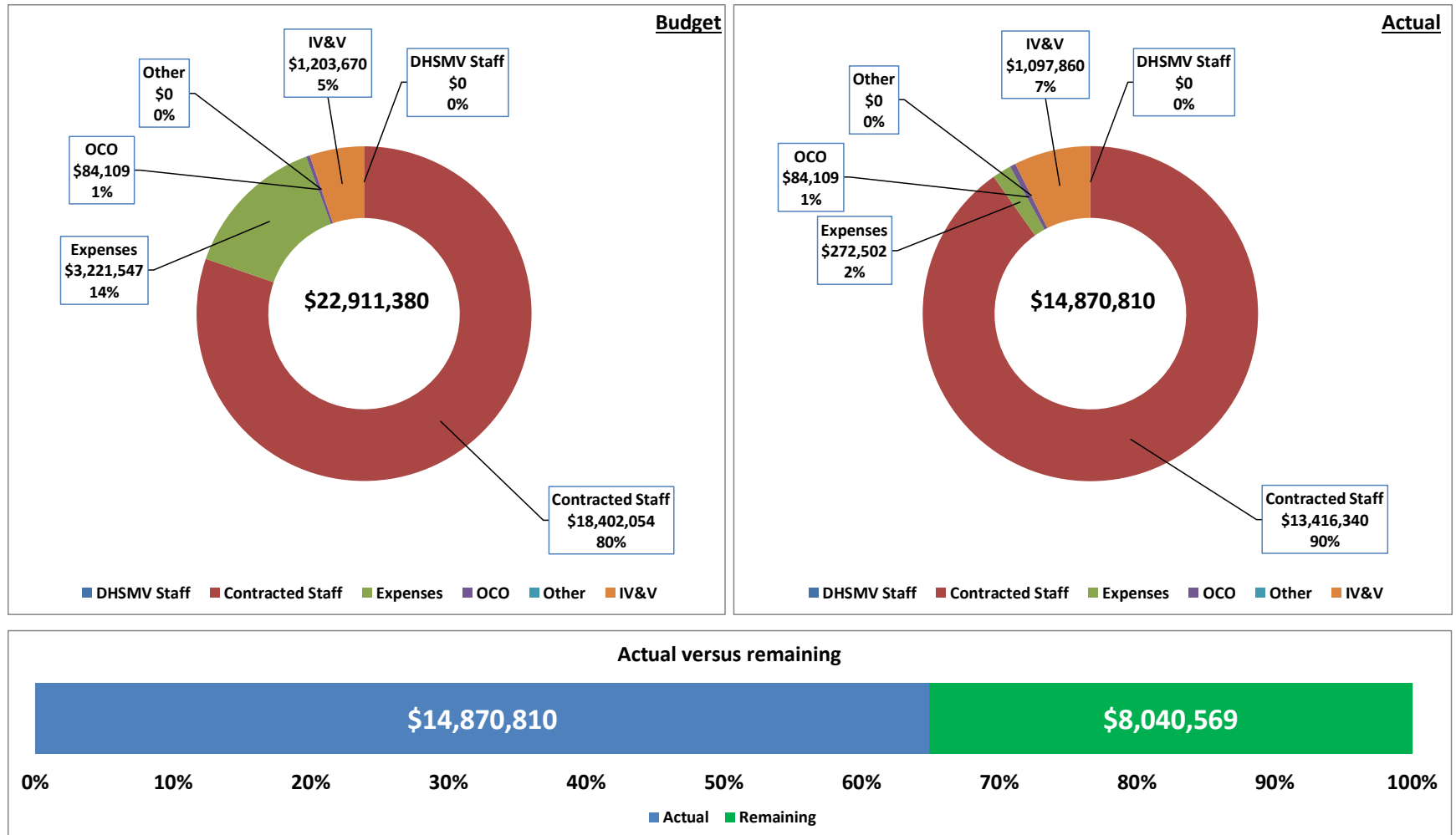


- This chart shows the cumulative planned value (PV) and earned value (EV) for the project.
- Summary:
  - Total EV is less than PV, indicating there is scheduled work that is not being completed as scheduled.
  - The total amount of work not completed as scheduled is 38.9 hours.
  - The total amount 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.

- ▶ 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.

# Project budget





# Summary of changes

Item	Description
Deficiencies addressed	▶ There are no open IV&V deficiencies
New deficiencies	▶ No new deficiencies identified since the last report
Process improvement recommendations addressed	▶ No process improvement recommendations addressed since the last report
New process improvement recommendations	▶ No new process improvement recommendations identified 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

# 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:

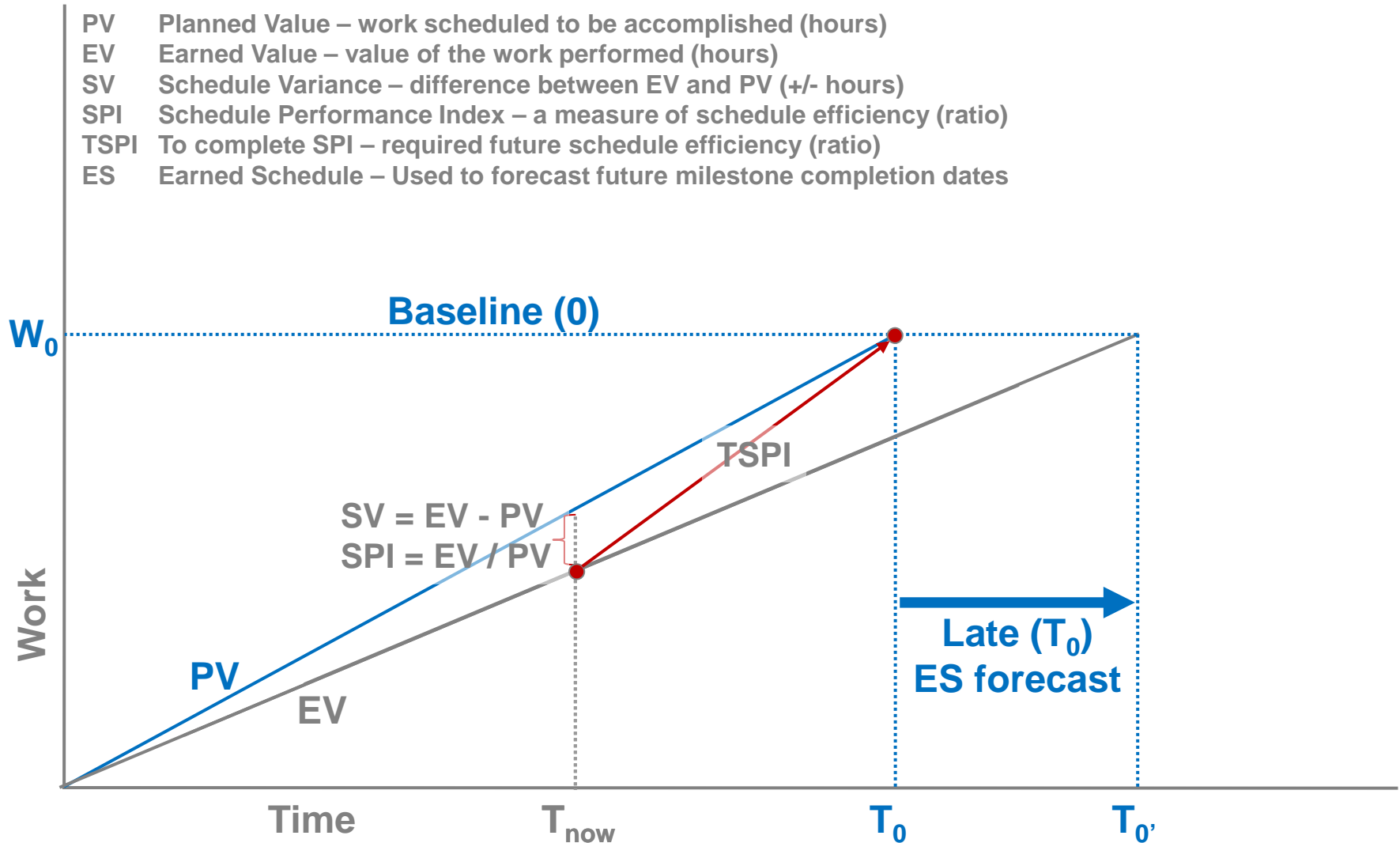
Deliverable	Planned draft	Planned final	Actual final	Comment
MAR – Jul 2019 (IVV-302AS)	08/14/2019	08/29/2019	08/29/2019	▶ Complete
MAR – Aug 2019 (IVV-302AT)	09/16/2019	10/01/2019	10/01/2019	▶ Complete
MAR – Sep 2019 (IVV-302AU)	10/14/2019	10/29/2019	10/28/2019	▶ Complete
MAR – Oct 2019 (IVV-302AV)	11/14/2019	12/03/2019	11/29/2019	▶ Complete
MAR – Nov 2019 (IVV-302AW)	12/13/2019	12/31/2019	12/30/2019	▶ Complete
MAR – Dec 2019 (IVV-302AX)	01/15/2020	01/31/2020	01/31/2020	▶ Complete
MAR – Jan 2020 (IVV-302AY)	02/14/2020	03/02/2020	03/02/2020	▶ Complete
MAR – Feb 2020 (IVV-302AZ)	03/13/2020	03/30/2020	03/30/2020	▶ Complete
MAR – Mar 2020 (IVV-302BA)	04/14/2020	04/29/2020	04/24/2020	▶ Complete
MAR – Apr 2020 (IVV-302BB)	05/14/2020	06/01/2020		▶ Draft submitted
MAR – May 2020 (IVV-302BC)	06/12/2020	06/29/2020		
MAR – Jun 2020 (IVV-302BD)	07/15/2020	07/30/2020		

