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

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

Representing
FLHSMV
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
  o Financial Review
  o Project Updates
• Communications Update
• Q&A
• Adjourn
Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, June 9, 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
  - Steve Burch  FLHSMV
  - Stephen Boley  FLHSMV

- Additional FLHSMV members included – Kristin Green, Terrence Samuel, Rachel Graham, Janis Timmons, Koral Griggs, Aundrea Powell, Laura Freeman, Cathy Thomas, Felecia Ford, Craig Benner, Judy Johnson, Jessica Espinoza, Chad Hutchinson and Stacey Bayyari.

- Visitors included – Gary Didio with Ernst & Young. Michelle McGinley and Nathan Johnson from Accenture. Carl Ford from J Ford Consulting, Rebekah Bauman with Grant Street, Andrew Bell from Florida Auto Tag Agencies, and Megan Fay from Capital City Consulting also attended.

REVIEW OF MEETING MINUTES

- Rachel Graham reviewed the meeting minutes from May 12, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the May 12, 2020, meeting minutes were approved.

IV&V UPDATE

- There was no IV&V 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 $1.7 million expended. There was a 0 percent variance with approximately $563K in remaining funds. The budget for Phase II is $13.7 million with $7.1 million expended. There was a 0 percent variance with approximately $6.6 million in remaining funds. The contracts have been signed for ECM and IFTA/IRP.
PHASE II PROJECT UPDATE

- Nathan Johnson presented an overview of the Phase II Traffic Light Report. Teams A and B are trending behind on completing Milestone B functionality. Team A continued to work on the original title transaction and Team B continued to focus on inquiries, summaries and customer creation. The MyDMV Portal/Fleet team completed the motor vehicle check application to close Milestone B. For Milestone C, Team A will work on the original registration transaction and Team B will work on inventory controls and office settings. The MyDMV Portal/Fleet team will work on the motor vehicle records request. The teams have been going through screen functionality to ensure it can be reused for future transactions. Teams A and B continued to work on requirements refinement.
- Cathy Thomas added the Uniface developer for Team A completed the comparison of the pseudo code and the business rules.
- Terrence Samuel discussed the COTS system with Celtic for IFTA/IRP.

STAKEHOLDER OUTREACH

- Terrence Samuel discussed the upcoming Phase II Focus Groups meetings on June 10 – 11, 2020. Titles and Registrations will be covered on June 10 and MV Globals and MyDMV Portal/Fleet will be discussed on June 11.
- He discussed scheduling a follow-up meeting with the license plate agencies potentially at the end of July 2020.

COMMUNICATIONS UPDATE

- There was no communications update at the meeting.

Q&A

- Sherri Smith asked if the new MyDMV Portal will still be deployed in July 2020?
- Terrence Samuel stated MyDMV Portal will not be deployed as scheduled as the Phase I implementation date will be changed due to dependencies on Informatica. A definite date has not been determined, yet. He stated a communication will be sent out to Tax Collectors and stakeholders regarding the date change.
- Carl Ford asked if we envision any flexibilities for inventory controls as it relates to out of office transactions, such as kiosk and rental cars?
- Jessica Espinoza stated the teams discussed doing real-time issuances for inventory.
- Mr. Ford asked what new features will be proposed for third-party cashiering?
- Ms. Espinoza stated the cashiering specifics document was discussed previously at the meeting with the license plate agencies.
- Mr. Samuel stated he will ask Jeff Marsey if he has received any feedback on the cashiering specs since the previous meeting. He stated we can also follow-up on cashiering at the next meeting with the license plate agencies.
- Mr. Ford asked if private agencies will have the opportunity to view the screens presented at the upcoming Phase II Focus Group meetings?
- Mr. Samuel stated this can be discussed at the follow-up meeting with the license plate agencies as well.
**ADJOURNMENT**

- Mr. Samuel adjourned the meeting at approximately 3:05 p.m.
- The next Advisory Board Phase II Meeting is scheduled for July 14, 2020.

