Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, August 11, 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
  - Project Updates
- Communications Update
- Q&A
- Adjourn
Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, July 14, 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 (absent)
- 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, Jessica Espinoza, Craig Benner, Laura Freeman, Cathy Thomas, Felecia Ford, Stacey Bayyari, Scott Tomaszewski, Aundrea Powell, Judy Johnson, Koral Griggs, Desi Tatilian, Chad Hutchinson and Scott Lindsay.

Visitors included – Gary Didio and Greg Williams with Ernst & Young. Michelle McGinley and Nathan Johnson from Accenture. Carl Ford from J Ford Consulting, Rebekah Bauman and Melissa Primm with Grant Street, and Megan Fay from Capital City Consulting also attended.

REVIEW OF MEETING MINUTES

• Rachel Graham reviewed the meeting minutes from June 9, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the June 9, 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. He stated there are six facets that have not been reviewed, yet. The Schedule Performance Index (SPI) was .994. The “to complete schedule performance index (TSPI)” was 1.004 and increasing. 7 of 1,601 total tasks were late. The program completion date was forecasted to be 19.7 days late. He stated this is predominantly due to Milestone B being late and Milestone C trending behind schedule.

STAKEHOLDER OUTREACH

• Terrence Samuel discussed the recent Phase II Focus Group Meetings held virtually on June 10 – 11, 2020. On June 10, the team presented an overview of Original New Title and Original Used Title transactions with a live demo in ORION, updated screens, signature pad
functionality and new motor vehicle BOLO functionality, as well as some of the new registration screens. On June 11, the team presented an overview of various inventory screens, inquiries and office settings, as well as fleet processing and high-speed processing.

- Mr. Samuel stated a demo of MyDMV Portal was held with law enforcement and the fraud unit on June 12.
- Mr. Samuel stated the team will be presenting at the Tax Collector training at Department of Revenue on July 21.
- Mr. Samuel stated a focus group meeting with the license plate agencies is tentatively scheduled for August 18 – 19, 2020.

**FINANCIAL REVIEW**

- Janis Timmons presented a Phase I and II financial review. The Phase I budget was $2.3 million with all funds expended as of June 30, 2020. The budget for Phase II is $13.7 million with $12.9 million expended as of June 30, 2020. There was a 6.26% variance with approximately $810K in remaining funds. These remaining funds were attributed to the cost savings for the IFTA/IRP system. She stated the procurement has been completed for ECM and the contract has been executed for Mobile DL.

**PHASE II PROJECT UPDATE**

- Nathan Johnson presented an overview of the Phase II Traffic Light Reports. Teams A and B are trending behind on completing Milestone B functionality. Team A continued to work on the Original Title transaction and completed requirements refinement of all remaining stories. Team B continued to focus on inquiries, summaries and customer creation and completed development of all stories. The MyDMV Portal/Fleet team completed the motor vehicle check application to close Milestone B. For Milestone C, Team B began to work on inventory features and global administrative features. Team A has not begun working on Milestone C, yet. The MyDMV Portal/Fleet team were working on the motor vehicle records request. Mr. Johnson stated updates will be provided for the IFTA/IRP team once the Milestone functionality is established. He stated the team anticipates a Phase II schedule change in the future due to resources being utilizing for Phase I.
- Terrence Samuel mentioned the Kick-Off for the Mobile DL Project was held on July 9.

**COMMUNICATIONS UPDATE**

- There was no communications update at the meeting.

**Q&A**

- There were no questions or concerns from members present.

**ADJOURNMENT**

- Mr. Samuel adjourned the meeting at approximately 2:50 p.m.
- The next Advisory Board Phase II Meeting is scheduled for August 11, 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 (6/9/20): 3 Pages
- OCM Update Report: 1 Page
- Phase II IV&V Report: 27 Pages
- MM Phase I/II Financials: 7 Pages
- Phase II Traffic Light Reports: 2 Pages
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**
- Continue planning on Phase II Schedule
- Milestone I in draft schedule complete:
  - OCM Strategy, Teams, Risks and Measures Established

