Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, October 8, 2019
2:30 to 4:00 PM
Neil Kirkman Building, Conference Room B-202
2900 Apalachee Parkway, Tallahassee Florida 32399

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, September 10, 2019
2:30 to 4:00 PM
Neil Kirkman Building, Conference Room B-202
2900 Apalachee Parkway, Tallahassee Florida 32399

WELCOME AND INTRODUCTIONS

- The meeting was called to order at 2:30 p.m. Kristin Green 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    DHSMV
- Diane Buck    DHSMV (via phone)
- Jay Levenstein   DHSMV
- Lisa Cullen    Florida Tax Collectors
- Sherri Smith    Florida Tax Collectors (via phone)
- Sgt. Derek Joseph Law Enforcement (via phone)

- Additional DHSMV members present included – Kristin Green, Koral Griggs, Jessica Espinoza, Judy Johnson, Craig Benner, Felecia Ford, Chad Hutchinson and Laura Freeman.
- Visitors present included – Nathan Johnson from Accenture, and Gary Didio from Ernst and Young attended via phone. Andrew Bell and Denise Smith from Florida Auto Tag Agencies, Carl Ford from J Ford Consulting and Scott Lunsford with the Florida Tax Collectors also attended.

REVIEW OF MEETING MINUTES

- Rachel Graham reviewed the meeting minutes from August 13, 2019. No corrections were identified. A motion to approve the minutes was accepted by the board members and the August 13, 2019, 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 was .955. 26 of 1,446 total tasks were late. The program completion date is projected to be 112.9 days late and the Schedule Quality Score was 96.2.

STAKEHOLDER OUTREACH

- Jessica Espinoza discussed the various presentations and demos performed at the Tax Collector Education Forum during the week of August 26. She stated they received positive feedback from the hands-on ORION room. Two bugs were identified; however, they were previously tracked by the team.
FINANCIAL REVIEW
• Janis Timmons presented a Phase I and II financial review. The Phase I budget was $2.3 million with $226K expended. There was a 0 percent variance with approximately $2.1 million in remaining funds. The budget for Phase II was $13.7 million with $1.3 million expended. There was a 0 percent variance with approximately $12.4 million in remaining funds.

PHASE II PROJECT UPDATE
• Nathan Johnson stated all teams have completed requirements validation. He stated some teams will begin development and sprint planning this week.

COMMUNICATIONS UPDATE
• There was no communications update at the meeting.

Q&A
• There were no questions or concerns from members present.

ADJOURNMENT
• Ms. Green adjourned the meeting at approximately 2:40 p.m.
• The next Advisory Board Phase II Meeting is scheduled for October 8, 2019.

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 (8/13/19) 4 Pages
MM Phase II IV&V Update 31 Pages
MM Phase I/II Financials 7 Pages
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

August 2019

30 September 2019
Topics for discussion

- General IV&V overview
- Overall risk state and trending
- Project complete date slippage
- Schedule variance
- Upcoming IV&V activities
- Project budget
- Summary of changes
- Supporting information

Data contained in this MAR is as of 31 August 2019
## General IV&V overview

<table>
<thead>
<tr>
<th>Overall IV&amp;V risk state:</th>
<th>Green</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

### The MMP2 Program is within established schedule performance thresholds
- The schedule performance index (SPI) is 0.966 and *increasing*
- 11 of 1,446 total tasks (.76%) contained in the project schedule are late
- 0 of 41 total tasks (0%) for the current period are late
- Schedule variance (SV) is currently -1,141.8 hours and *decreasing*
- To complete schedule performance index (TSPI) is 1.031 and *decreasing*

### The MMP2 Program is within established cost performance thresholds
- The cost performance index (CPI) is 1.000
- The Program is currently on budget based on provided budget and spending information

### The MMP2 Program is behind schedule
- The Program completion date is forecast to be 16 February 2024, 212.9 days late
- Future milestones are projected to be completed behind schedule
- The amount of time the project is behind schedule is *increasing*
Overall risk state and trending

Risk state of the MM Program (Phase II)

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:**
- The program completion date is forecast to be 16 February 2024, 212.9 days late.
- The amount of time the project is behind schedule is **increasing**.

**Conclusions:**
- The program 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 1,141.8 hours.

Conclusions:
- The MMP2 Program is behind schedule.