# 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

## Supporting information



# Key indicators

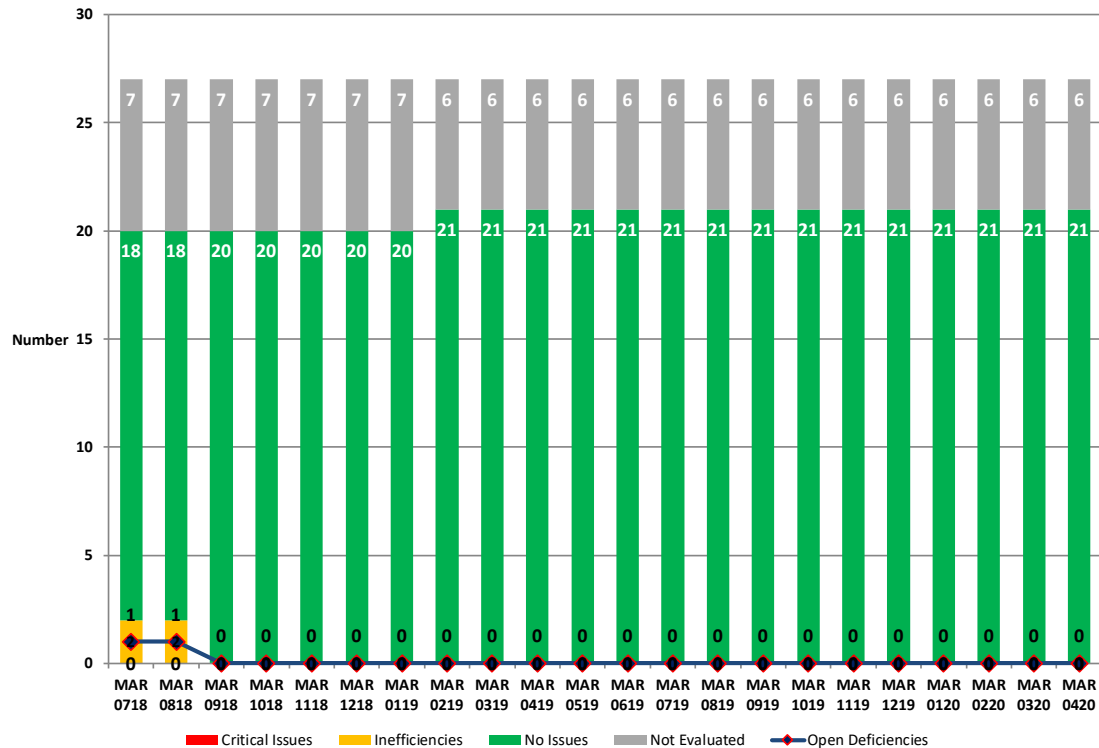
## Supporting information

Indicator	Value	Comment
Is the project approach sound?	Yes	<ul style="list-style-type: none"> <li>▶ The overall project approach is based on industry leading practices, methodologies and tools that have been used for other DHSMV projects.</li> </ul>
Is the project on time?	No	<ul style="list-style-type: none"> <li>▶ The MMP2 Program is within established schedule performance thresholds. <ul style="list-style-type: none"> <li>▶ The completion date is forecast to be 02 December 2023, 2.4 days late</li> <li>▶ The SPI is 0.999 and the overall trend is <b>increasing</b></li> <li>▶ 2 of 1,601 total tasks (0.12%) contained in the project schedule are late</li> <li>▶ SV is currently -38.9 hours and the overall trend is <b>decreasing</b></li> <li>▶ TSPI is 1.001 and the overall trend is <b>decreasing</b></li> </ul> </li> </ul>
Is the project on budget?	Yes	<ul style="list-style-type: none"> <li>▶ The MMP2 Program is within established cost performance thresholds. <ul style="list-style-type: none"> <li>▶ The CPI is 1.000 and the overall trend is <b>steady</b>.</li> <li>▶ The Program is currently on budget based on provided budget and spending information.</li> </ul> </li> </ul>
Is scope being managed so there is no scope creep?	Yes	<ul style="list-style-type: none"> <li>▶ 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.</li> <li>▶ Additional change requests are reviewed and approved based on the established change management process.</li> </ul>
What are the project's future risks?	Unknown	<ul style="list-style-type: none"> <li>▶ The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</li> </ul>
Are the project's risks increasing or decreasing?	Steady	<ul style="list-style-type: none"> <li>▶ The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</li> </ul>
Are there new or emerging technological solutions that will affect the project's technology assumptions?	No	<ul style="list-style-type: none"> <li>▶ New and emerging technologies were considered in the Feasibility Study.</li> <li>▶ None have an adverse effect on the project's technological assumptions.</li> </ul>

# IV&V ratings summary

## Supporting information

IV&V ratings summary

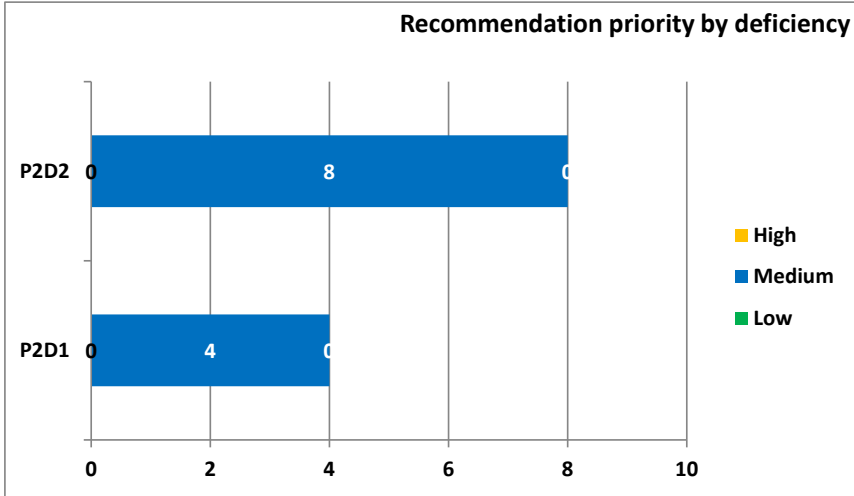
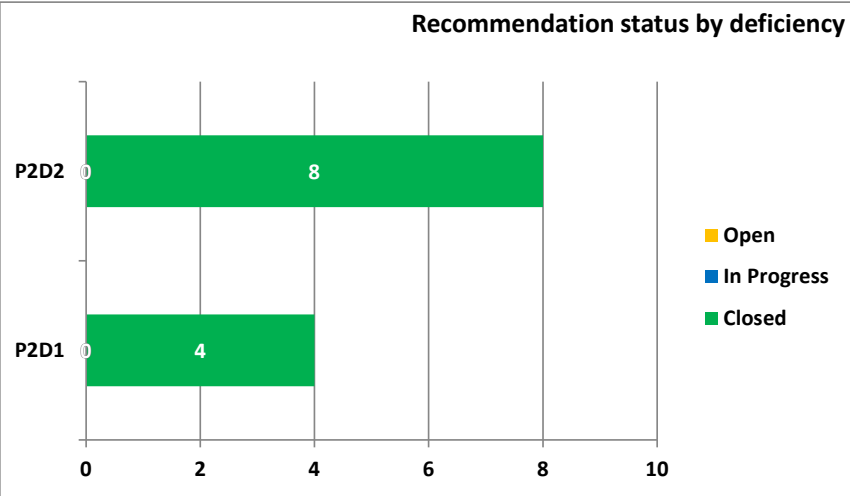
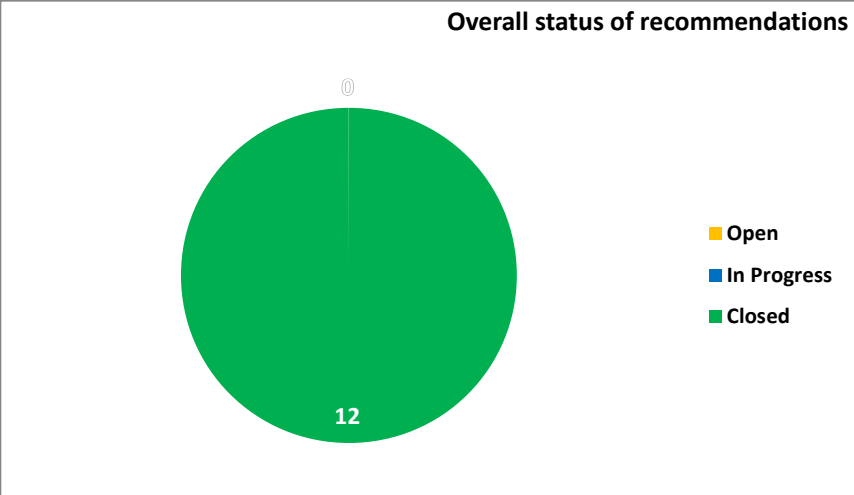
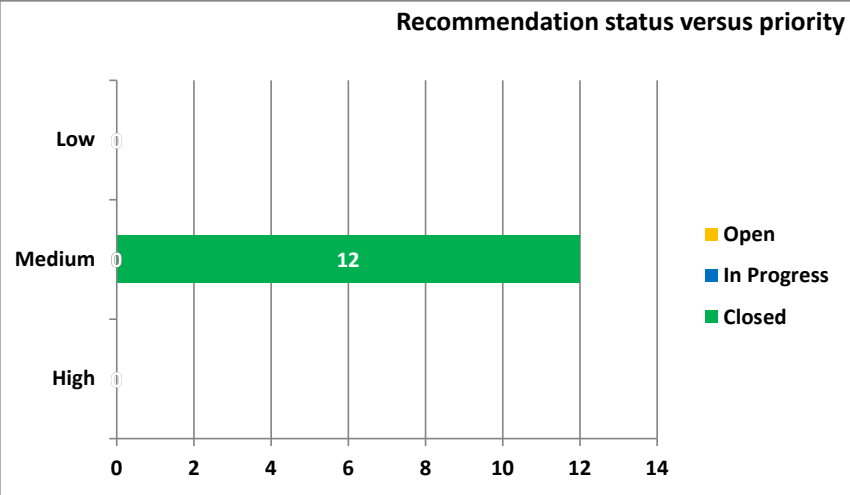


- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
  - Red (critical issues): 0
  - Amber (issues): 0
  - Green (no issues): 21
  - Gray (not evaluated): 6
- Open deficiencies: 0
- Conclusions:
  - The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V team.



# Status of key deficiency recommendations

## Supporting information



# Open deficiencies and actions

*Supporting information*

Deficiency	Actions taken
▶ None	

The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V Team

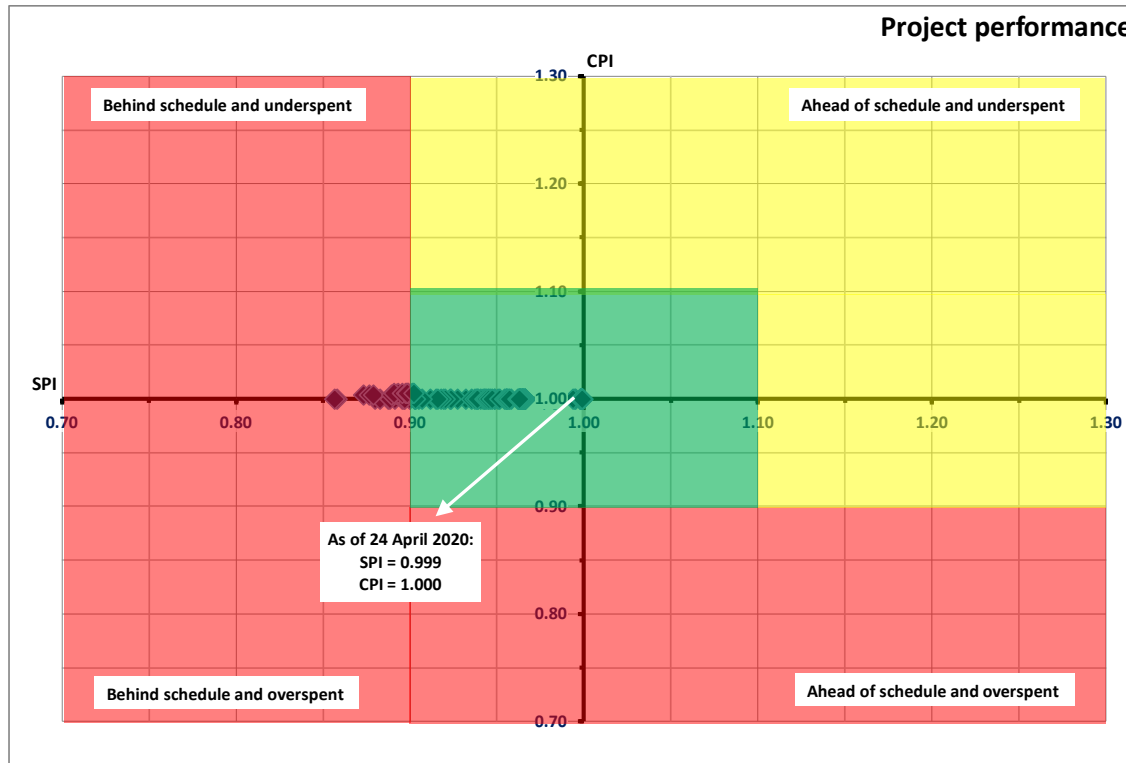
# Open process improvement recommendations

## Supporting information

Recommendation	Actions taken
<ul style="list-style-type: none"><li>▶ P2I2 – Lack of training<ul style="list-style-type: none"><li>▶ Provide role-specific training to individuals assigned to a team.</li></ul></li></ul>	<ul style="list-style-type: none"><li>▶ IV&amp;V (MAR – December 2019)<ul style="list-style-type: none"><li>▶ Process improvement opened</li></ul></li><li>▶ DHSMV (MAR – January 2020)<ul style="list-style-type: none"><li>▶ Resolution underway</li></ul></li><li>▶ IV&amp;V (MAR – February 2020)<ul style="list-style-type: none"><li>▶ No update received</li></ul></li><li>▶ DHSMV (MAR March 2020)<ul style="list-style-type: none"><li>▶ 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.</li><li>▶ In late March and early April 2020, many of these recommendations were moved forward and then adjusted to deal with COVID-19.</li><li>▶ 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</li></ul></li></ul>

# Schedule and cost performance

## Supporting information

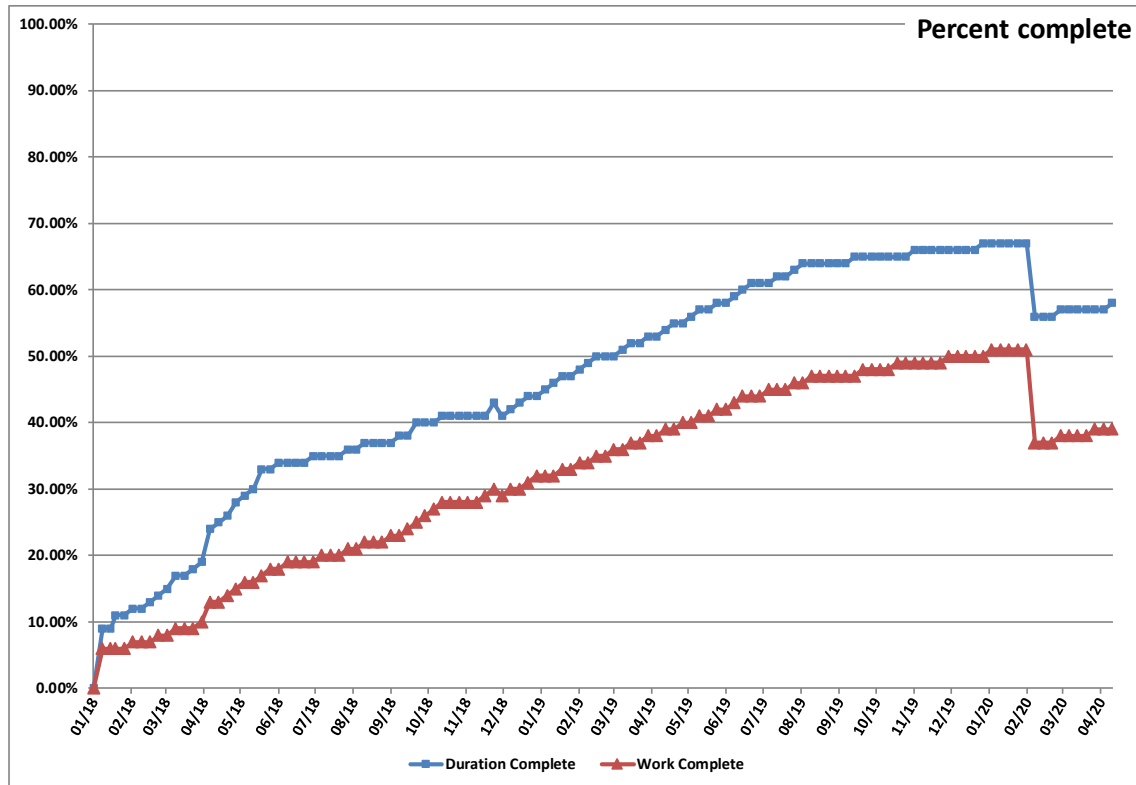


- This chart shows the SPI and CPI plotted as points against the tolerance ranges set up for the project.
- Summary:
  - Schedule and cost performance are within established thresholds.
- Conclusions:
  - The Program is behind schedule but within established performance thresholds.

