

## Motorist Modernization

**Motorist Modernization Advisory Board Monthly Meeting**  
**November 8, 2016**  
**Neil Kirkman Building, Conference Room B-130**  
**2900 Apalachee Parkway, Tallahassee Florida 32399**  
**1:00-3:00 P.M. EST**

### Invitees

Deb Roby  
Ed Broyles  
Kelley Scott  
Carl Forney  
April Edwards  
Beth Allman  
Linda Fugate

### Representing

DHSMV  
DHSMV  
DHSMV  
DHSMV  
DHSMV  
Florida Clerk Courts & Comptrollers  
Florida Tax Collectors

### Agenda

- Roll Call
- Welcome
- Review and Approval of Last Meeting Minutes
- Stakeholder Outreach Update
- Policy and Decisions Review
- MM Phase I Program Update
  - Status Update and Financial Review
  - Change Request Review
  - Project Updates
- Q&A
- Adjourn

# **Monthly Assessment Report**

**September 2016**

**Independent Verification and Validation  
(IV&V) Project**

**Motorist Modernization Program  
(Phase I)**

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

A decorative graphic consisting of a series of vertical bars of varying heights on the left side, and a large yellow triangle pointing towards the center on the right side.

21 October 2016

Monthly Assessment Report for Motorist Modernization Program (Phase I) IV&V Project

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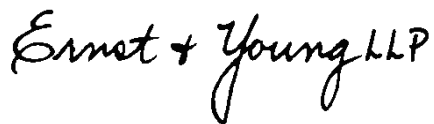
We have completed our Monthly Assessment Report for the Motorist Modernization Program (Phase I) Independent Verification and Validation effort. The Monthly Assessment Report was prepared in accordance with the following, and our procedures were limited to those documents:

- DHSMV RFQ 019-15 dated 12 December 2014
- Attachment I Scope of Services dated 02 February 2015
- EY Proposal to Serve dated 16 January 2015

We value the opportunity to work with you and sincerely appreciate the cooperation and assistance your team provided to us during the preparation of this Monthly Assessment Report. We would be pleased to discuss any aspect of our Monthly Assessment Report with you or other members of management at your convenience.

This is intended solely for the information and use of the management of the Department of Highway Safety and Motor Vehicles (Department) for the State of Florida and is not intended to be and should not be used by anyone other than these specified parties. Ernst & Young therefore assumes no responsibility to any user of the report other than Department. Any other persons who choose to rely on our report do so entirely at their own risk.

Sincerely,



21 October 2016

# Document Control

This is a controlled document. The control and release of this document is the responsibility of the document owner.

Issue control					
Document reference	IVV-302AT		Project	Motorist Modernization Program (Phase I)	
Issue	2.0	Date	21 October 2016	Author	Gary E. Didio
Document title	Monthly Assessment Report				
Revision history					
Issue	Date		Author	Comment	
1.0	14 October 2016		G. Didio, J. Horgan, A. Calvo, C. Wade	Initial for review	
2.0	21 October 2016		G. Didio	Final	

We have reviewed and agreed to the information described in this document and referenced attachments.

Approval			
Name	Title	Date	Signature
Kim Chojnowski	IV&V Contract Manager		
Terrence Samuel	Director Office of Motorist Modernization		



Abstract	
Background	In order to gain an understanding of the risks associated with the State of Florida Department of Highway Safety and Motor Vehicles (DHSMV) Motorist Modernization (MM) Program (Phase I), Ernst & Young (EY) conducts independent verification and validation (IV&V) reviews to identify key challenges and associated recommendations for DHSMV management to consider for addressing the challenges.
Results	As a result of conducting the monthly assessment, all previously identified IV&V deficiencies have been successfully addressed by the MM Program Team. There are currently no open IV&V deficiencies.
Implications	All previously identified IV&V deficiencies have been successfully addressed by the MM Program Team. There are currently no open IV&V deficiencies.
Recommendations	All previously identified IV&V deficiencies have been successfully addressed by the MM Program Team. There are currently no open IV&V deficiencies.

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# 1 Executive summary

This report is an assessment of the strengths, risk exposure and key issues that are associated with the State of Florida Department of Highway Safety and Motor Vehicles (DHSMV or Department) Motorist Modernization (MM) Program (Phase I). The following table identifies changes since the submission of the previous report.

Table 1. Summary of changes	
Item	Description
General	<ul style="list-style-type: none"> <li>There are no open IV&amp;V deficiencies.</li> <li>The Program is within established performance thresholds.               <ul style="list-style-type: none"> <li>The schedule performance index (SPI) is 0.99.</li> <li>7 of 2,631 total tasks (0.3%) contained in the project schedule are late.</li> <li>6 of 1,688 tasks (0.4%) for the current period are late.</li> </ul> </li> <li>No new facets evaluated.</li> <li>No new deficiencies identified since the last report.</li> <li>Overall IV&amp;V risk state for the project is Green (no issues).</li> <li>Data contained in this MAR is as of 14 October 2016.</li> </ul>
Deficiencies addressed	<ul style="list-style-type: none"> <li>There are no open IV&amp;V deficiencies.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
New deficiencies	<ul style="list-style-type: none"> <li>No new deficiencies identified.</li> <li>Refer to Section 3, Findings and recommendations.</li> </ul>
Risk ratings	<ul style="list-style-type: none"> <li>No risk rating changes.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
Maturity ratings	<ul style="list-style-type: none"> <li>No maturity rating changes.</li> <li>Refer to Appendix E, Maturity assessment results.</li> </ul>
Interviews conducted	<ul style="list-style-type: none"> <li>No interviews conducted.</li> <li>Refer to Appendix G, Interviews and artifacts.</li> </ul>
Artifacts received	<ul style="list-style-type: none"> <li>Numerous artifacts received.</li> <li>Refer to Appendix G, Interviews and artifacts.</li> </ul>

The following figure shows the overall risk ratings assigned to each area within the program governance, project management and technical solution dimensions. It also shows the risk state trending for each area (positive or negative). Red facets represent the highest risks and should be remediated first.