**Strategy**
- Planning
  - Engagement Plans
  - Change Champion Kickoff

**Implement Change**
- DAS
- FHP
- ISA
- MS
- OED

**Measure & Evaluate**
- Readiness Survey

Report: August 7, 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 June 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 Project is within established schedule performance thresholds**
- The SPI is 0.990 and the overall trend since the new baseline is **decreasing**
- 9 of 1,601 total tasks (0.56%) contained in the project schedule are late
- 0 of 712 total tasks (0.00%) for the current period are late
- SV is currently -405.6 hours and the overall trend since the new baseline is **increasing**
- TSPI is 1.007 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 25 December 2023, 25.1 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**
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

**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.**
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 25 December 2023, 25.1 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 405.6 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: $18,402,054, 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: $14,760,956, 91%
- Expenses: $272,502, 2%
- OCO: $84,109, 0%
- Other: $0, 0%
- IV&V: $1,168,400, 7%

Total: $16,285,966

Actual versus remaining

- $16,285,966
- $6,625,413

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>07/30/2020</td>
<td>Complete</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

**Supporting information**

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 Project is within established schedule performance thresholds.  
▶ The completion date is forecast to be 25 December 2023, 25.1 days late  
▶ The SPI is 0.990 and the overall trend since the new baseline is decreasing  
▶ 9 of 1,601 total tasks (0.56%) contained in the project schedule are late  
▶ SV is currently -405.6 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 |
| Is the project on budget? | Yes | ▶ 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. |
| Is scope being managed so there is no scope creep? | Yes | ▶ 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.  
▶ Additional change requests are reviewed and approved based on the established change management process. |
| What are the project’s future risks? | Unknown | ▶ The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&V team. |
| Are the project’s risks increasing or decreasing? | Steady | ▶ The MMP2 Project 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. |
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: 12, Medium: 0, Low: 0
- P2D1: High: 0, Medium: 4, Low: 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>
<tbody>
<tr>
<td>► P2I2 – Lack of training</td>
<td>► IV&amp;V (MAR – December 2019)</td>
</tr>
<tr>
<td>► Provide role-specific training to individuals assigned to a team.</td>
<td>► Process improvement opened</td>
</tr>
<tr>
<td></td>
<td>► DHSMV (MAR – January 2020)</td>
</tr>
<tr>
<td></td>
<td>► Resolution underway</td>
</tr>
<tr>
<td></td>
<td>► IV&amp;V (MAR – February 2020)</td>
</tr>
<tr>
<td></td>
<td>► No update received</td>
</tr>
<tr>
<td></td>
<td>► DHSMV (MAR March 2020)</td>
</tr>
<tr>
<td></td>
<td>► 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.</td>
</tr>
<tr>
<td></td>
<td>► In late March and early April 2020, many of these recommendations were moved forward and then adjusted to deal with COVID-19.</td>
</tr>
<tr>
<td></td>
<td>► 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</td>
</tr>
<tr>
<td></td>
<td>► IV&amp;V (MAR – April 2020)</td>
</tr>
<tr>
<td></td>
<td>► No update received</td>
</tr>
<tr>
<td></td>
<td>► IV&amp;V (MAR – May 2020)</td>
</tr>
<tr>
<td></td>
<td>► No update received</td>
</tr>
<tr>
<td></td>
<td>► DHSMV (MAR – June 2020)</td>
</tr>
</tbody>
</table>
| | ► Senior and Junior Business Analysts received additional training during the month of June 2020. The training was a four-day customized Agile Business Analysis training. Specific areas covered were roles and responsibilities of the BAs, modeling techniques, user stories, process models, diagrams, integrating requirements and an in-depth look at the agile analysis framework.
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 Project 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.