- ▶ 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

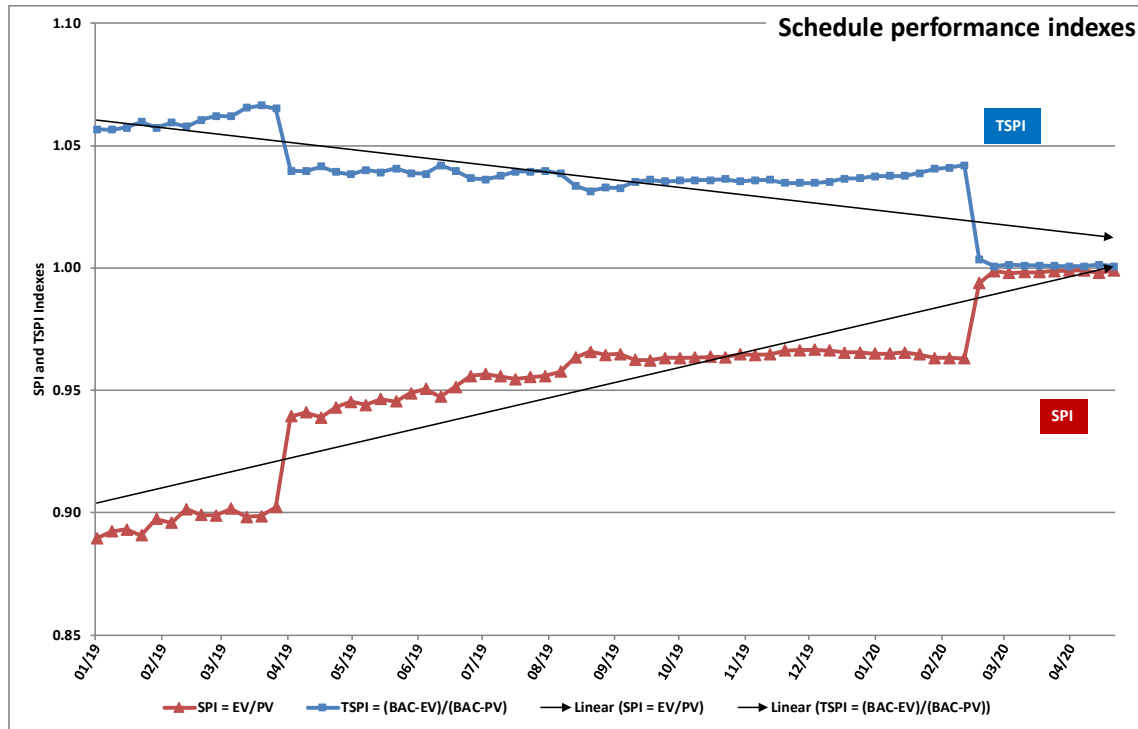


- This chart shows the percent complete for duration and work for the project.
- Summary:
  - Duration and work complete have been increasing since the beginning of the project.
- Conclusions:
  - Revised baseline implemented with MM Phase II MASTER Program Schedule v110.1 (CR10 and CR11-Baseline1)
  - 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



# Major project milestones

## Supporting information

WBS	Title	Completion date			Days late/early
		Planned	Forecast	Actual	
3.5.15.1.6	Release 1 Development Complete	01/20/22	01/21/22		1.6
3.5.15.2.5	Release 1 Testing Complete	08/11/22	08/12/22		1.9
3.5.15.5.7	Decision Point - Move to Production (Roll out) - Release 1	11/21/22	11/22/22		2.0
3.5.15.5.12	Statewide Implementation Complete - Release 1	06/16/23	06/18/23		2.2
3.5.16.1.5	Release 2 development complete	02/16/23	02/18/23		2.1
3.5.16.5.1	Testing Complete	07/29/22	07/30/22		1.8
3.5.19.5	Decision Point - Ready to Pilot	08/19/22	08/20/22		1.9
3.5.19.7	Decision Point - Move to Production (Roll out)	11/07/22	11/08/22		2.0
3.5.16.5.1	Go/No-Go Decision - Release 2	09/21/23	09/23/23		2.3
3.5.19.12	Statewide Implementation Complete	06/05/23	06/07/23		2.2
3.7	Execution and Monitoring & Control Phase Complete	11/13/23	11/15/23		2.4
4.5	Closeout Phase Complete	11/30/23	12/02/23		2.4
5	Project Complete	11/30/23	12/02/23		2.4

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

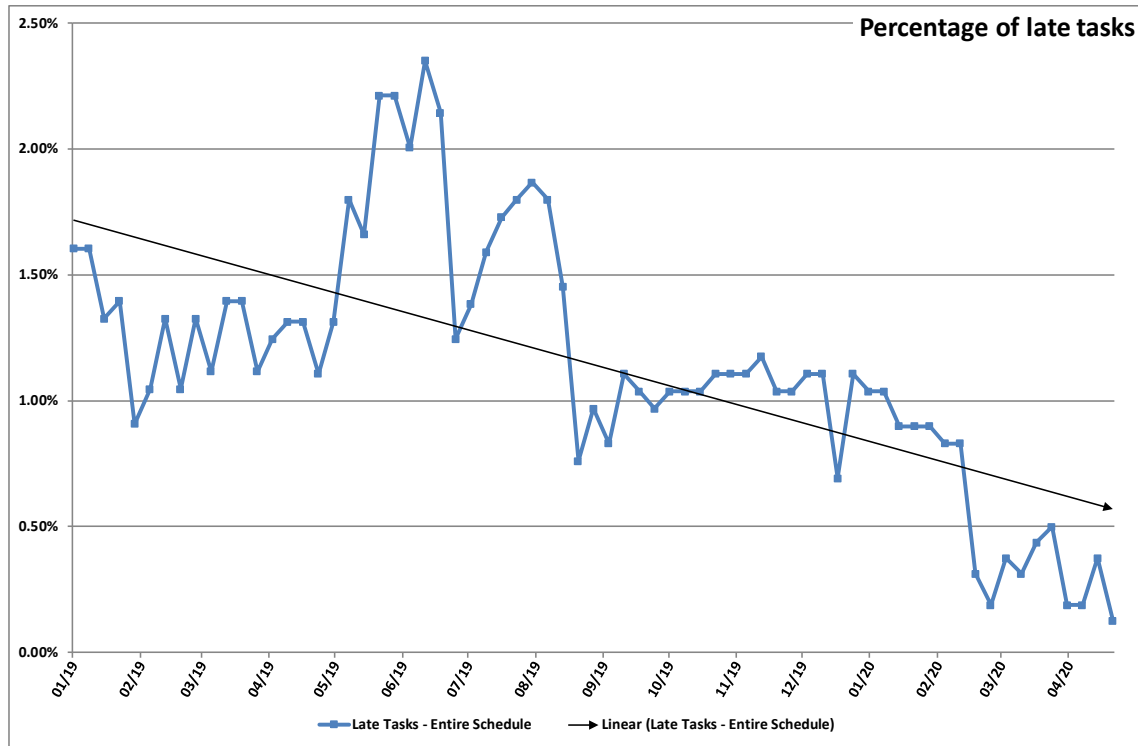
Title	Completion date			Days late/early
	Planned	Forecast	Actual	
Milestone A	01/22/20	01/23/20	01/22/20	0.0
Milestone B	04/30/20	05/01/20		0.9
Milestone C	07/16/20	07/17/20		1.0
Milestone D	10/22/20	10/23/20		1.1
Milestone E	01/21/21	01/22/21		1.2
Milestone F	05/06/21	05/08/21		1.3
Milestone G	08/12/21	08/14/21		1.5
Milestone H	10/28/21	10/30/21		1.5
Milestone I	01/20/22	01/22/22		1.6
Milestone J	04/28/22	04/30/22		1.7
Milestone K	08/04/22	08/06/22		1.9
Milestone L	11/10/22	11/13/22		2.0
Milestone M	02/16/23	02/19/23		2.1