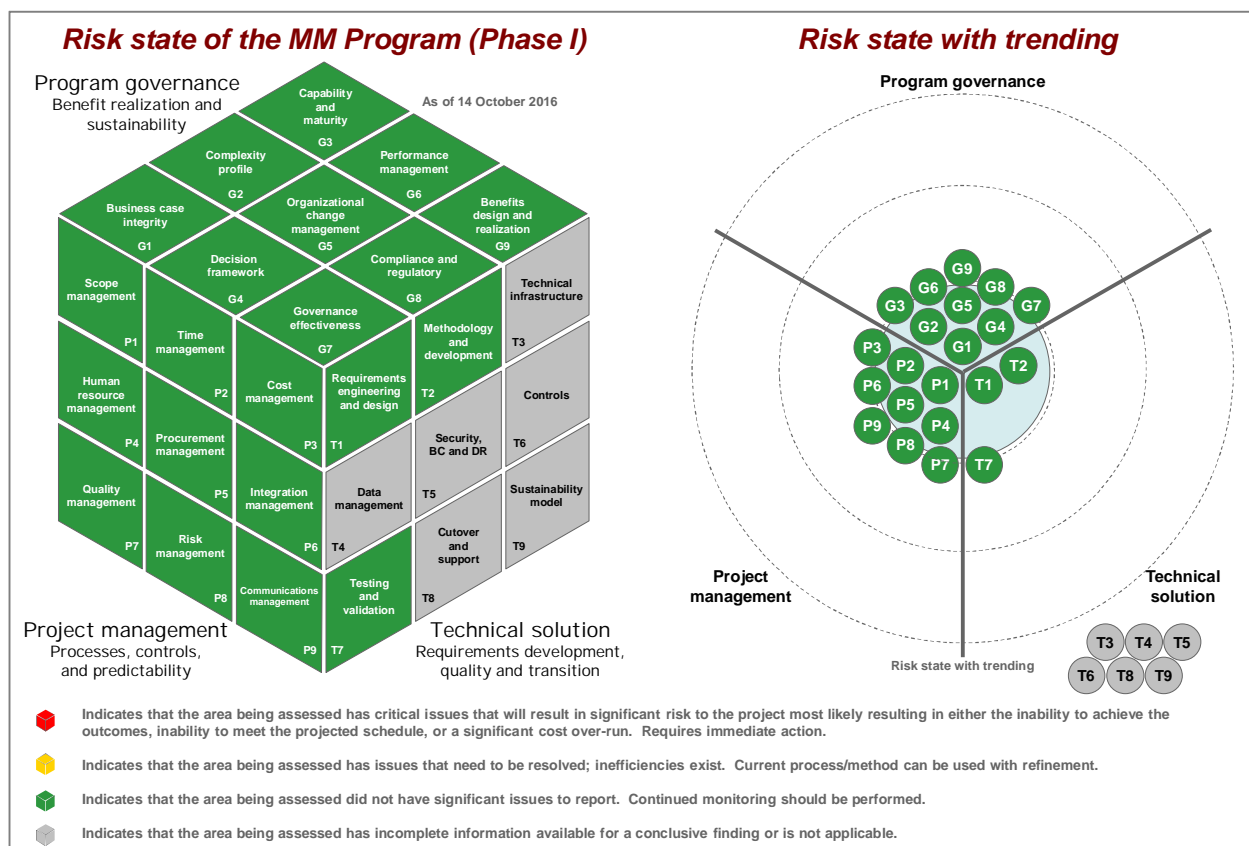
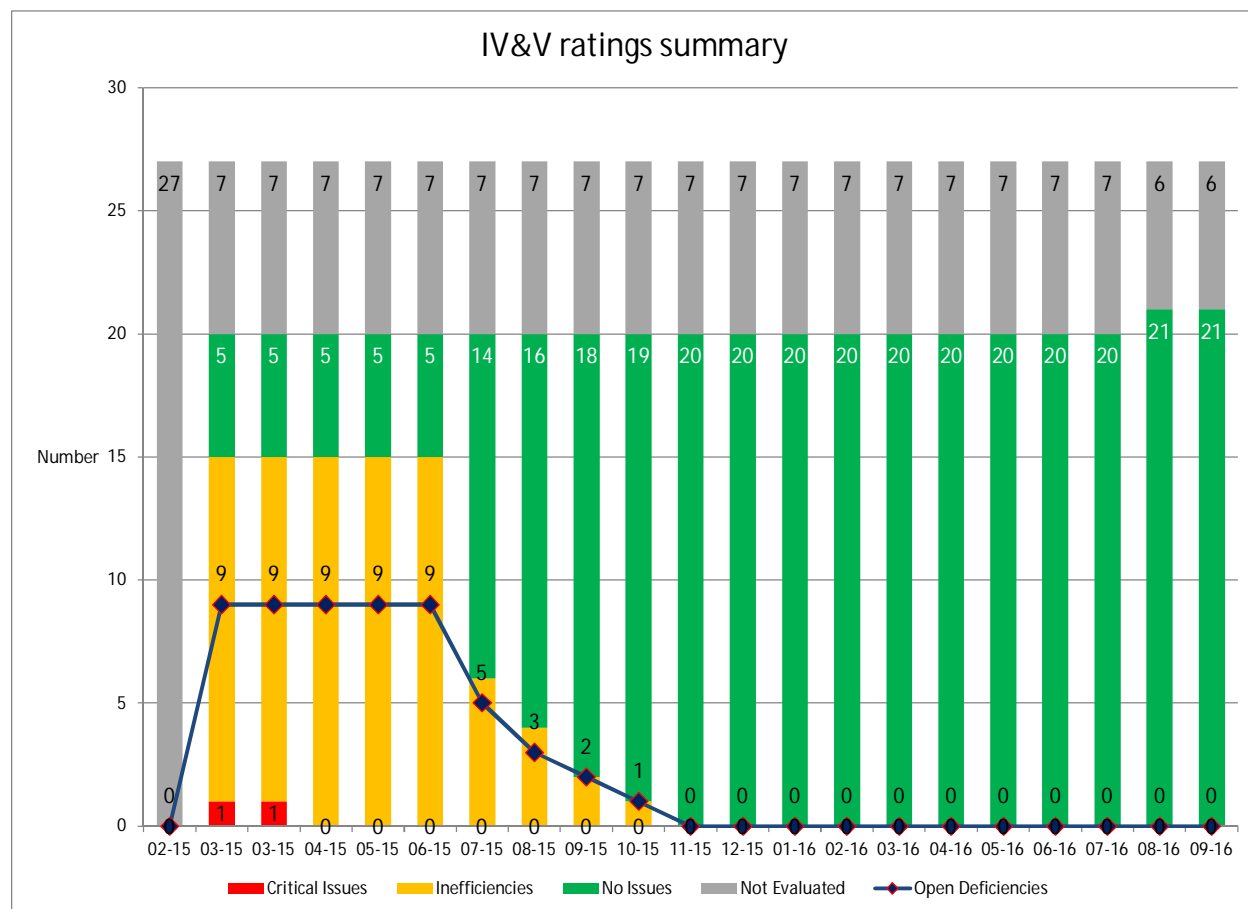


Figure 1. Overall risk state and trending

The following figure shows a summary of the IV&V cube facet ratings (red, amber green and gray) including open deficiencies per month for the past several months.



**Figure 2. Summary of IV&V cube facet ratings and open deficiencies per month**

Key items displayed in the above figure are as follows:

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

## 1.1 Key indicators

The following table lists the key indicators for the MM Program (Phase I) for the monthly reporting period.

Table 2. Key indicators		
Indicator	Value	Comment
Is the project approach sound?	Yes	<ul style="list-style-type: none"> <li>The overall project approach is based on industry leading practices, methodologies and tools that have been used for other DHSMV projects.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
Is the project on time?	Within established parameters	<ul style="list-style-type: none"> <li>The Program is within established performance thresholds. <ul style="list-style-type: none"> <li>The schedule performance index (SPI) is 0.99.</li> <li>7 of 2,631 total tasks (0.3%) contained in the project schedule are late.</li> <li>6 of 1,688 tasks (0.4%) for the current period are late.</li> </ul> </li> <li>Refer to Appendix C, Project milestones and Appendix F, Project schedule analysis results.</li> </ul>
Is the project on budget?	Yes	<ul style="list-style-type: none"> <li>The Program is currently on budget based on provided budget and spending information.</li> <li>Refer to Appendix D, Project budget.</li> </ul>
Is scope being managed so there is no scope creep?	Yes	<ul style="list-style-type: none"> <li>The work being completed as part of the MM Program (Phase I) is within the scope of the project as defined in the Schedule IV-B Feasibility Study.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
What are the project's future risks?	Unknown	<ul style="list-style-type: none"> <li>The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V Team.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
Are the project's risks increasing or decreasing?	Decreasing	<ul style="list-style-type: none"> <li>The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V Team.</li> <li>Refer to Section 4, Deficiencies, recommendations and responses.</li> </ul>
Are there new or emerging technological solutions that will affect the project's technology assumptions?	No	<ul style="list-style-type: none"> <li>New and emerging technologies were considered in the Feasibility Study.</li> <li>None have an adverse effect on the project's technological assumptions.</li> </ul>



## 1.2 Overall strengths

The following is a list of the strengths identified for the MM Program (Phase I):

- MM Program (Phase I) is using established State procedures including the development of a Schedule IV-B Feasibility Study to initiate and manage the project.
- Program leadership is involved weekly in a status meeting and is making the project a priority.
- Project team is co-located enabling collaboration and enhanced visibility.
- Project team is committed to the success of the program and has dedicated extra hours to meet project schedule commitments.
- Team members communicate frequently and listen well to each other.
- The team is currently using the Blueprint tool to collect, manage and trace requirements.
- A Sketching tool is being used in the requirement gathering process to enable consistent mockups.