- Blue area indicates the cumulative PV as of the current reporting period.
- Grey area indicates the cumulative EV as of the current reporting period.
- PV is the work scheduled to be accomplished.
- EV is the value of the work actually performed.
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%

Actual

- DHSMV Staff: $0, 0%
- Contracted Staff: $8,062,876, 88%
- Expenses: $272,502, 3%
- OCO: $51,109, 0%
- Other: $0, 0%
- IV&V: $815,700, 9%

Actual versus remaining

- Actual: [Colorful bar chart showing actual figures]
- Remaining: [Colorful bar chart showing remaining figures]
Summary of changes

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

- Participate in IV&V and Program meetings
- Review draft and final MMP2 Program materials provided to the IV&V Team
- Conduct interviews as required
- Schedule of immediate IV&V deliverables is as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Planned draft</th>
<th>Planned final</th>
<th>Actual final</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAR – Aug 2019 (IVV-302AT)</td>
<td>09/16/2019</td>
<td>10/01/2019</td>
<td>09/30/2019</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Sep 2019 (IVV-302AU)</td>
<td>10/14/2019</td>
<td>10/29/2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Oct 2019 (IVV-302AV)</td>
<td>11/14/2019</td>
<td>12/03/2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Nov 2019 (IVV-302AW)</td>
<td>12/13/2019</td>
<td>12/31/2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Dec 2019 (IVV-302AX)</td>
<td>01/15/2020</td>
<td>01/31/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Jan 2020 (IVV-302AY)</td>
<td>02/14/2020</td>
<td>03/02/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Feb 2020 (IVV-302AZ)</td>
<td>03/13/2020</td>
<td>03/30/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Mar 2020 (IVV-302BA)</td>
<td>04/14/2020</td>
<td>04/29/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Apr 2020 (IVV-302BB)</td>
<td>05/14/2020</td>
<td>06/01/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – May 2020 (IVV-302BC)</td>
<td>06/12/2020</td>
<td>06/29/2020</td>
<td></td>
<td></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

- Key indicators
- IV&V ratings summary
- Status of key deficiency recommendations
- Schedule and cost performance
- Forecast milestone completion
- Project milestone dates
- Late tasks
- Open deficiencies and recommendations
- Process improvement recommendations
- Project schedule quality
- Project budget
## 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 Program is within established schedule performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The SPI is 0.966 and <strong>increasing</strong>.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ 11 of 1,446 total tasks (.76%) contained in the project schedule are late.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ 0 of 41 total tasks (0%) for the current period are late.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ SV is currently -1,141.8 hours and is <strong>decreasing</strong>.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ TSPI is 1.031 and <strong>decreasing</strong>.</td>
</tr>
<tr>
<td>Is the project on budget?</td>
<td>Yes</td>
<td>▶ The MMP2 Program is within established cost performance thresholds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The cost performance index (CPI) is 1.000.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The Program 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 Program 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 Program 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 Program 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ None have an adverse effect on the project’s technological assumptions.</td>
</tr>
</tbody>
</table>
IV&V ratings summary

Supporting information

- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
  - Red (critical issues): 0
  - Amber (issues): 0
  - Green (no issues): 21
  - Gray (not evaluated): 6
- Open deficiencies: 0
- Conclusions:
  - The MMP2 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

- High: 0
- Medium: 8
- Low: 0
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)

This chart shows the percent complete for duration and work for the project.

Summary:
- Duration and work complete has been increasing since the beginning of the project.

Conclusions:
- None.

- Blue line is duration percent complete.
- Red line is work percent complete.
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:
  - 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
Forecast milestone completion

**Supporting information**

- This chart shows the projected completion dates for future milestones based on historical performance using the schedule performance index (SPI).

**Summary:**
- Future milestones are projected to be completed behind schedule.
- The amount of time the project is behind schedule is increasing.