*Note: Handouts at this meeting included:*

<table>
<thead>
<tr>
<th>Handout Description</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>MM Advisory Board Phase II Agenda</td>
<td>1</td>
</tr>
<tr>
<td>MM Advisory Board Phase II Meeting Minutes (5/12/20)</td>
<td>3</td>
</tr>
<tr>
<td>OCM Update Report</td>
<td>1</td>
</tr>
<tr>
<td>MM Phase I/II Financials</td>
<td>7</td>
</tr>
<tr>
<td>Phase II Traffic Light Report</td>
<td>2</td>
</tr>
</tbody>
</table>
FLHSMV OCM Team Summary – Phase II

Tasks In Progress

- Review of Phase II Gap Analysis and Process Changes

Key Risks and Issues

- No identified Risks or Issues at this time

SUMMARY & HIGHLIGHTS

- Submitted Phase II Schedule to OMM Leadership

Report: July 16, 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 May 2020
# General IV&V overview

**Overall IV&V risk state:** Green

<table>
<thead>
<tr>
<th>Issue</th>
<th>Details</th>
</tr>
</thead>
</table>
| **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 Project is within established schedule performance thresholds** | • The SPI is 0.994 and the overall trend since the new baseline is *decreasing*  
  • 7 of 1,601 total tasks (0.44%) contained in the project schedule are late  
  • 2 of 752 total tasks (0.27%) for the current period are late  
  • SV is currently -236.0 hours and the overall trend since the new baseline is *increasing*  
  • TSPI is 1.004 and the overall trend since the new baseline is *increasing* |
| **The MMP2 Project is within established cost performance thresholds** | • The CPI is 1.000 and the overall trend since the new baseline is steady  
  • The Project is currently on budget based on provided budget and spending information |
| **The MMP2 Project is behind schedule** | • The Project completion date is forecast to be 19 December 2023, 19.7 days late  
  • Future milestones are projected to be completed behind schedule  
  • The overall trend for time the project is behind schedule since the new baseline is *increasing* |
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 HSMV Executive Director has made OMM vacancies an exception to the hiring freeze
Overall risk state and trending

Risk state for MMP2

Program governance
Benefit realization and sustainability
- Capability and maturity
- Complexity profile
- Organizational change management
- Compliance and regulatory
- Technical infrastructure

Business case integrity
- Decision framework
- Governance effectiveness
- Methodology and development
- Business continuity and disaster recovery

Scope management
- Time management
- Cost management
- Data management
- Security and controls

Human resource management
- Procurement management
- Integration management
- Requirements engineering and design

Procurement management
- P1
- P2
- P3
- P4
- P5
- P6
- P7
- P8
- P9

Risk management
- T1
- T2
- T3
- T4
- T5
- T6
- T7
- T8
- T9

Quality management
- Communications management
- Testing and validation

Risk state with trending

Project management
- Processes, controls, and predictability
- Requirements development, quality, and transition

Technical solution
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity
- Business case integrity

Risk state with trending

Program governance
- Program governance
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- Program governance

Technical solution
- Technical solution
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- Technical solution

Risk state with trending

Program governance
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- Program governance

Technical solution
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- Technical solution
- Technical solution

As of 31 May 2020

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

Indicates that the area being assessed has issues that need to be resolved; inefficiencies exist. Current process/method can be used with refinement.

Indicates that the area being assessed did not have significant issues to report. Continued monitoring should be performed.

Indicates that the area being assessed has incomplete information available for a conclusive finding or is not applicable.
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:
- Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
- The Project completion date is forecast to be 19 December 2023, 19.7 days late.

Conclusions:
- The overall trend for time the project is behind schedule since the new baseline is increasing.
- 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:
► Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
► 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 236.0 hours.

Conclusions:
► The overall trend for work not completed since the new baseline is increasing.
► The MMP2 Project is behind schedule.
Project budget

Budget

- DHSMV Staff: $0, 0%
- Contracted Staff: $12,403,670, 80%
- 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: $0, 0%
- Contracted Staff: $13,967,148, 90%
- Expenses: $272,502, 2%
- OCO: $84,109, 1%
- Other: $0, 0%
- IV&V: $1,133,130, 7%