## 1.3 Key deficiencies and actions

The following table provides a summary of the key deficiencies impacting the MM Program (Phase I) such that it has an increased risk of not achieving the planned benefits and anticipated outcomes. It also identifies the actions taken by the Department to address the identified deficiencies. A complete list of recommendations associated with each identified deficiency and actions taken by the Department is contained in Section 4, Deficiencies, recommendations and responses.

Table 3. Key deficiencies and actions	
Implications	Actions taken
<b>No open deficiencies</b>	
<ul style="list-style-type: none"><li>• The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&amp;V Team.</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>

## 1.4 Key deficiency recommendations

The following charts show the status of the recommendations associated with each IV&V deficiency.

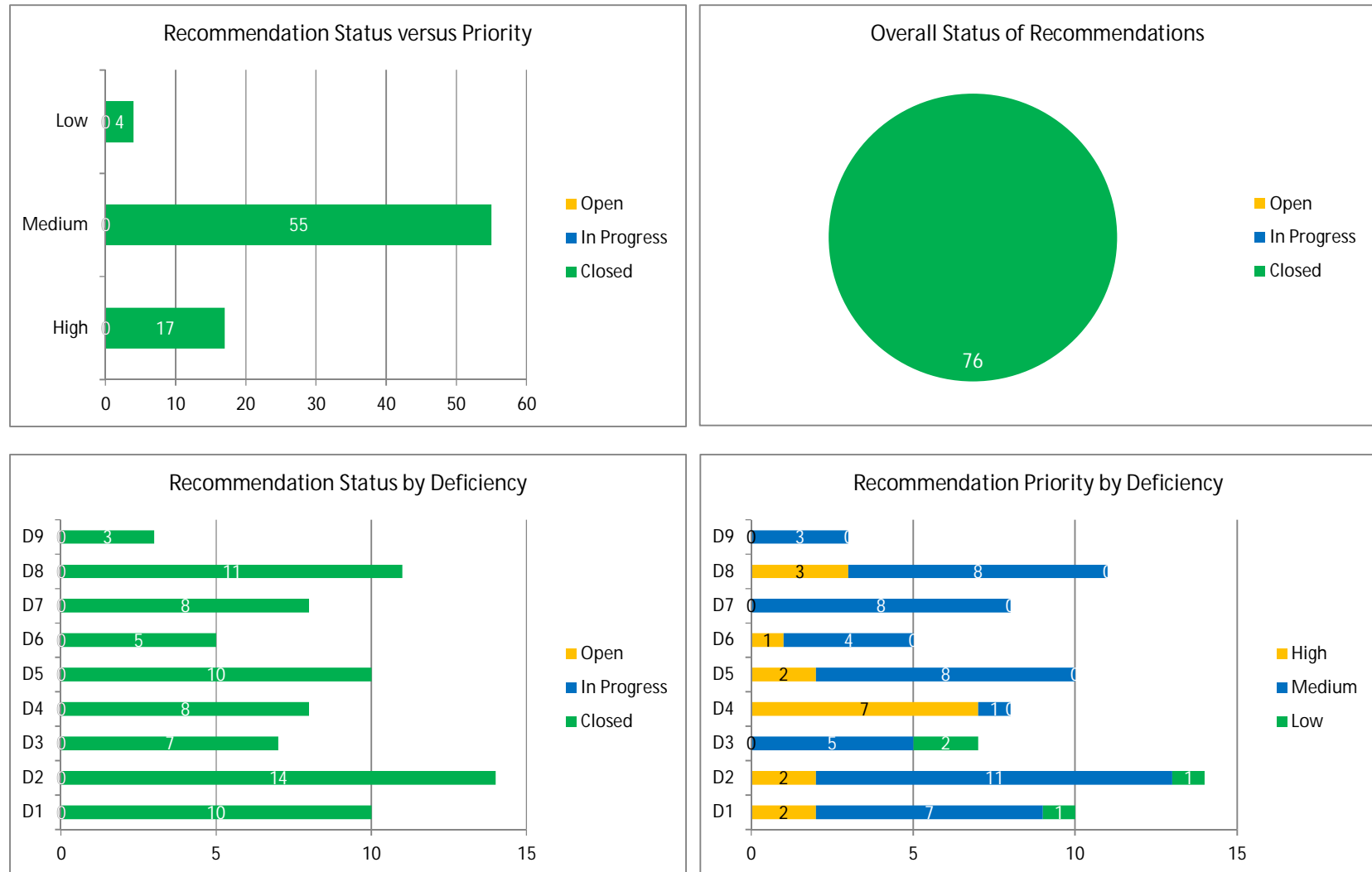


Figure 3. Status of deficiency recommendations

## **2 Introduction**

The Florida Department of Highway Safety and Motor Vehicles (DHSMV or Department) intends to re-engineer all of its motorist services systems in order to better serve and support its customers. To ensure success in this endeavor, a multi-year phased plan will better mitigate risks, prevent system downtime, and provide improved functionality over time. The Department has organized the Motorist Modernization (MM) Program into a staged, multi-phased re-engineering and re-development effort that prioritizes and schedules the planned work over multiple years.

### **2.1 Purpose**

The purpose of this monthly assessment report (MAR) is to provide the Department with a summary of findings regarding the MM Program (Phase I) based on the analysis of project artifacts and the performance of monitoring activities. The monthly assessment includes an assessment of the project status, identifying strengths, deficiencies and recommendations for correcting the deficiencies.

### **2.2 References**

The MAR was prepared in accordance with the following, and our procedures were limited to those documents:

- DHSMV RFQ 019-15 dated 12 December 2014
- Attachment I Scope of Services dated 02 February 2015
- EY Proposal to Serve dated 16 January 2015
- Purchase Order No. P0758329

## 2.3 Document organization

The IV&V MAR is organized as follows:

- **Executive summary** – Describes the major project characteristics, risks, findings, and the actions taken for addressing deficiencies.
- **Introduction** – A brief overview of the MM Program and this MAR.
- **Findings and recommendations** – Contains the findings, appropriate deficiencies, and associated suggestions including alternative approaches or solutions for correcting all identified project deficiencies. Also includes any process improvement recommendations.
- **Deficiencies, recommendations and responses** – Used to track closed and open deficiencies along with the associated recommendations for each deficiency and responses from both the Department and IV&V Team.
- **Acronyms and abbreviations** – List of acronyms and abbreviations, along with their full description, used throughout this document.
- **IV&V assessment** – Contains the results of analyses conducted for additional areas of the IV&V framework as a result of ongoing monitoring activities.
- **Project milestones** – List of the project milestones as of the final publication of this report indicating completion date.
- **Project budget** – Contains several charts that show budget and actual amounts for each month of the project.
- **Maturity assessment results** – Contains the results of conducting a maturity assessment of the MM Program (Phase I).
- **Project schedule analysis results** – Contains the results of conducting an analysis of all project schedules provided in support of the assessment.
- **Interviewees and artifacts** – Contains lists of personnel interviewed and artifacts used as part of the assessment.
- **Meeting minutes and status reports** – Contains a summary of the meetings conducted and status reports submitted during the monthly reporting period.