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

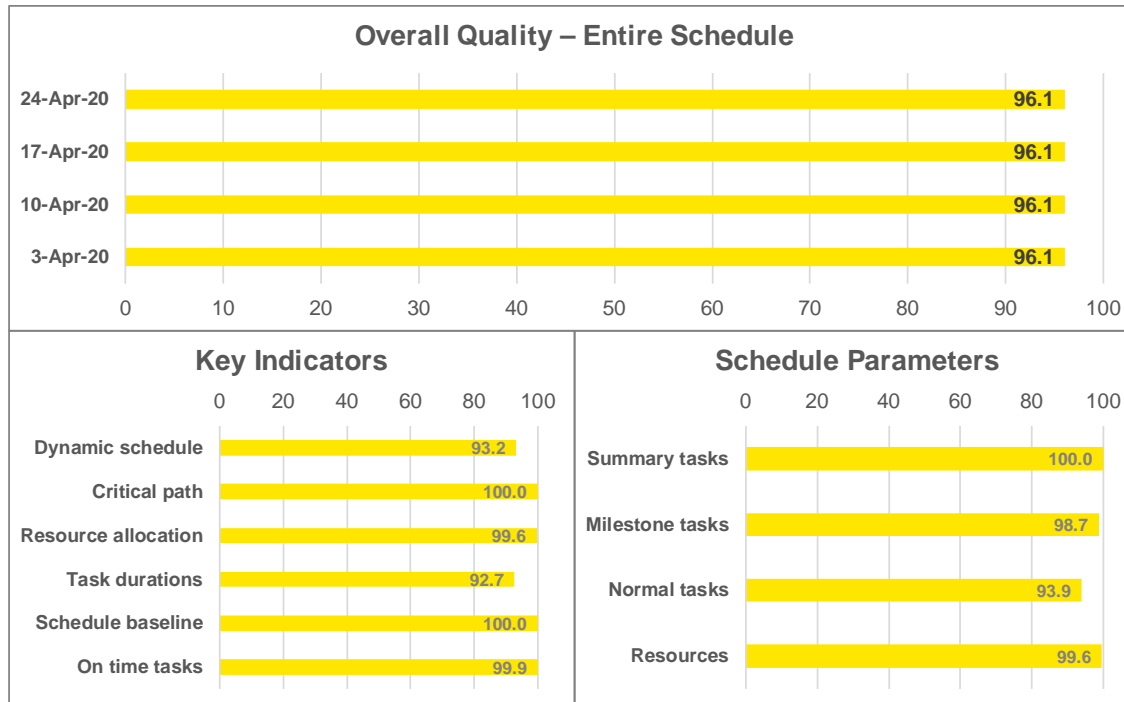


- This chart shows the percentage of tasks that are late for the entire schedule.
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Total normal tasks: 1,601
  - Total tasks late: 2
- Conclusions:
  - 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 0.12% 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

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

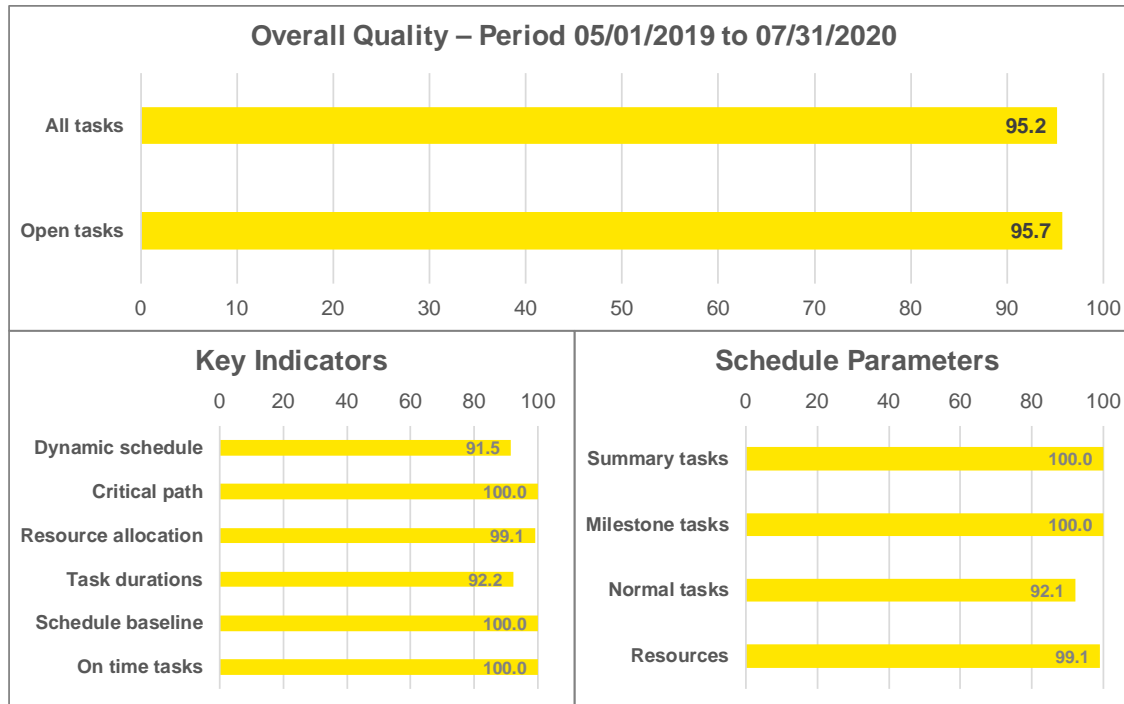
- ▶ Task durations – Task durations other that 8 to 80 hours
- ▶ Baseline – Full baseline defined for all tasks
- ▶ On time tasks – Tasks that are not late

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

### 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: 95.2
- Conclusions:
  - Overall schedule quality is consistent and excellent

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

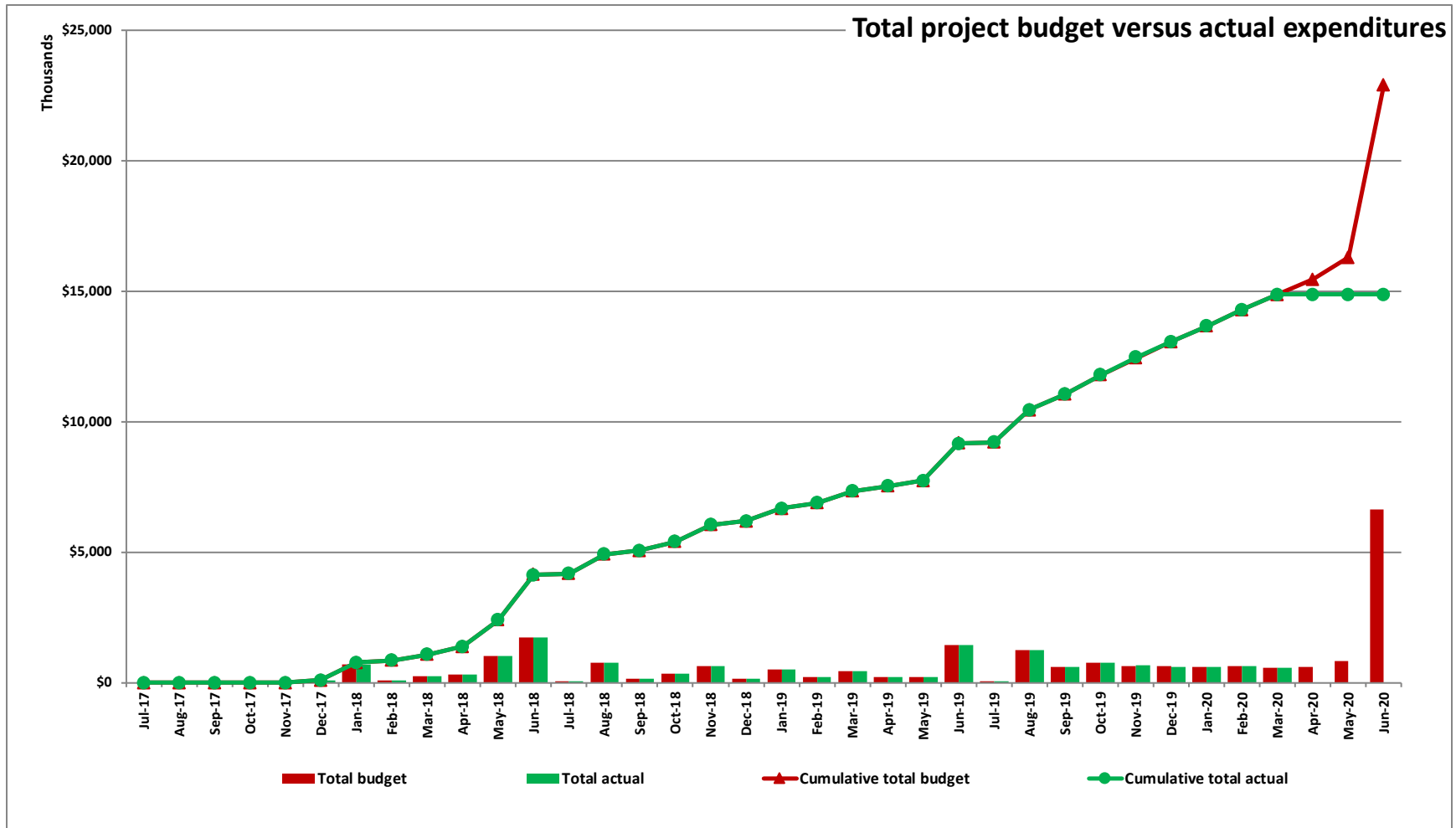
- ▶ Task durations – Task durations other that 8 to 80 hours
- ▶ Baseline – Full baseline defined for all tasks
- ▶ On time tasks – Tasks that are not late

Quality Value	
↑	90 or greater
↗	Between 75 and 90
→	Between 60 and 75
↘	Between 45 and 60
↓	Less than 45