As of 26 June 2020:
- SPI = 0.990
- 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
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>17.1</td>
</tr>
<tr>
<td>3.5.15.2.5</td>
<td>Release 1 Testing Complete</td>
<td>08/11/22</td>
<td>19.5</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>20.7</td>
</tr>
<tr>
<td>3.5.15.5.12</td>
<td>Statewide Implementation Complete - Release 1</td>
<td>06/16/23</td>
<td>23.1</td>
</tr>
<tr>
<td>3.5.16.1.5</td>
<td>Release 2 development complete</td>
<td>02/16/23</td>
<td>21.7</td>
</tr>
<tr>
<td>3.5.16.5.1</td>
<td>Testing Complete</td>
<td>07/29/22</td>
<td>19.3</td>
</tr>
<tr>
<td>3.5.19.5</td>
<td>Decision Point - Ready to Pilot</td>
<td>08/19/22</td>
<td>19.6</td>
</tr>
<tr>
<td>3.5.19.7</td>
<td>Decision Point - Move to Production (Roll out)</td>
<td>11/07/22</td>
<td>20.5</td>
</tr>
<tr>
<td>3.5.16.5.1</td>
<td>Go/No-Go Decision - Release 2</td>
<td>09/21/23</td>
<td>24.3</td>
</tr>
<tr>
<td>3.5.19.12</td>
<td>Statewide Implementation Complete</td>
<td>06/05/23</td>
<td>23.0</td>
</tr>
<tr>
<td>3.7</td>
<td>Execution and Monitoring &amp; Control Phase Complete</td>
<td>11/13/23</td>
<td>24.9</td>
</tr>
<tr>
<td>4.5</td>
<td>Closeout Phase Complete</td>
<td>11/30/23</td>
<td>25.1</td>
</tr>
<tr>
<td>5</td>
<td>Project Complete</td>
<td>11/30/23</td>
<td>25.1</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

<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>07/26/20</td>
</tr>
<tr>
<td>Milestone D</td>
<td>10/22/20</td>
<td>11/02/20</td>
</tr>
<tr>
<td>Milestone E</td>
<td>01/21/21</td>
<td>02/02/21</td>
</tr>
<tr>
<td>Milestone F</td>
<td>05/06/21</td>
<td>05/20/21</td>
</tr>
<tr>
<td>Milestone G</td>
<td>08/12/21</td>
<td>08/27/21</td>
</tr>
<tr>
<td>Milestone H</td>
<td>10/28/21</td>
<td>11/13/21</td>
</tr>
<tr>
<td>Milestone I</td>
<td>01/20/22</td>
<td>02/06/22</td>
</tr>
<tr>
<td>Milestone J</td>
<td>04/28/22</td>
<td>05/16/22</td>
</tr>
<tr>
<td>Milestone K</td>
<td>08/04/22</td>
<td>08/23/22</td>
</tr>
<tr>
<td>Milestone L</td>
<td>11/10/22</td>
<td>11/30/22</td>
</tr>
<tr>
<td>Milestone M</td>
<td>02/16/23</td>
<td>03/09/23</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

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)
- 9 of 1,601 total tasks (0.56%) 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

### Key Indicators

<table>
<thead>
<tr>
<th>Dynamic schedule</th>
<th>Task dependencies and constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical path</td>
<td>Task dependencies</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>Resource assignments</td>
</tr>
</tbody>
</table>

### Schedule Parameters

<table>
<thead>
<tr>
<th>Summary tasks</th>
<th>Task durations other than 8 to 80 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milestone tasks</td>
<td>Baseline – Full baseline defined for all tasks</td>
</tr>
<tr>
<td>Normal tasks</td>
<td>On time tasks – Tasks that are not late</td>
</tr>
<tr>
<td>Resources</td>
<td></td>
</tr>
</tbody>
</table>

### Overall Quality – Entire Schedule

<table>
<thead>
<tr>
<th>26-Jun-20</th>
<th>96.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-Jun-20</td>
<td>96.5</td>
</tr>
<tr>
<td>12-Jun-20</td>
<td>96.5</td>
</tr>
<tr>
<td>5-Jun-20</td>
<td>96.5</td>
</tr>
</tbody>
</table>

### 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: 96.5
- Conclusions:
  - Overall schedule quality is consistent and excellent

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

### Overall Quality – Period 08/01/2019 to 11/30/2023

- All tasks: 96.5%
- Open tasks: 100.0%

### Key Indicators

- Dynamic schedule: 94.8%
- Critical path: 100.0%
- Resource allocation: 99.4%
- Task durations: 93.3%
- Schedule baseline: 100.0%
- On time tasks: 100.0%

### Schedule Parameters

- Summary tasks: 100.0%
- Milestone tasks: 99.7%
- Normal tasks: 94.3%
- Resources: 99.4%
Project budget
Total project funding

Total project budget versus actual expenditures

Thousands


Total budget Total actual Cumulative total budget Cumulative total actual

$0 $5,000 $10,000 $15,000 $20,000 $25,000
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### Phase II - Milestone B (Jan 22 - Apr 30 2020)