### 3 Findings and recommendations

This section is used to identify any new deficiencies as a result of ongoing IV&V activities, as well as process improvement recommendations.

#### 3.1 New deficiencies

The following table provides a summary of the key findings, both positive and negative, implications, appropriate deficiencies to be addressed, and recommendations for correcting as a result of conducting the monthly assessment.

Table 4. Summary of findings, implications, deficiencies and recommendations				
No.	Areas	Deficiency and implications	Key findings	Recommendations
	•	• No new deficiencies identified since the last report.		
	•	•		

### 3.2 Process improvement recommendations

The following table identifies specific process improvement recommendations as a result of ongoing IV&V reviews.

Table 5. Process improvement recommendations				
No.	Recommendation	Opened	Progress update / resolution	Status
	<ul style="list-style-type: none"><li>No process improvement recommendations identified since the last report.</li></ul>			

## 4 Deficiencies, recommendations and responses

This section is used to track closed and open deficiencies along with the associated recommendations for each deficiency and responses from both the Department and IV&V Team.

### 4.1 Open deficiencies

The following table lists the open deficiencies.

Table 6. Summary of open deficiencies, recommendations and responses			
Areas and implications	Recommendations	Comments	Status
<ul style="list-style-type: none"><li>There are no open deficiencies</li></ul>	1.	<ul style="list-style-type: none"><li></li></ul>	<ul style="list-style-type: none"><li></li></ul>

## 4.2 Closed deficiencies

The following table lists the deficiencies that have been closed.

Table 7. Summary of closed deficiencies, recommendations and responses		
No.	Deficiency	Reference
D1	<ul style="list-style-type: none"> <li>Insufficient program resources</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the July 2015 MAR for detailed information.</li> </ul>
D2	<ul style="list-style-type: none"> <li>Insufficient program governance design</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the July 2015 MAR for detailed information.</li> </ul>
D3	<ul style="list-style-type: none"> <li>Insufficient project management disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the July 2015 MAR for detailed information.</li> </ul>
D4	<ul style="list-style-type: none"> <li>Program schedule is not complete</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the July 2015 MAR for detailed information.</li> </ul>
D5	<ul style="list-style-type: none"> <li>Performance management methodology has not been implemented</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the August 2015 MAR for detailed information.</li> </ul>
D6	<ul style="list-style-type: none"> <li>Insufficient quality and acceptance management</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the August 2015 MAR for detailed information.</li> </ul>
D7	<ul style="list-style-type: none"> <li>Incomplete business case</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the September 2015 MAR for detailed information.</li> </ul>
D8	<ul style="list-style-type: none"> <li>Requirements engineering and design methodology is not complete</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the October 2015 MAR for detailed information.</li> </ul>
D9	<ul style="list-style-type: none"> <li>Detailed OCM plan has not been created</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the November 2015 MAR for detailed information.</li> </ul>



## Appendix A. Acronyms and abbreviations

Acronyms and abbreviations are defined the first time they are used in this document. The entire acronym/abbreviation is listed first, and then the acronym/abbreviation is enclosed in parentheses. The consolidated list of acronyms and abbreviations is listed below.

Table 8. Acronyms and abbreviations	
Acronym / Abbreviation	Description
AC	Actual Cost
ASAP	As Soon as Possible
AST	Agency for State Technology
BAC	Budget at Completion
BAR	Baseline Assessment Report
BC	Business Continuity
BIO	Bureau of Issuance Oversight
CPI	Cost Performance Index
CV	Cost Variance
DHSMV	Department of Highway Safety and Motor Vehicles
DL	Driver License
DR	Disaster Recovery
EAC	Estimate at Completion
ES	Earned Schedule
ESC	Executive Steering Committee
ETC	Estimate to Complete
EV	Earned Value
EVM	Earned Value Management
EY	Ernst & Young
HR	Human Resource
ISA	Information Systems Administration
ISM	Information Security Manager
IV&V	Independent Verification and Validation
LOE	Level of Effort

Table 8. Acronyms and abbreviations	
Acronym / Abbreviation	Description
MAR	Monthly Assessment Report
MM	Motorist Modernization
MTM	Microsoft Test Manager
OCM	Organizational Change Management
OCO	Operating Capital Outlay
OMM	Office of Motorist Modernization
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PV	Planned Value
QA	Quality Assurance
RFQ	Request for Quotation
SPI	Schedule Performance Index
SV	Schedule Variance
TCPI	To Complete Performance Index
TFS	Team Foundation Server
UAT	User Acceptance Testing
WBS	Work Breakdown Structure

## Appendix B. IV&V assessment

This section contains the results of analyses conducted for additional areas of the IV&V framework as a result of ongoing monitoring activities. These areas may include one or more from the below table based on the project lifecycle and availability of program and project documentation.

Table 9. IV&V assessment areas		
Program governance	Project management	Technical solution
<ul style="list-style-type: none"> <li>• G1 – Business case integrity</li> <li>• G2 – Complexity profile</li> <li>• G3 – Capability and maturity</li> <li>• G4 – Decision framework</li> <li>• G5 – Organizational change management (OCM)</li> <li>• G6 – Performance management</li> <li>• G7 – Governance effectiveness</li> <li>• G8 – Compliance and regulatory</li> <li>• G9 – Benefits design and realization</li> </ul>	<ul style="list-style-type: none"> <li>• P1 – Scope management</li> <li>• P2 – Time management</li> <li>• P3 – Cost management</li> <li>• P4 – Human resource (HR) management</li> <li>• P5 – Procurement management</li> <li>• P6 – Integration management</li> <li>• P7 – Quality management</li> <li>• P8 – Risk management</li> <li>• P9 – Communications management</li> </ul>	<ul style="list-style-type: none"> <li>• T1 – Requirements engineering and design</li> <li>• T2 – Methodology and development</li> <li>• T3 – technical infrastructure</li> <li>• T4 – Data management</li> <li>• T5 – Security, business continuity (BC) and disaster recovery (DR)</li> <li>• T6 – Controls</li> <li>• T7 – Testing and validation</li> <li>• T8 – Cutover and support</li> <li>• T9 – Sustainability model</li> </ul>

Each assessment area is comprised of a set of expectations that are organized within the following categories:

- Methodology and approach – Expectations for the area methodology and approach.
- Templates and tools – Any templates and tools used to support the methodology and approach.
- Work products – Actual work products produced.
- Communication and coordination – How the methodology and approach are communicated and coordinated with appropriate Program personnel.
- Execute, monitor and control – Expectations for the execution, monitoring and control of the methodology and approach used.

There were no new areas evaluated since the last report.

## Appendix C. Project milestones

The following is a list of the project milestones as of the final publication of this report indicating completion date. The dates contained in the below table were derived from the following:

- Original completion date – Baseline project schedule
- Scheduled completion date – Baseline project schedule
- Planned completion date – Project status report.
- Projected – Project performance report.
- Actual completion date – Project status report.