Total: $15,456,888

Actual versus remaining

- Actual: $15,456,888
- Remaining: $7,454,491

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

- Actual
- Remaining
## Summary of changes

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deficiencies addressed</strong></td>
<td>► There are no open IV&amp;V deficiencies</td>
</tr>
<tr>
<td><strong>New deficiencies</strong></td>
<td>► No new deficiencies identified since the last report</td>
</tr>
<tr>
<td><strong>Process improvement recommendations addressed</strong></td>
<td>► No process improvement recommendations addressed since the last report</td>
</tr>
<tr>
<td><strong>New process improvement recommendations</strong></td>
<td>► No new process improvement recommendations identified since the last report</td>
</tr>
<tr>
<td><strong>Maturity ratings</strong></td>
<td>► No maturity rating changes since the last report</td>
</tr>
<tr>
<td><strong>Interviews conducted</strong></td>
<td>► No interviews conducted since last report</td>
</tr>
<tr>
<td><strong>Artifacts received</strong></td>
<td>► Numerous artifacts received</td>
</tr>
</tbody>
</table>
Upcoming IV&V activities

- Participate in IV&V and Project meetings
- Review draft and final MMP2 Project 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>05/29/2020</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – May 2020 (IVV-302BC)</td>
<td>06/12/2020</td>
<td>06/29/2020</td>
<td>06/29/2020</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Jun 2020 (IVV-302BD)</td>
<td>07/15/2020</td>
<td>07/30/2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supporting information

- EVM basics
- Key indicators
- IV&V ratings summary
- Status of key deficiency recommendations
- Open deficiencies and recommendations
- 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

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

Baseline (0)

ES forecast

Late (\(T_0\))

Supporting information
### 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>
<tr>
<td>Is the project on time?</td>
<td>No</td>
<td>The MMP2 Project is within established schedule performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The completion date is forecast to be 19 December 2023, 19.7 days late</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The SPI is 0.994 and the overall trend since the new baseline is <strong>decreasing</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 7 of 1,601 total tasks (0.44%) contained in the project schedule are late</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- SV is currently -236.0 hours and the overall trend since the new baseline is <strong>increasing</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- TSPI is 1.004 and the overall trend since the new baseline is <strong>increasing</strong></td>
</tr>
<tr>
<td>Is the project on budget?</td>
<td>Yes</td>
<td>The MMP2 Project is within established cost performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The CPI is 1.000 and the overall trend since the new baseline is <strong>steady</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The Project is currently on budget based on provided budget and spending information.</td>
</tr>
<tr>
<td>Is scope being managed so there is no scope creep?</td>
<td>Yes</td>
<td>The work being completed as part of the MMP2 Project is within the scope of the project as defined in the Schedule IV-B Feasibility Study.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additional change requests are reviewed and approved based on the established change management process.</td>
</tr>
<tr>
<td>What are the project’s future risks?</td>
<td>Unknown</td>
<td>The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</td>
</tr>
<tr>
<td>Are the project’s risks increasing or decreasing?</td>
<td>Steady</td>
<td>The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team.</td>
</tr>
<tr>
<td>Are there new or emerging technological solutions that will affect the project’s technology assumptions?</td>
<td>No</td>
<td>New and emerging technologies were considered in the Feasibility Study. None have an adverse effect on the project’s technological assumptions.</td>
</tr>
</tbody>
</table>
This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.

Facet risk rating totals are as follows:
- Red (critical issues): 0
- Amber (issues): 0
- Green (no issues): 21
- Gray (not evaluated): 6
- Open deficiencies: 0

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

**Recommendation status versus priority**

- **Low**
  - Open: 0
  - In Progress: 0
  - Closed: 0
- **Medium**
  - Open: 0
  - In Progress: 12
  - Closed: 0
- **High**
  - Open: 0
  - In Progress: 0
  - Closed: 0

**Overall status of recommendations**

- **Open**: 0
- **In Progress**: 12
- **Closed**: 0

**Recommendation status by deficiency**

- **P2D1**
  - Open: 0
  - In Progress: 4
  - Closed: 0
- **P2D2**
  - Open: 0
  - In Progress: 8
  - Closed: 0

**Recommendation priority by deficiency**

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

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

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

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Actions taken</th>
</tr>
</thead>
</table>
| ► P2I2 – Lack of training | ► IV&V (MAR – December 2019)  
  ► Provide role-specific training to individuals assigned to a team. |  
  ► 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 |  
  ► IV&V (MAR – April 2020)  
  ► No update received  
  ► IV&V (MAR – May 2020)  
  ► No update received |
Schedule and cost performance

Supporting information

- Green area indicates within tolerance of +/- 10% for both SPI and CPI.
- Amber area indicates review is required and corrective actions may be necessary.
- Red area indicates out-of-tolerance and corrective actions are necessary.