**Conclusions:**
- The program is behind schedule.

---

This is a bar chart showing the projected milestone completion dates for a project. The chart compares dates for various decision points:

- **Decision Point - Ready to Pilot**: The milestone is due to be completed in Aug-19, but it is projected to be completed in May-19, indicating a delay.
- **Development Complete**: The milestone is due to be completed in Jun-19, but it is projected to be completed in May-19, indicating a delay.
- **Testing Complete**: The milestone is due to be completed in Jun-19, but it is projected to be completed in May-19, indicating a delay.
- **Execution and Monitoring & Control Phase Complete**: The milestone is due to be completed in Jul-19, but it is projected to be completed in May-19, indicating a delay.
- **Closeout Phase Complete**: The milestone is due to be completed in Aug-19, but it is projected to be completed in May-19, indicating a delay.
- **Project Complete**: The milestone is due to be completed in Sep-19, but it is projected to be completed in May-19, indicating a delay.

**Forecast milestone slippage**

- **Project Complete**: 212.9 days
- **Closeout Phase Complete**: 210.8 days
- **Execution and Monitoring & Control Phase Complete**: 209.0 days
- **Statewide Implementation Complete**: 208.2 days
- **Decision Point - Move to Production (Roll out)**: 185.9 days
- **Decision Point - Ready to Pilot**: 177.4 days
- **Testing Complete**: 175.2 days
- **Development Complete**: 149.9 days
- **Obtain Validated Requirements Approval and Signoff**: 58.9 days

**Number of calendar days**

**Forecast milestone completion**
# Project milestone dates

## Supporting information

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

<table>
<thead>
<tr>
<th>WBS</th>
<th>Title</th>
<th>Completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Original</td>
</tr>
<tr>
<td>3.4.10</td>
<td>Obtain Validated Requirements Approval and Signoff</td>
<td>07/30/19</td>
</tr>
<tr>
<td>3.5.14.5</td>
<td>Development Complete</td>
<td>12/03/21</td>
</tr>
<tr>
<td>3.5.15.5</td>
<td>Testing Complete</td>
<td>07/29/22</td>
</tr>
<tr>
<td>3.5.18.5</td>
<td>Decision Point - Ready to Pilot</td>
<td>08/19/22</td>
</tr>
<tr>
<td>3.5.18.7</td>
<td>Decision Point - Move to Production (Roll out)</td>
<td>11/07/22</td>
</tr>
<tr>
<td>3.5.18.12</td>
<td>Statewide Implementation Complete</td>
<td>06/05/23</td>
</tr>
<tr>
<td>3.7</td>
<td>Execution and Monitoring &amp; Control Phase Complete</td>
<td>06/12/23</td>
</tr>
<tr>
<td>4.5</td>
<td>Closeout Phase Complete</td>
<td>06/29/23</td>
</tr>
<tr>
<td>5</td>
<td>Project Complete</td>
<td>07/19/23</td>
</tr>
</tbody>
</table>

Late 212.9 days
Late tasks

Supporting information

- This chart shows the number of tasks that are late for each of the IV&V reports for the following:
  - Total tasks late.
  - Tasks that are open (task completion percentage is greater than 0% and less than 100%).
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Total normal tasks: 1,446
  - Total tasks late: 11
  - Total open tasks late: 06
- Conclusions:
  - The total number of tasks designated as late is 0.76% of the total number of tasks.
  - The number of late tasks has decreased since the last report.
Open deficiencies and actions

The MMP2 Program Team has satisfactorily addressed all deficiencies identified by the IV&V Team.

<table>
<thead>
<tr>
<th>Deficiency</th>
<th>Actions taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>
## Process improvement recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Progress update / resolution</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>► The program team should perform a level of effort analysis on the remaining Uniface task and update the MM Program Schedule to provide an accurate reflection of the remaining work, allocated resources, and adjusted timeline.</td>
<td>► The program team is continuing to analyze the remaining UNIFACE tasks to determine appropriate changes to the MMP2 Program Schedule.</td>
<td>► In-progress</td>
</tr>
</tbody>
</table>
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: 96.3

Conclusions:
- Overall schedule quality is consistent and excellent

Key Indicators

<table>
<thead>
<tr>
<th>Dynamic schedule</th>
<th>Critical path</th>
<th>Resource allocation</th>
<th>Task durations</th>
<th>Schedule baseline</th>
<th>On time tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>93.3</td>
<td>99.9</td>
<td>99.7</td>
<td>93.4</td>
<td>100.0</td>
<td>99.2</td>
</tr>
</tbody>
</table>

Schedule Parameters

<table>
<thead>
<tr>
<th>Summary tasks</th>
<th>Milestone tasks</th>
<th>Normal tasks</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>100.0</td>
<td>98.4</td>
<td>94.4</td>
<td>99.7</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