Table 10. Project milestones						
WBS	Title	Completion date				
		Original	Scheduled	Planned	Forecast	Actual
1.3.12	Project Monitoring and Control Phase COMPLETE	06/28/2019	07/08/2019	07/09/2019	n/a	
1.4.8	Project Closeout Phase COMPLETE	06/28/2019	08/29/2019	08/29/2019	n/a	
7.5	Requirements Validation and Approval COMPLETE	03/02/2016	06/27/2016	06/27/2016	n/a	06/27/2016
7.6	PHASE GATE REVIEW - Requirements Validation	06/28/2016	06/27/2016	06/27/2016	n/a	06/27/2016
8.2	Database Redesign / Synchronization COMPLETE	05/01/2018	06/20/2018	06/21/2018	n/a	
8.4	PHASE GATE REVIEW - Database Redesign / Synchronization	06/20/2018	06/20/2018	06/20/2018	n/a	
8.5.10	Development COMPLETE	05/25/2018	09/13/2018	09/13/2018	n/a	
8.6	PHASE GATE REVIEW - Development	07/27/2018	09/13/2018	09/13/2018	n/a	
8.7.5	Testing COMPLETE	02/20/2019	04/22/2019	04/22/2019	n/a	
8.7.7	PHASE GATE REVIEW - Testing	04/22/2019	04/22/2019	04/22/2019	n/a	
8.8.4	Operations Planning COMPLETE	03/02/2018	12/28/2018	12/28/2018	n/a	
8.8.5	PHASE GATE REVIEW – Operations Planning	07/20/2018	12/28/2018	12/28/2018	n/a	

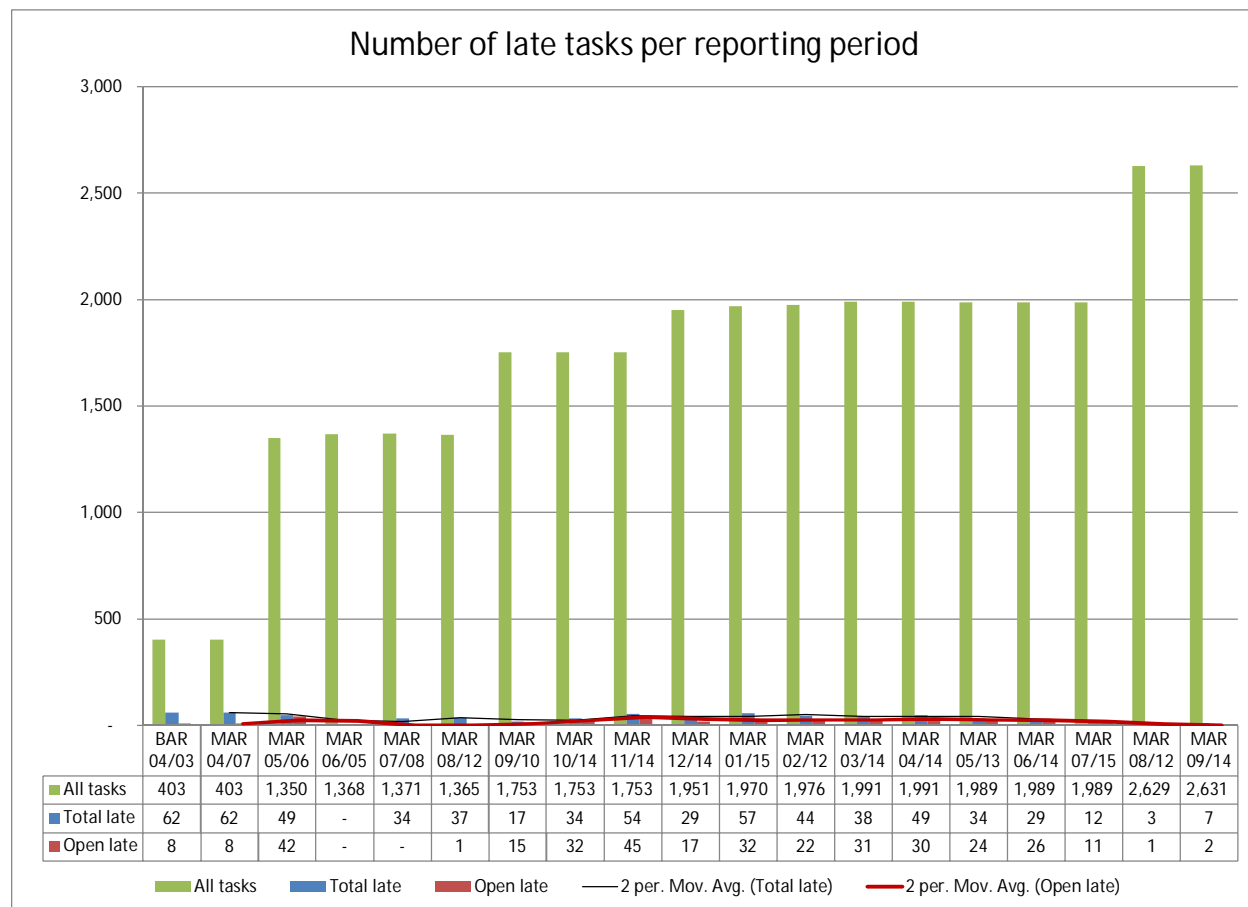
Table 10. Project milestones						
WBS	Title	Completion date				
		Original	Scheduled	Planned	Forecast	Actual
8.9.3.5	PHASE GATE REVIEW – Pilot	07/15/2018	07/15/2019	07/15/2019	n/a	
8.9.5	Implementation COMPLETE	06/27/2019	08/28/2019	08/28/2019	n/a	
8.10	Project COMPLETE	06/28/2019	08/29/2019	08/29/2019	n/a	

## Notes:

- Items highlighted are either currently late or projected to be late.
- Original – Original contract completion date.
- Scheduled – Scheduled completion date based on the latest schedule baseline.
- Planned – Planned completion date (should be the same as scheduled).
- Forecast – Based on the current schedule performance index.
- Actual – The actual completion date.

### C.1 Late tasks

The following figure shows the number of tasks that are late for each of the IV&V reports for both total tasks late and 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.



**Figure 4. Number of late tasks per reporting period**

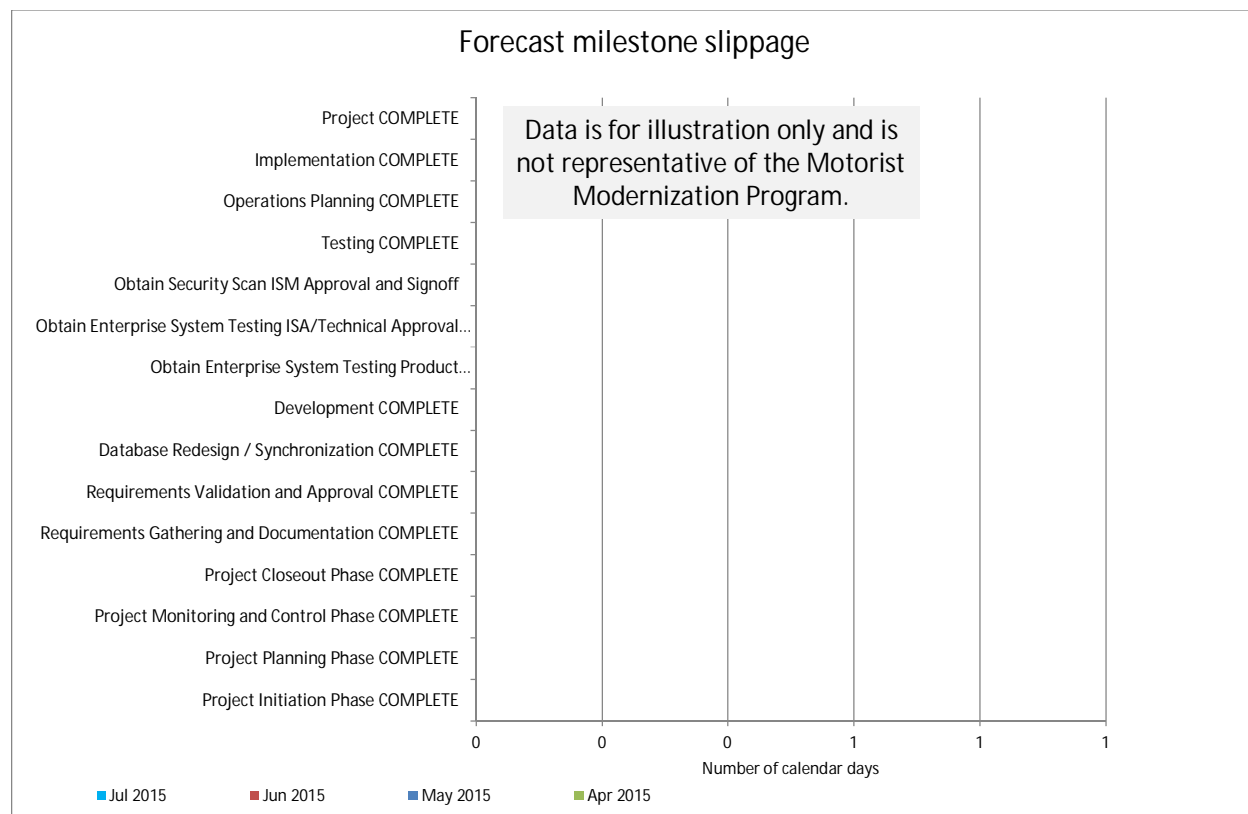
Key items displayed in the above figure are as follows:

- The total number of tasks designated as late is 0.3% of the total number of tasks.

## C.2 Forecast completion

The forecast calculation is based on the Earned Schedule (ES) concept which provides the ability to predict project completion dates and is the bridge for performing meaningful schedule analysis from EVM data. It uses the time based measures while integrating both EVM and the integrated schedule analysis.

The following figure shows the forecast slippage of each project milestone using the performance forecast contained in the project performance report as reported in the published MARs.



**Figure 5. Forecast milestone slippage**

Key items displayed in the above figure are as follows:

- The IV&V Team is refining calculations to determine future milestone completion based on reported EVM data.

## **Appendix D. Project budget**

This section contains several charts that show budget and actual amounts for each month of the project. The data used to generate these charts was derived from the MM Program (Phase I) Spending Plan. Each chart includes the following information:

- Budget – budget amount for each month.
- Actual – actual expenditures for each month.
- Cumulative budget – sum of all monthly budget amounts.
- Cumulative actual – sum of all monthly actual amounts.



## D.1 Project funding

The chart below shows the total funding for the MM Program (Phase I), including budget and actual expenditures.

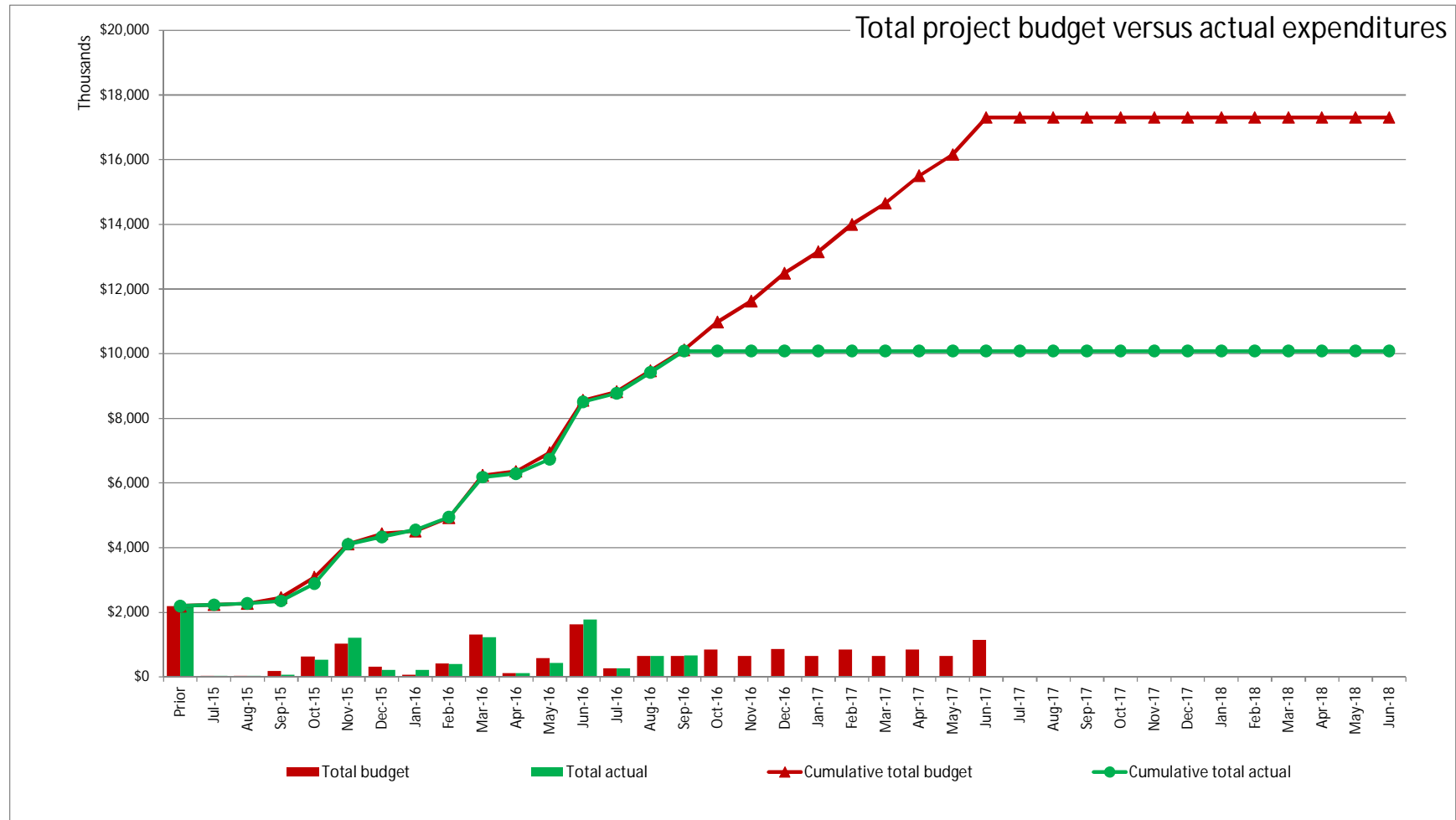


Figure 6. Total project budget versus actual expenditures



### D.3 Contract staff funding

The chart below shows the contract staff funding for the MM Program (Phase I).