This chart shows the SPI and CPI plotted as points against the tolerance ranges set up for the project.

Summary:
- Schedule and cost performance are within established thresholds.

Conclusions:
- The Project is behind schedule but within established performance thresholds.

As of 29 May 2020:
- SPI = 0.994
- CPI = 1.000
Schedule and cost performance (continued)

Supporting information

- This chart shows the percent complete for duration and work for the project.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - Duration and work complete have been increasing since the beginning of the project.
- Conclusions:
  - None.

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

(percent complete chart with blue and red lines indicating duration and work completions respectively)
Schedule and cost performance (continued)

Supporting information

- This chart shows the TSPI and SPI indexes and associated trends.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - The overall SPI trend since the new baseline is decreasing.
  - The overall TSPI trend since the new baseline is increasing.
- Conclusions:
  - Future required schedule efficiency (TSPI) is diverging from the current schedule efficiency (SPI).

- 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**

<table>
<thead>
<tr>
<th>WBS</th>
<th>Title</th>
<th>Completion date</th>
<th>Days late/early</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5.15.1.6</td>
<td>Release 1 Development Complete</td>
<td>01/20/22</td>
<td>13.4</td>
</tr>
<tr>
<td>3.5.15.2.5</td>
<td>Release 1 Testing Complete</td>
<td>08/11/22</td>
<td>15.3</td>
</tr>
<tr>
<td>3.5.15.5.7</td>
<td>Decision Point - Move to Production (Roll out) - Release 1</td>
<td>11/21/22</td>
<td>16.2</td>
</tr>
<tr>
<td>3.5.15.5.12</td>
<td>Statewide Implementation Complete - Release 1</td>
<td>06/16/23</td>
<td>18.1</td>
</tr>
<tr>
<td>3.5.16.1.5</td>
<td>Release 2 development complete</td>
<td>02/16/23</td>
<td>17.0</td>
</tr>
<tr>
<td>3.5.16.5.1</td>
<td>Testing Complete</td>
<td>07/29/22</td>
<td>15.2</td>
</tr>
<tr>
<td>3.5.19.5</td>
<td>Decision Point - Ready to Pilot</td>
<td>08/19/22</td>
<td>15.4</td>
</tr>
<tr>
<td>3.5.19.7</td>
<td>Decision Point - Move to Production (Roll out)</td>
<td>11/07/22</td>
<td>16.1</td>
</tr>
<tr>
<td>3.5.19.5.1</td>
<td>Go/No-Go Decision - Release 2</td>
<td>09/21/23</td>
<td>19.0</td>
</tr>
<tr>
<td>3.5.15.12</td>
<td>Statewide Implementation Complete</td>
<td>06/05/23</td>
<td>18.0</td>
</tr>
<tr>
<td>3.7</td>
<td>Execution and Monitoring &amp; Control Phase Complete</td>
<td>11/13/23</td>
<td>19.5</td>
</tr>
<tr>
<td>4.5</td>
<td>Closeout Phase Complete</td>
<td>11/30/23</td>
<td>19.7</td>
</tr>
<tr>
<td>5</td>
<td>Project Complete</td>
<td>11/30/23</td>
<td>19.7</td>
</tr>
</tbody>
</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
## Release milestones