**as of 8/4/2020**

#### Development

<table>
<thead>
<tr>
<th>Task</th>
<th>Not Started</th>
<th>In Progress</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>3</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Testing</td>
<td>10</td>
<td>395</td>
<td>241</td>
</tr>
<tr>
<td>Business Actions</td>
<td>45</td>
<td>532</td>
<td>59.0%</td>
</tr>
<tr>
<td>Technical Debt</td>
<td>2</td>
<td>5</td>
<td>12.6%</td>
</tr>
<tr>
<td>Backlog Health</td>
<td>1</td>
<td>24</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
<td><strong>1,148</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Technical Debt

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

#### Testing

<table>
<thead>
<tr>
<th>Task</th>
<th>Not Started</th>
<th>In Progress</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
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<td>-</td>
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</tr>
<tr>
<td>Testing</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Actions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Technical Debt</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Backlog Health</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### SUMMARY - ALL TEAMS

<table>
<thead>
<tr>
<th>Task</th>
<th>Not Started</th>
<th>In Progress</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Testing</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Actions</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Technical Debt</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Backlog Health</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

#### Notes

- **Green**: Remaining sprint work can be completed within capacity
- **Red**: Remaining sprint work cannot be completed within capacity
- **Yellow**: Some delays in tech dependencies, not impacting schedule
- **Red**: Delays in tech dependencies have impacted schedule
- **Green**: > 2 sprints worth of user stories refined
- **Yellow**: < 2 sprints worth of user stories refined (≥3)
- **Red**: < 1 sprint worth of user stories refined
- **Percentage(%):** By count of user stories for this Milestone
## Phase II - Milestone C (Apr 29 - July 16, 2020)
as of 8/4/2020

### Team A - T&R Issuance

<table>
<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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</thead>
<tbody>
<tr>
<td>Reg. Refinement</td>
<td>N/A</td>
<td>N/A</td>
<td>Green</td>
<td>N/A</td>
<td>Red</td>
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<table>
<thead>
<tr>
<th># Stories</th>
<th>Est Dev Hrs</th>
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<tbody>
<tr>
<td>Not Started</td>
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<td>Refinement</td>
<td>21</td>
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<tr>
<td>Development</td>
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<tr>
<td>Testing</td>
<td>-</td>
</tr>
<tr>
<td>Done</td>
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</tr>
<tr>
<td>Blocked</td>
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### Team B - MV Globals

<table>
<thead>
<tr>
<th>Current 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>Sprint 13</td>
<td>Red</td>
<td>Red</td>
<td>Green</td>
<td>Green</td>
<td>Red</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># Stories</th>
<th>Est Dev Hrs</th>
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<tbody>
<tr>
<td>Not Started</td>
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<tr>
<td>Refinement</td>
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<td>Development</td>
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<td>Testing</td>
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<td>Blocked</td>
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<td>Total</td>
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### Portal/Fleet

<table>
<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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</thead>
<tbody>
<tr>
<td>Sprint 8</td>
<td>Red</td>
<td>Red</td>
<td>Green</td>
<td>Green</td>
<td>Red</td>
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<table>
<thead>
<tr>
<th># Stories</th>
<th>Est Dev Hrs</th>
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</thead>
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<tr>
<td>Not Started</td>
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<td>Testing</td>
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<tr>
<td>Blocked</td>
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<tr>
<td>Total</td>
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</table>

### IFTA/HIP

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

### Enterprise

<table>
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<tr>
<th>Current 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>Sprint 13</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
</tbody>
</table>

### SUMMARY - ALL TEAMS

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

<table>
<thead>
<tr>
<th># Stories</th>
<th>Est Dev Hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Started</td>
<td>188</td>
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<tr>
<td>Refinement</td>
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<tr>
<td>Development</td>
<td>22</td>
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<tr>
<td>Testing</td>
<td>14</td>
</tr>
<tr>
<td>Done</td>
<td>19</td>
</tr>
<tr>
<td>Blocked</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>255</td>
</tr>
</tbody>
</table>

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

**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 have caused work to be late
- Technical Debt – Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
  - **Green:** Remaining sprint work cannot be completed within capacity
  - **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