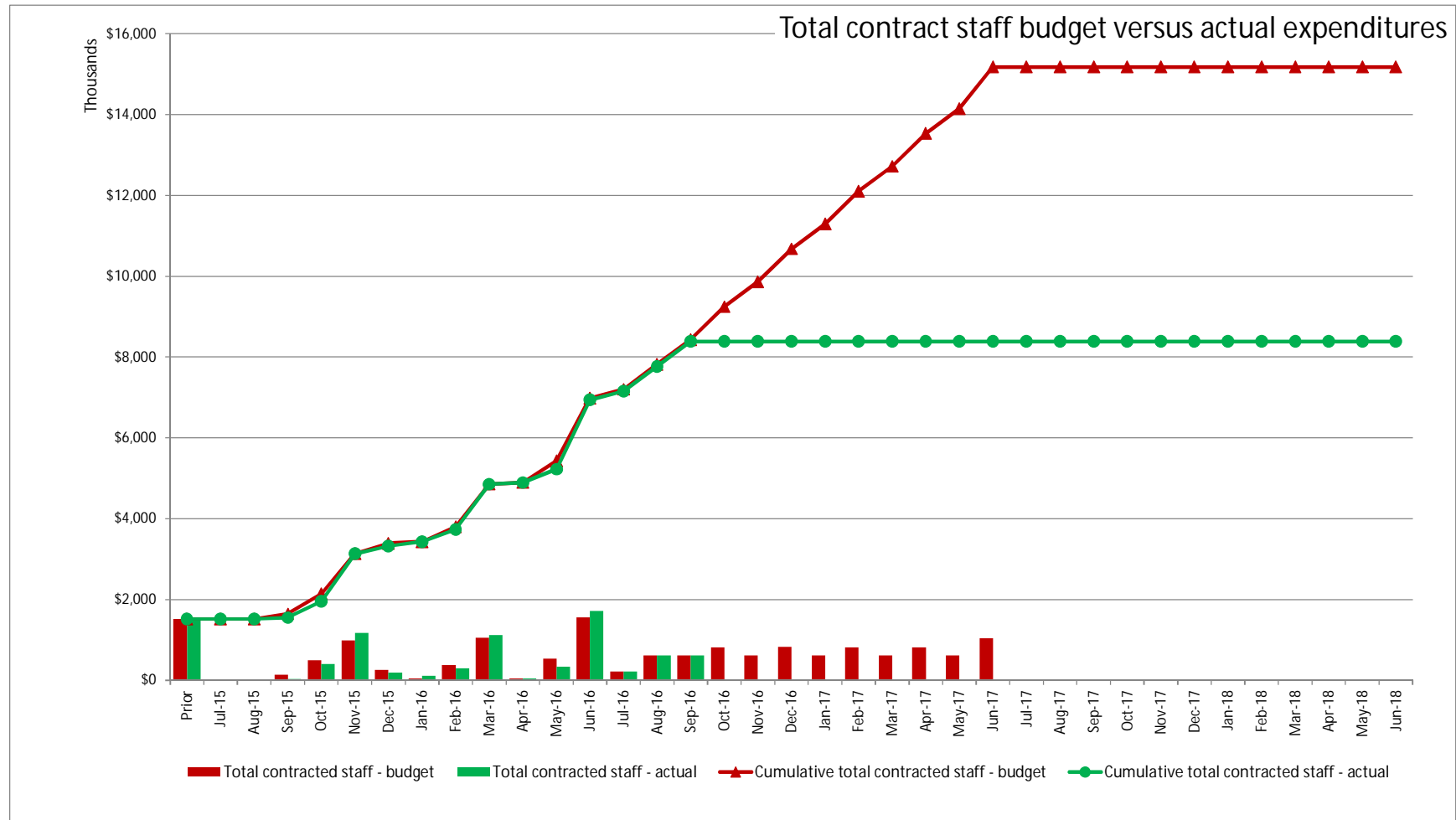


Figure 8. Total contract staff budget versus actual expenditures

## D.4 Expense funding

The chart below shows the expense funding including travel, training and software for the MM Program (Phase I).

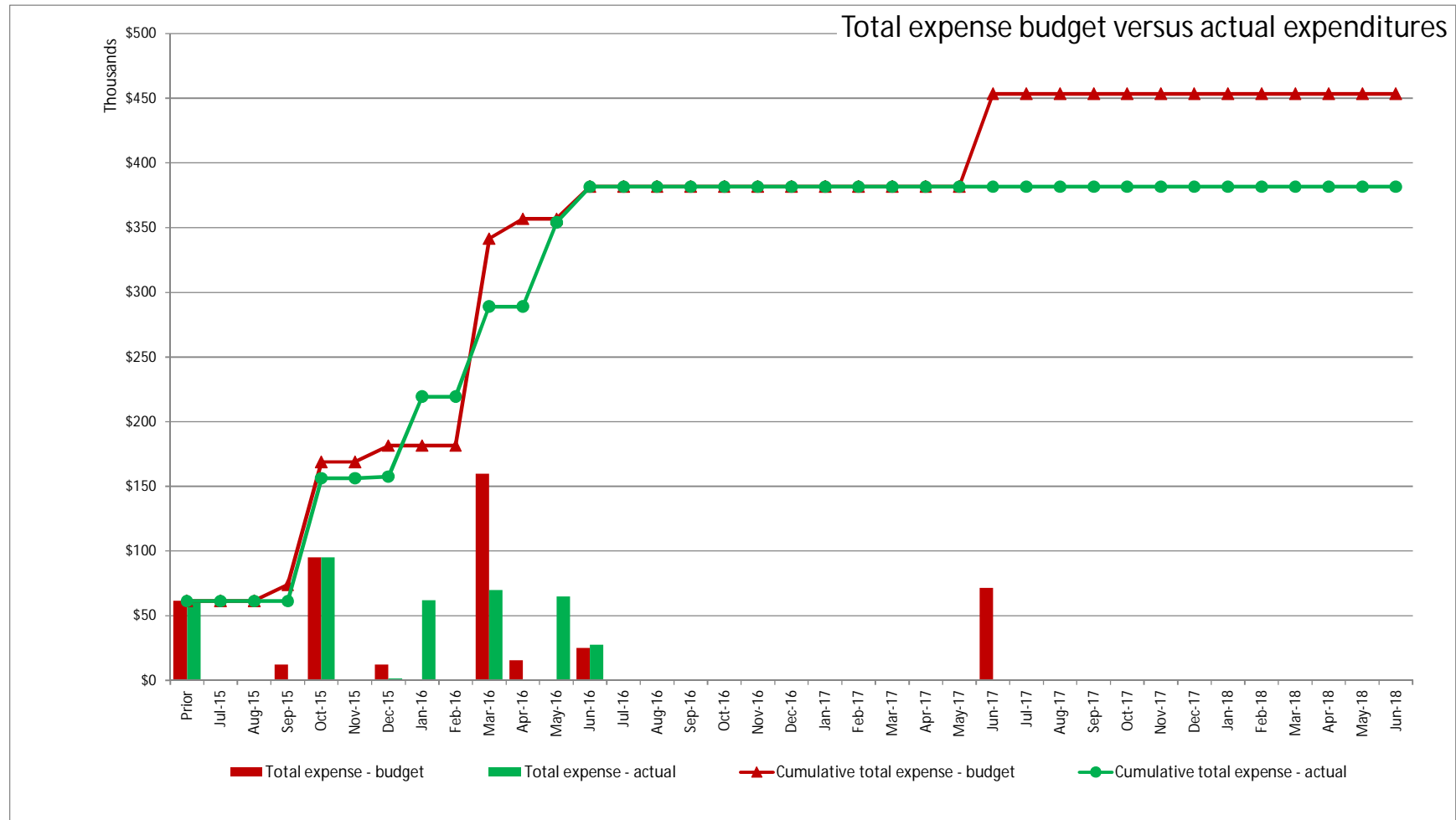


Figure 9. Total expense budget versus actual expenditures

## D.5 OCO funding

The chart below shows the operating capital outlay (OCO) funding for the MM Program (Phase I).