### Supporting information

<table>
<thead>
<tr>
<th>Title</th>
<th>Completion date</th>
<th>Days late/early</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<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>Unable to forecast</td>
</tr>
<tr>
<td>Milestone C</td>
<td>07/16/20</td>
<td>07/24/20</td>
</tr>
<tr>
<td>Milestone D</td>
<td>10/22/20</td>
<td>10/31/20</td>
</tr>
<tr>
<td>Milestone E</td>
<td>01/21/21</td>
<td>01/31/21</td>
</tr>
<tr>
<td>Milestone F</td>
<td>05/06/21</td>
<td>05/17/21</td>
</tr>
<tr>
<td>Milestone G</td>
<td>08/12/21</td>
<td>08/23/21</td>
</tr>
<tr>
<td>Milestone H</td>
<td>10/28/21</td>
<td>11/09/21</td>
</tr>
<tr>
<td>Milestone I</td>
<td>01/20/22</td>
<td>02/02/22</td>
</tr>
<tr>
<td>Milestone J</td>
<td>04/28/22</td>
<td>05/12/22</td>
</tr>
<tr>
<td>Milestone K</td>
<td>08/04/22</td>
<td>08/19/22</td>
</tr>
<tr>
<td>Milestone L</td>
<td>11/10/22</td>
<td>11/26/22</td>
</tr>
<tr>
<td>Milestone M</td>
<td>02/16/23</td>
<td>03/05/23</td>
</tr>
</tbody>
</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:
- Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
- 7 of 1,601 total tasks (0.44%) contained in the project schedule are late.

Conclusions:
- The overall trend for the number of late tasks since the new baseline is increasing
- The MMP2 Project is behind schedule.
### 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: 96.5
- **Conclusions:**
  - Overall schedule quality is consistent and excellent

#### Overall Quality – Entire Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Quality</th>
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</thead>
<tbody>
<tr>
<td>29-May-20</td>
<td>96.5</td>
</tr>
<tr>
<td>22-May-20</td>
<td>96.5</td>
</tr>
<tr>
<td>15-May-20</td>
<td>96.5</td>
</tr>
<tr>
<td>8-May-20</td>
<td>96.1</td>
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#### Key Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Quality</th>
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<tbody>
<tr>
<td>Dynamic schedule</td>
<td>94.2</td>
</tr>
<tr>
<td>Critical path</td>
<td>100.0</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>99.6</td>
</tr>
<tr>
<td>Task durations</td>
<td>92.7</td>
</tr>
<tr>
<td>Schedule baseline</td>
<td>100.0</td>
</tr>
<tr>
<td>On time tasks</td>
<td>99.6</td>
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</tbody>
</table>

#### Schedule Parameters

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary tasks</td>
<td>100.0</td>
</tr>
<tr>
<td>Milestone tasks</td>
<td>98.7</td>
</tr>
<tr>
<td>Normal tasks</td>
<td>94.7</td>
</tr>
<tr>
<td>Resources</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 than 8 to 80 hours
- Baseline – Full baseline defined for all tasks
- On time tasks – Tasks that are not late

#### Quality Value

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 or greater</td>
<td>Between 75 and 90</td>
</tr>
<tr>
<td>Between 60 and 75</td>
<td>Between 45 and 60</td>
</tr>
<tr>
<td>Less than 45</td>
<td></td>
</tr>
</tbody>
</table>
## 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: 96.5

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

<table>
<thead>
<tr>
<th>Key Indicators</th>
<th>Schedule Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamic schedule</td>
<td>Summary tasks</td>
</tr>
<tr>
<td>Critical path</td>
<td>Milestone tasks</td>
</tr>
<tr>
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<td>Resources</td>
</tr>
<tr>
<td>Schedule baseline</td>
<td></td>
</tr>
<tr>
<td>On time tasks</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
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</tr>
</thead>
<tbody>
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</tr>
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<tr>
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</tr>
<tr>
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</tr>
<tr>
<td>Less than 45</td>
</tr>
</tbody>
</table>

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

### Overall Quality – Period 06/01/2019 to 11/30/2023

<table>
<thead>
<tr>
<th>All tasks</th>
<th>Open tasks</th>
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<tbody>
<tr>
<td>94.3</td>
<td>93.2</td>
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<tr>
<td>99.4</td>
<td>100.0</td>
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<tr>
<td>99.7</td>
<td>99.4</td>
</tr>
<tr>
<td>99.7</td>
<td>100.0</td>
</tr>
<tr>
<td>95.8</td>
<td>96.5</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Indicators</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamic schedule</td>
<td>94.3</td>
</tr>
<tr>
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<tr>
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<td>99.4</td>
</tr>
<tr>
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<td>Schedule baseline</td>
<td>99.7</td>
</tr>
<tr>
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</tbody>
</table>