- 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

### Overall Quality – Period 09/01/2019 to 11/30/2019

<table>
<thead>
<tr>
<th>All tasks</th>
<th>95.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open tasks</td>
<td>95.7</td>
</tr>
</tbody>
</table>

### Key Indicators

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

### Schedule Parameters

- Summary tasks
- Milestone tasks
- Normal tasks
- Resources

<table>
<thead>
<tr>
<th>Quality Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 or greater</td>
</tr>
<tr>
<td>Between 75 and 90</td>
</tr>
<tr>
<td>Between 60 and 75</td>
</tr>
<tr>
<td>Between 45 and 60</td>
</tr>
<tr>
<td>Less than 45</td>
</tr>
</tbody>
</table>
Project budget
Total project funding

Total project budget versus actual expenditures

- Total budget
- Total actual
- Cumulative total budget
- Cumulative total actual

Thousands

Project budget
DHSMV staff funding

Total DHSMV staff budget versus actual expenditures

Thousands

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

Total contract staff budget versus actual expenditures

- Total contracted staff - budget
- Total contracted staff - actual
- Cumulative total contracted staff - budget
- Cumulative total contracted staff - actual
Project budget
Expense funding

Total expense budget versus actual expenditures

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

Total OCO budget versus actual expenditures

- Total OCO - budget
- Total OCO - actual
- Cumulative total OCO - budget
- Cumulative total OCO - actual
Project budget
Other items funding

Supporting information

Total other items budget versus actual expenditures

Thousands


Colors:
- Red: Total other items - budget
- Green: Total other items - actual
- Black: Cumulative total other items - budget
- Mauve: Cumulative total other items - actual
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## 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>$0</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>$0</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$2,323,620</td>
<td>$2,303,620</td>
<td></td>
<td>$20,000</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$37,329,355</strong></td>
<td><strong>$32,678,267</strong></td>
<td><strong>$2,536,306</strong></td>
<td><strong>$1,745,667</strong></td>
<td><strong>$64,541</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through September 2019

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

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

**ACTUALS:** $412,874

- Contracted Services: $412K
- Expense (Software, Travel): $0

Remaining: $360K
## Budget and Actuals

### Phase I Overview

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Total</th>
<th>Actuals to Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2019-2020 Total Funding</td>
<td>$2,323,620</td>
<td></td>
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</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$412,874</td>
<td>$412,874</td>
<td>0%</td>
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<tr>
<td>Month to Date (September 2019)</td>
<td>$186,437</td>
<td>$186,437</td>
<td>0%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$1,910,746</td>
<td></td>
<td></td>
</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>$ 7,619,700*</td>
<td>$ 6,915,960</td>
<td>$ 423,240</td>
<td>$ 276,500</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$ 6,036,700*</td>
<td>$ 5,580,460</td>
<td>$ 423,240</td>
<td></td>
<td>$ 33,000</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$ 2,906,700*</td>
<td>$ 2,479,460</td>
<td>$ 423,240</td>
<td></td>
<td>$ 4,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 39,474,480*</td>
<td>$ 32,723,040</td>
<td>$ 2,473,390</td>
<td>$ 4,176,350</td>
<td>$ 101,700</td>
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</tbody>
</table>
### Phase II
#### 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</th>
<th>OCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>$4,132,180</td>
<td>$3,575,240</td>
<td>$357,190</td>
<td>$179,850</td>
<td>$19,900</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$5,037,000</td>
<td>$4,455,960</td>
<td>$423,240</td>
<td>$150,000</td>
<td>$7,800</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$13,742,200</td>
<td>$9,715,960</td>
<td>$423,240</td>
<td>$3,570,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>2020-2021</td>
<td>$9,877,400</td>
<td>$7,615,960</td>
<td>$423,240</td>
<td>$1,814,200</td>
<td>$24,000</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$7,377,440</td>
<td>$6,689,200</td>
<td>$423,240</td>
<td>$232,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$4,408,260</td>
<td>$3,781,020</td>
<td>$423,240</td>
<td>$200,000</td>
<td>$4,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$44,574,480</strong></td>
<td><strong>$35,833,340</strong></td>
<td><strong>$2,473,390</strong></td>
<td><strong>$6,146,050</strong></td>
<td><strong>$121,700</strong></td>
</tr>
</tbody>
</table>
Budget and Actuals: Current Fiscal Year through September 2019