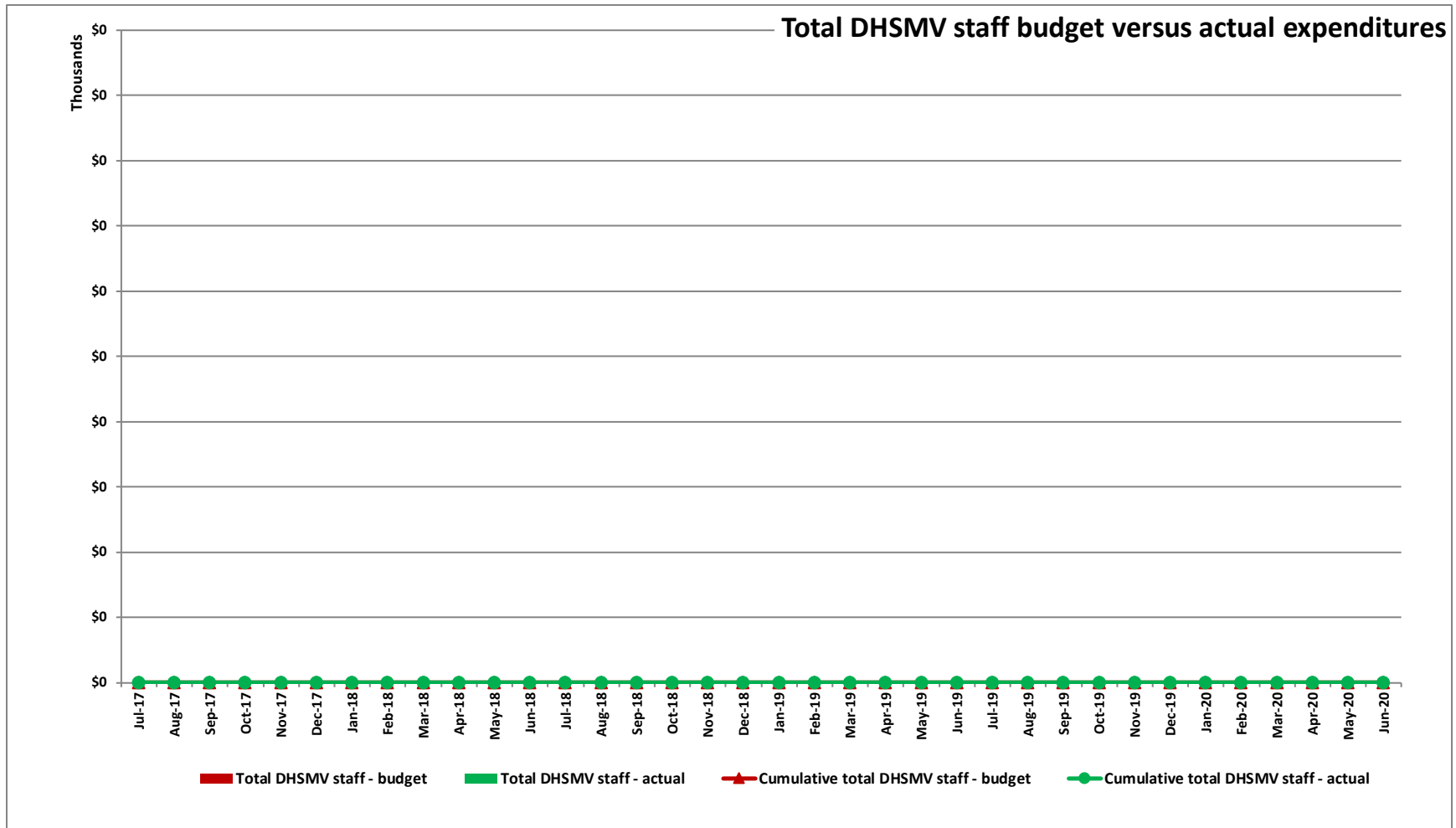
# Project budget

## Total project funding

Supporting information



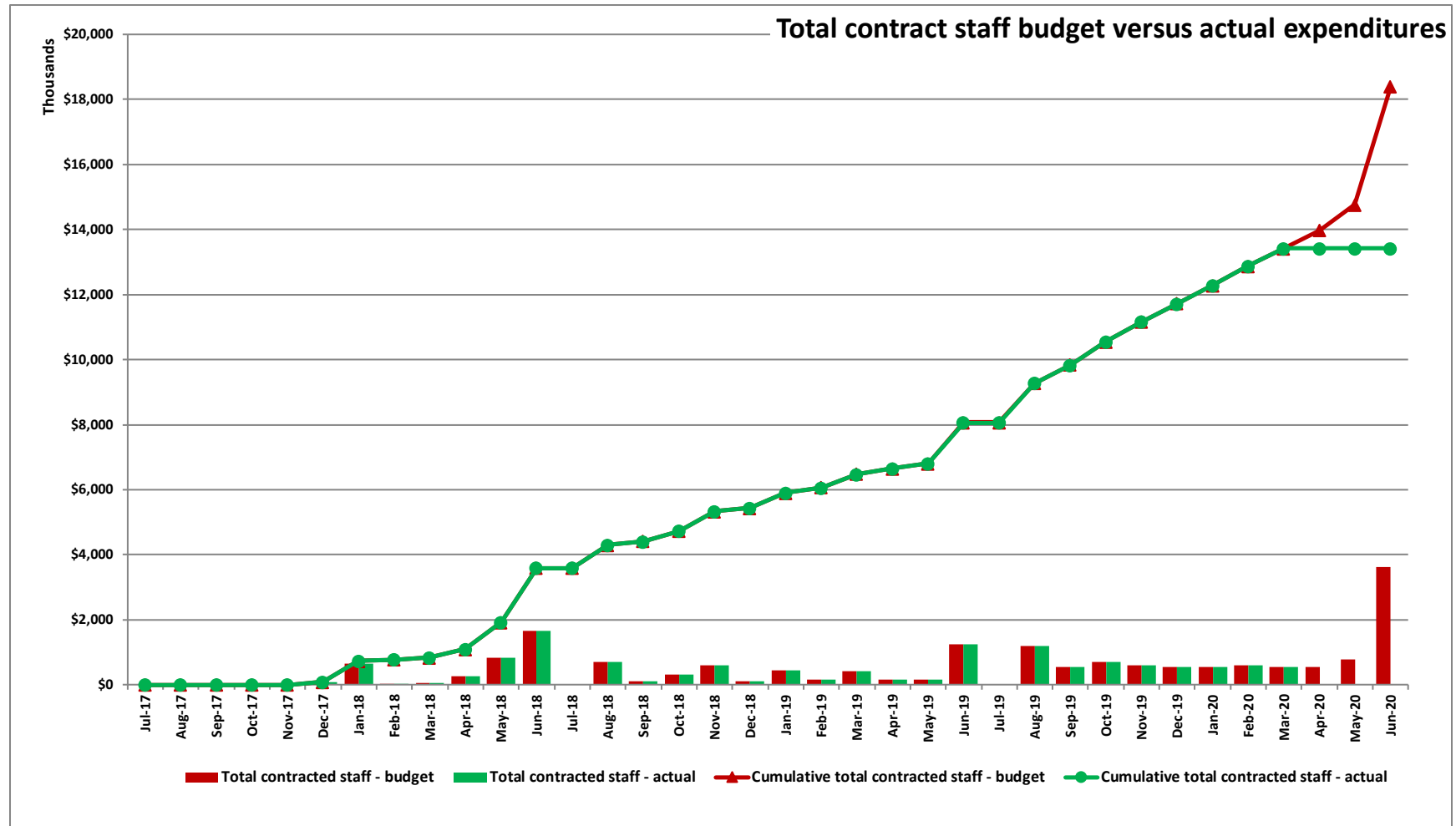
## Supporting information



# Project budget

## Contract staff funding

Supporting information

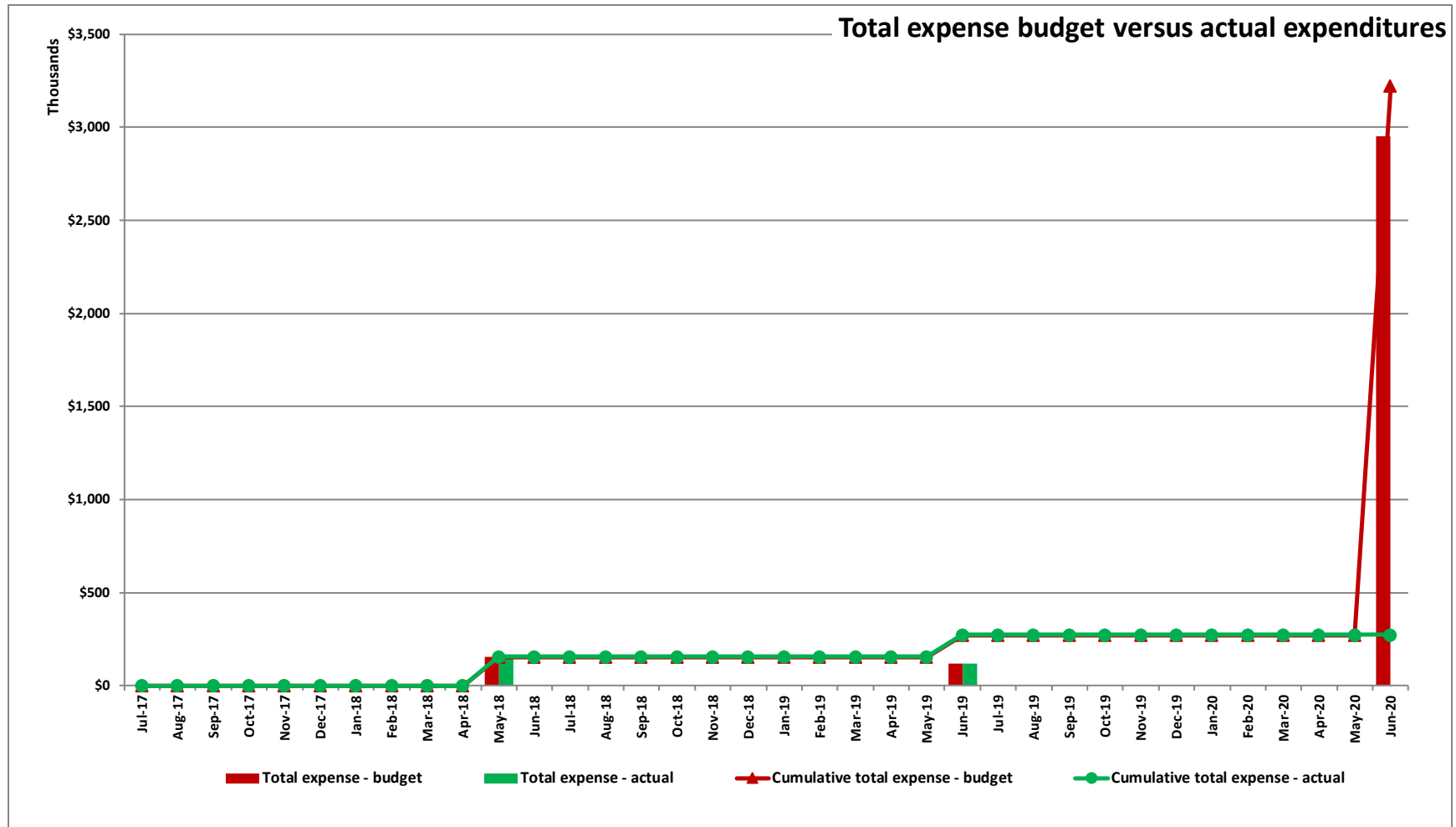




# Project budget

## Expense funding

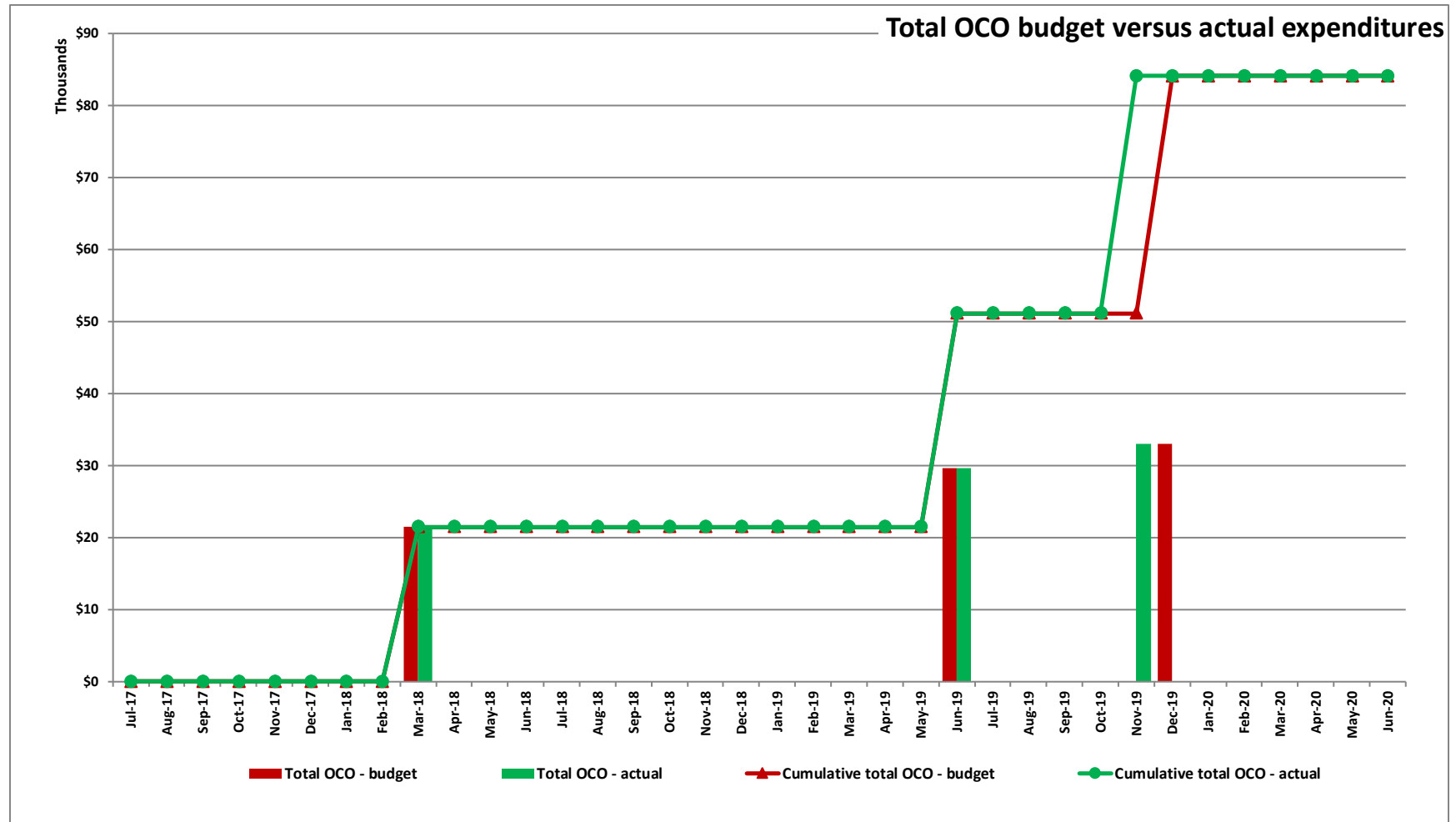
*Supporting information*



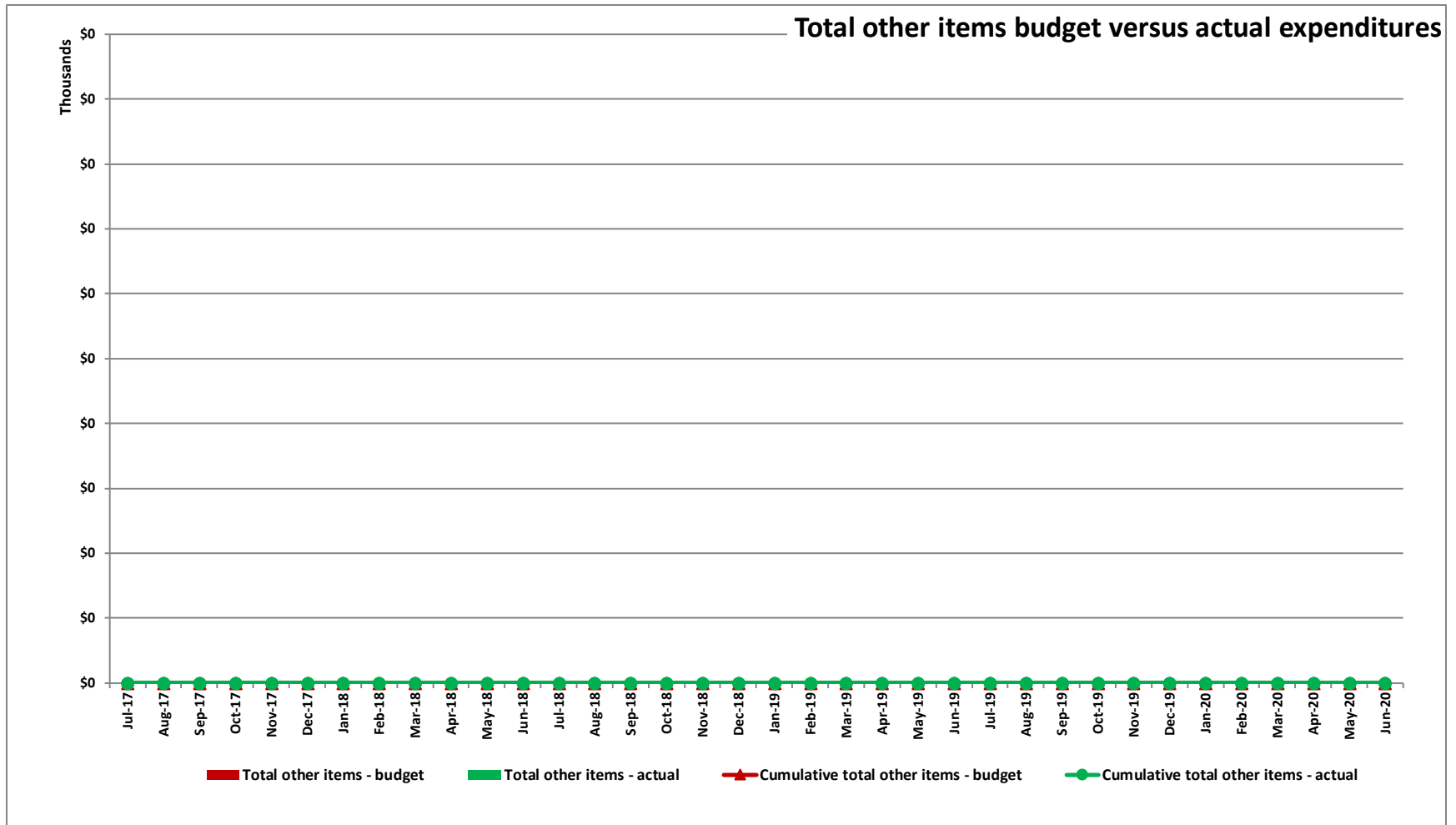
# Project budget

## OCO funding

Supporting information



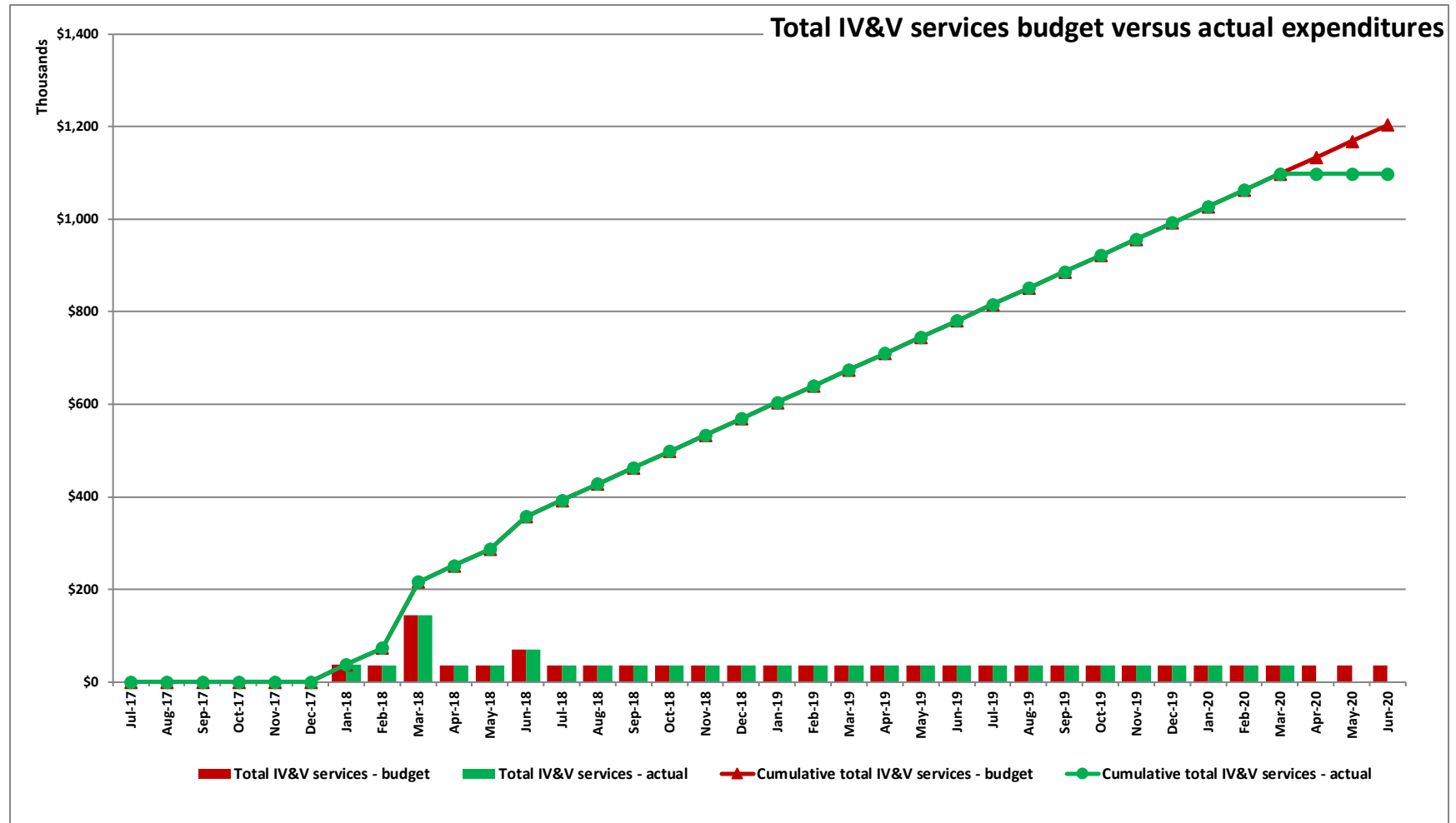
## Supporting information



# Project budget

## IV&V services funding

Supporting information



Ernst & Young

Assurance | Tax | Transactions | Advisory

## About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 144,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

For more information, please visit [www.ey.com](http://www.ey.com).

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients.

© 2020 Ernst & Young LLP.

All Rights Reserved.

0911-1106924

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither Ernst & Young LLP nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.

**Phase II - Milestone B (Jan 22 - Apr 30 2020)**  
**as of 6/2/2020**

**Team A - T&R Issuance**



Current Activity:	Sprint 11
Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	3	184	3.6%
Refinement	14	108	16.9%
Development	18	256	21.7%
Testing	10	148	12.0%
Done	32	340	38.6%
Blocked	6	112	7.2%
<b>Total:</b>	<b>83</b>	<b>1,148</b>	

**Team B - MV Globals**



Current Activity:	Sprint 11
Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	1	-	1.5%