<table>
<thead>
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<tbody>
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</tr>
<tr>
<td>Normal tasks</td>
<td>94.3</td>
</tr>
<tr>
<td>Resources</td>
<td>99.4</td>
</tr>
</tbody>
</table>
Project budget
Total project funding

Total project budget versus actual expenditures

Thousands

July 2017 to June 2020

Total budget
Total actual
Cumulative total budget
Cumulative total actual
About Ernst & Young

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Motorist Modernization Financials

JULY 14, 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>$ 2,303,520</td>
<td></td>
<td>$ 20,000</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 37,329,355</td>
<td>$ 32,678,267</td>
<td>$ 2,536,306</td>
<td>$ 1,745,667</td>
<td>$ 64,541</td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through June 2020

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

**ACTUALS:** $2,323,620

- **Contracted Services:** $1.76M
- **Expense (Software, Travel):** $0

Remaining: $360K
<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</td>
<td>$2,323,620</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$2,323,620</td>
<td>$2,323,620</td>
<td>0%</td>
</tr>
<tr>
<td>Month to Date (June 2020)</td>
<td>$563,620</td>
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<tr>
<td>Remaining Funds</td>
<td>$0</td>
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</tr>
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</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>Total</td>
<td>$44,574,480</td>
<td>$35,833,340</td>
<td>$2,473,390</td>
<td>$6,146,050</td>
<td>$121,700</td>
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</table>
Budget and Actuals: Current Fiscal Year through June 2020
### 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></td>
<td></td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$13,742,200</td>
<td>$12,932,200</td>
<td>(6.26%)</td>
</tr>
<tr>
<td>Month to Date (June 2020)</td>
<td>$6,623,149</td>
<td>$5,813,150</td>
<td>(12.23%)</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$810,000</td>
<td></td>
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## Phase II - Milestone B (Jan 22 - Apr 30 2020)
as of 7/7/2020

### Team A - T&R Issuance

<table>
<thead>
<tr>
<th>Current Activity</th>
<th>HIP Sprint</th>
<th>Team B - MV Globals</th>
<th>Current Activity</th>
<th>HIP Sprint</th>
<th>Portal/Heet</th>
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<tbody>
<tr>
<td>Development</td>
<td>Red</td>
<td>Development</td>
<td>Red</td>
<td>Development</td>
<td>N/A (Complete)</td>
</tr>
<tr>
<td>Testing</td>
<td>Red</td>
<td>Business Actions</td>
<td>Green</td>
<td>Business Actions</td>
<td>N/A (Complete)</td>
</tr>
<tr>
<td>Business Actions</td>
<td>Green</td>
<td>Technical Debt</td>
<td>Green</td>
<td>Technical Debt</td>
<td>N/A (Complete)</td>
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<tr>
<td>Technical Debt</td>
<td>Green</td>
<td>Backlog Health</td>
<td>Green</td>
<td>Backlog Health</td>
<td>N/A (Complete)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Stories</th>
<th>est dev hrs</th>
<th>Not Started</th>
<th>Refinement</th>
<th>Development</th>
<th>Testing</th>
<th>Done</th>
<th>Blocked</th>
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<tbody>
<tr>
<td>Total: 88</td>
<td>1,148</td>
<td>-</td>
<td>9</td>
<td>20</td>
<td>10</td>
<td>45</td>
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### ITA/IRP

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

<table>
<thead>
<tr>
<th>Stories</th>
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<th>Not Started</th>
<th>Refinement</th>
<th>Development</th>
<th>Testing</th>
<th>Done</th>
<th>Blocked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 85</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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### Enterprise

<table>
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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>
<tr>
<td>Development</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Testing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Business Actions</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Technical Debt</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
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<td>Green</td>
</tr>
<tr>
<td>Backlog Health</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stories</th>
<th>est dev hrs</th>
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<th>Refinement</th>
<th>Development</th>
<th>Testing</th>
<th>Done</th>
<th>Blocked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 7</td>
<td>n/a</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>

### SUMMARY - ALL TEAMS

<table>
<thead>
<tr>
<th>Development</th>
<th>Technical Debt</th>
<th>Backlog Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Yellow</td>
<td>Green</td>
</tr>
</tbody>
</table>

**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 have 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:** (in) by count of user stories for this Milestone