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

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

**ACTUALS:** $1,875,426

- Contracted Services: Remaining
- IV&V Services: $1.77M
- Expense (Software, Travel): $105K
- OCO: $0
## 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>$1,875,426</td>
<td>0%</td>
</tr>
<tr>
<td>Fiscal Year to Date</td>
<td>$1,875,426</td>
<td>$1,875,426</td>
<td>0%</td>
</tr>
<tr>
<td>Month to Date (September 2019)</td>
<td>$595,078</td>
<td>$595,078</td>
<td>0%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$11,866,774</td>
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</tr>
</tbody>
</table>
## Organizational Change Management

<table>
<thead>
<tr>
<th>Date/Frequency</th>
<th>Title</th>
<th>Category</th>
<th>Description</th>
<th>Audience</th>
<th>Vehicle</th>
<th>Owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 25, 2019</td>
<td>Phase II All-Hands Meeting</td>
<td>Internal/External</td>
<td>Meeting with all team members working on Phase II, covering where the team is in the schedule and discussing cross-team topics.</td>
<td>OMM Team, FLHSMV Staff Members and Tax Collector SMEs</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>Nathan Johnson</td>
</tr>
<tr>
<td>July - November 2019</td>
<td>Motorist Modernization Resources</td>
<td>Internal/External</td>
<td>Developing strategic materials, including posters, bulletin boards and quick facts about the Motorist Modernization Program.</td>
<td>FLHSMV Staff and Tax Collectors</td>
<td>Printed Materials/Electronic Communication</td>
<td>Alexis Bakofsky</td>
</tr>
<tr>
<td>September 11, 2019</td>
<td>Phase II Development Kick Off</td>
<td>Internal</td>
<td>Meeting with all team members working on Phase II, covering where the team is in the schedule and discussing cross-team topics. First step prior to the start of sprint planning and development.</td>
<td>FLHSMV Staff</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>Nathan Johnson</td>
</tr>
<tr>
<td>October 2019</td>
<td>Motorist Modernization SharePoint Site</td>
<td>Internal</td>
<td>Implement high level SharePoint site for all members to learn more about the Motorist Modernization Program and become a resource and reference for the department.</td>
<td>FLHSMV Staff</td>
<td>Electronic Communication</td>
<td>Alexis Bakofsky and Koral Griggs</td>
</tr>
</tbody>
</table>