Development	7	40	10.6%
Testing	4	-	6.1%
Done	41	364	62.1%
Blocked	13	48	19.7%
<b>Total:</b>	<b>66</b>	<b>452</b>	

**Portal/Fleet**



Current Activity:	N/A (Complete)
Development:	N/A (Complete)
Testing:	N/A (Complete)
Business Actions:	N/A (Complete)
Technical Debt:	N/A (Complete)
Backlog Health:	N/A (Complete)

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	12	120	100.0%
Blocked	-	-	0.0%
<b>Total:</b>	<b>12</b>	<b>120</b>	

**IFTA/IRP**



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

	#stories	est dev hrs	
Not Started	-	-	-
Refinement	-	-	-
Development	-	-	-
Testing	-	-	-
Done	-	-	-
Blocked	-	-	-
<b>Total:</b>	<b>-</b>	<b>-</b>	

**Enterprise**



Current Activity:	Sprint 11
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	n/a	-
Refinement	-	n/a	-
Development	2	n/a	-
Testing	-	n/a	-
Done	5	n/a	-
Blocked	-	n/a	-
<b>Total:</b>	<b>7</b>	<b>-</b>	

**SUMMARY - ALL TEAMS**



Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	3	184	1.9%
Refinement	15	108	9.3%
Development	25	296	15.5%
Testing	14	148	8.7%
Done	85	824	52.8%
Blocked	19	160	11.8%
<b>Total:</b>	<b>161</b>	<b>1,720</b>	

**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 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

**Phase II - Milestone C (Apr 29 - July 16, 2020)**  
**as of 6/2/2020**

**Team A - T&R Issuance**



Current Activity:	N/A (not started)
Development:	N/A
Testing:	N/A
Business Actions:	N/A
Technical Debt:	N/A
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	87	1,392	91.6%
Refinement	8	36	8.4%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	-	-	0.0%