## Training

<table>
<thead>
<tr>
<th>Date/Frequency</th>
<th>Title</th>
<th>Category</th>
<th>Description</th>
<th>Audience</th>
<th>Vehicle</th>
<th>Owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bi-Weekly</td>
<td>Executive Steering Committee Meeting</td>
<td>Internal</td>
<td>Bi-weekly meeting to present updates, information and changes to the Executive Steering Committee.</td>
<td>ESC Leadership Members and OMM Team</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Monthly</td>
<td>Phase II Advisory Board</td>
<td>Internal/External</td>
<td>Monthly meeting open to the public to present updates, information and changes to the Phase II Advisory Board.</td>
<td>Advisory Board Voting Members and OMM Team</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Modernization Internal Team Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program.</td>
<td>OMM Team</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Phase II Accenture Weekly Status Meeting</td>
<td>Internal/External</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program with the Phase II Accenture team, Ernst and Young, AST and OMM team members.</td>
<td>OMM Team, Ernst and Young and AST and OMM team members.</td>
<td>Face-to-Face Meeting/Conference Call</td>
<td>Accenture Team</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Modernization Weekly Leadership Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss risks and issues and provide updates and information related to the program to Executive Leadership</td>
<td>Executive Leadership</td>
<td>Face-to-Face Meeting</td>
<td>OMM Team</td>
</tr>
<tr>
<td>Frequency</td>
<td>Event Name</td>
<td>Audience</td>
<td>Description</td>
<td>Contact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------------</td>
<td>-------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly</td>
<td>IV&amp;V Weekly Status Meeting</td>
<td>Internal</td>
<td>Weekly meeting to discuss the overall status of the Motorist Modernization Program from an independent validation and verification perspective.</td>
<td>OMM Leadership, AST, Ernst and Young, and Contract Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Face-to-Face Meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Kristin Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td>As Necessary</td>
<td>Focus Group Meetings</td>
<td>Stakeholder Outreach</td>
<td>Meetings to provide information or obtain feedback on the Motorist Modernization initiative.</td>
<td>Various Stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Face-to-Face Meeting, Conference Call, Electronic Communication</td>
<td>Koral Griggs, Terrence Samuel, Senior Business Analysts</td>
<td></td>
</tr>
<tr>
<td>Bi-Weekly</td>
<td>Communications Meeting</td>
<td>Internal</td>
<td>Bi-weekly meeting with Alexis Bakofsky, Beth Frady, Rick Burnham and Craig Benner to discuss communications within the agency and the Office of Motorist Modernization.</td>
<td>FLHSMV Communications Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Face-to-Face Meeting</td>
<td>Koral Griggs</td>
<td></td>
</tr>
<tr>
<td>Monthly</td>
<td>MoMo You Know</td>
<td>Internal</td>
<td>When requested, a monthly email containing updates related to the Motorist Modernization project, including &quot;need to knows,&quot; encouragement, upcoming tasks, etc.</td>
<td>Motorist Modernization Program Members</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Bi-Weekly</td>
<td>ORION Hub Newsletter</td>
<td>External/Internal</td>
<td>Bi-weekly newsletter consisting of various articles related to the Motorist Modernization Program and written by Motorist Modernization team members.</td>
<td>FLHSMV Staff Members and Tax Collectors</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Quarterly</td>
<td>ISA Bits and Bytes</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for ISA's quarterly newsletter when requested.</td>
<td>FLHSMV Staff</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Motorist Services Intersection Newsletter</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for the Motorist Services Intersection Newsletter when requested.</td>
<td>FLHSMV Staff Members and Tax Collectors</td>
<td>Electronic Communication</td>
<td>Rick Burnham</td>
</tr>
<tr>
<td>Weekly</td>
<td>Motorist Services News Wheel</td>
<td>Internal</td>
<td>Provide Motorist Modernization content for the Motorist Services News Wheel.</td>
<td>Motorist Services</td>
<td>Electronic Communication</td>
<td>Rick Burnham</td>
</tr>
<tr>
<td>Monthly</td>
<td>ORION Star</td>
<td>Internal</td>
<td>Monthly award presented to a Motorist Modernization team member who has gone &quot;above and beyond&quot; for the sake of the project and the team.</td>
<td>Executive Leadership and Motorist Modernization Program Members</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Monthly</td>
<td>Legislative Governance Status Report</td>
<td>External</td>
<td>Monthly status report to provide updates related to the Motorist Modernization Program.</td>
<td>Various Stakeholders</td>
<td>Electronic Communication</td>
<td>Accenture Team</td>
</tr>
<tr>
<td>As Necessary</td>
<td>FLHSMV Governor's Weekly Report</td>
<td>External</td>
<td>Contribution of content for the Governor's Weekly Report, as necessary.</td>
<td>Florida Governor</td>
<td>Electronic Communication</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Monthly</td>
<td>Motorist Modernization Website</td>
<td>Internal/External</td>
<td>Monthly updates to the Motorist Modernization webpage including videos, meeting materials and information related to the monthly advisory board meetings and the Motorist Modernization Program.</td>
<td>FLHSMV Staff, Tax Collectors, Citizens</td>
<td>Website</td>
<td>Koral Griggs and FLHSMV Web Team</td>
</tr>
<tr>
<td>As Necessary</td>
<td>PartnerNet/SafetyNet Webpages</td>
<td>External</td>
<td>Updates to the PartnerNet and SafetyNet webpages containing information related to the Motorist Modernization project, as necessary; including the monthly IV&amp;V Report and the monthly Tax Collector Status Report.</td>
<td>Tax Collectors and FLHSMV Staff</td>
<td>PartnerNet/SafetyNet</td>
<td>Koral Griggs</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Reason</td>
<td>Details</td>
<td></td>
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<tr>
<td>------------</td>
<td>------------------------</td>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 30 - August 1, 2019</td>
<td>Visit to Texas DMV</td>
<td>Internal/External</td>
<td>Discussed modernization process with Texas DMV regarding their customer portal.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OMM Leadership</td>
<td>Face-to-Face Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Terrence Samuel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>