Blocked	-	-	0.0%
<b>Total:</b>	<b>95</b>	<b>1,428</b>	

**Team B - MV Globals**



Current Activity:	N/A (not started)
Development:	N/A
Testing:	N/A
Business Actions:	N/A
Technical Debt:	N/A
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	56	888	65.1%
Refinement	27	152	31.4%
Development	3	72	3.5%
Testing	-	-	0.0%
Done	-	-	0.0%
Blocked	-	-	0.0%
<b>Total:</b>	<b>86</b>	<b>1,112</b>	

**Portal/Fleet**



Current Activity:	Sprint 6
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Red

	#stories	orig dev est	
Not Started	143	804	77.7%
Refinement	22	164	12.0%
Development	4	60	2.2%
Testing	10	68	5.4%
Done	5	64	2.7%
Blocked	-	-	0.0%
<b>Total:</b>	<b>184</b>	<b>1,160</b>	

**IFTA/IRP**



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

	#stories	est dev hrs	
Not Started	-	-	-
Refinement	-	-	-
Development	-	-	-
Testing	-	-	-
Done	-	-	-
Blocked	-	-	-
<b>Total:</b>	<b>-</b>	<b>-</b>	

**Enterprise**



Current Activity:	Sprint 11
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	1	n/a	-
Refinement	-	n/a	-
Development	2	n/a	-
Testing	-	n/a	-
Done	-	n/a	-
Blocked	-	n/a	-
<b>Total:</b>	<b>3</b>	<b>-</b>	

**SUMMARY - ALL TEAMS**



Development:	N/A
Testing:	N/A
Business Actions:	N/A
Technical Debt:	N/A
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	286	3,084	78.4%
Refinement	57	352	15.6%
Development	7	132	1.9%
Testing	10	68	2.7%
Done	5	64	1.4%
Blocked	-	-	0.0%
<b>Total:</b>	<b>365</b>	<b>3,700</b>	

**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 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