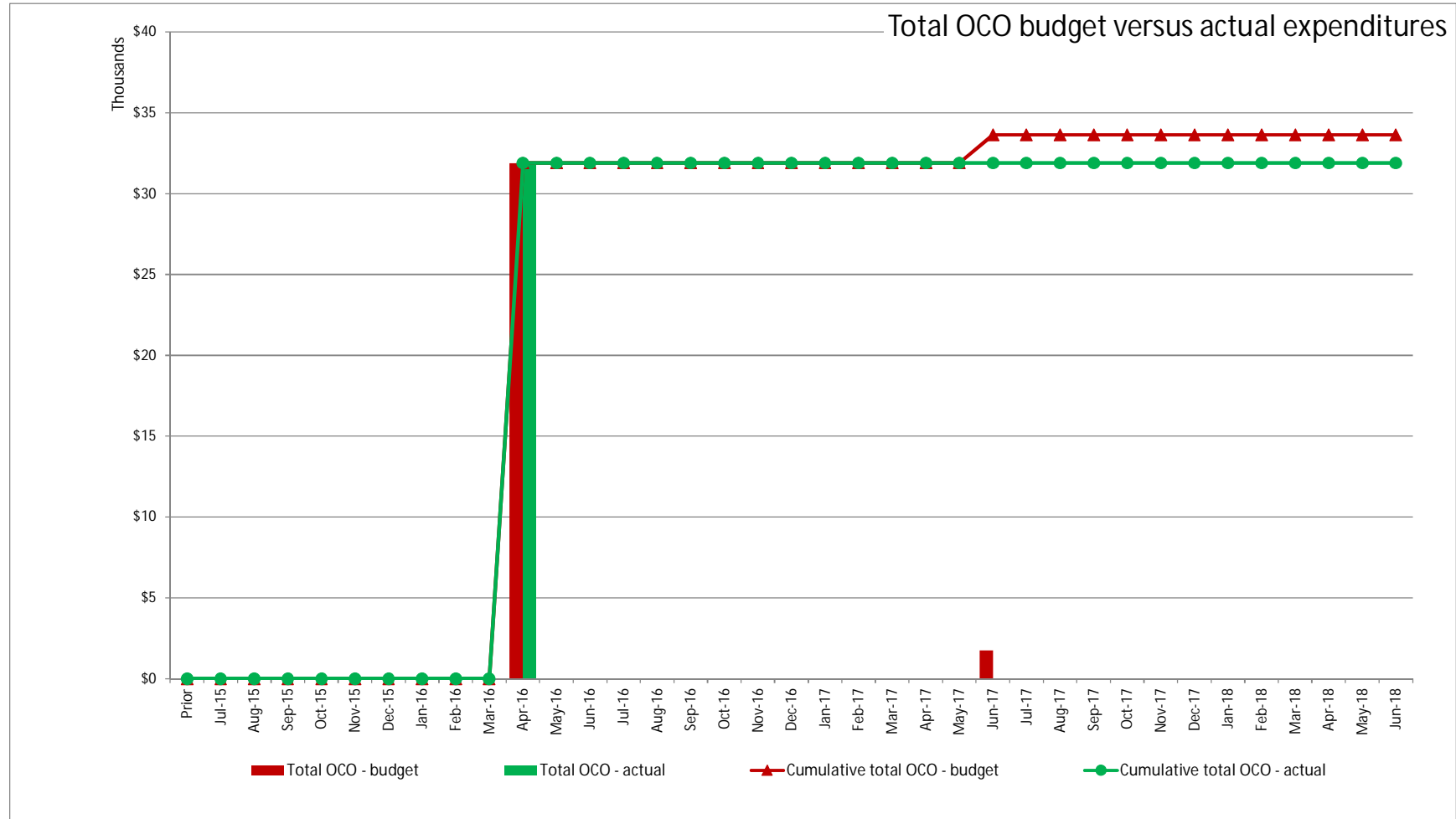


Figure 10. Total OCO budget versus actual expenditures

## D.6 Other items funding

The chart below shows the other items funding for the MM Program (Phase I).

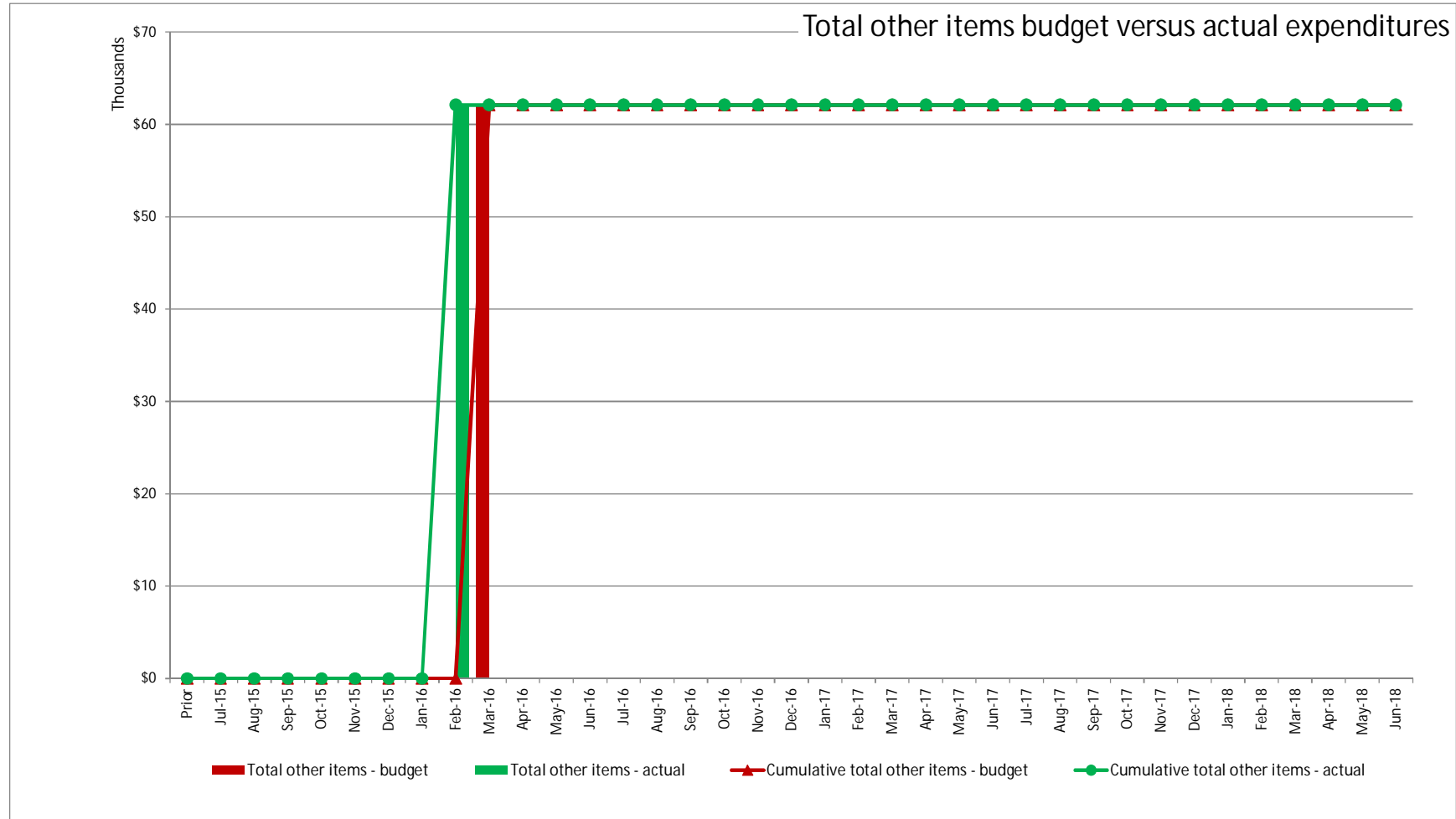


Figure 11. Total other items budget versus actual expenditures

## D.7 IV&V services funding

The chart below shows the IV&V services funding for the MM Program (Phase I).

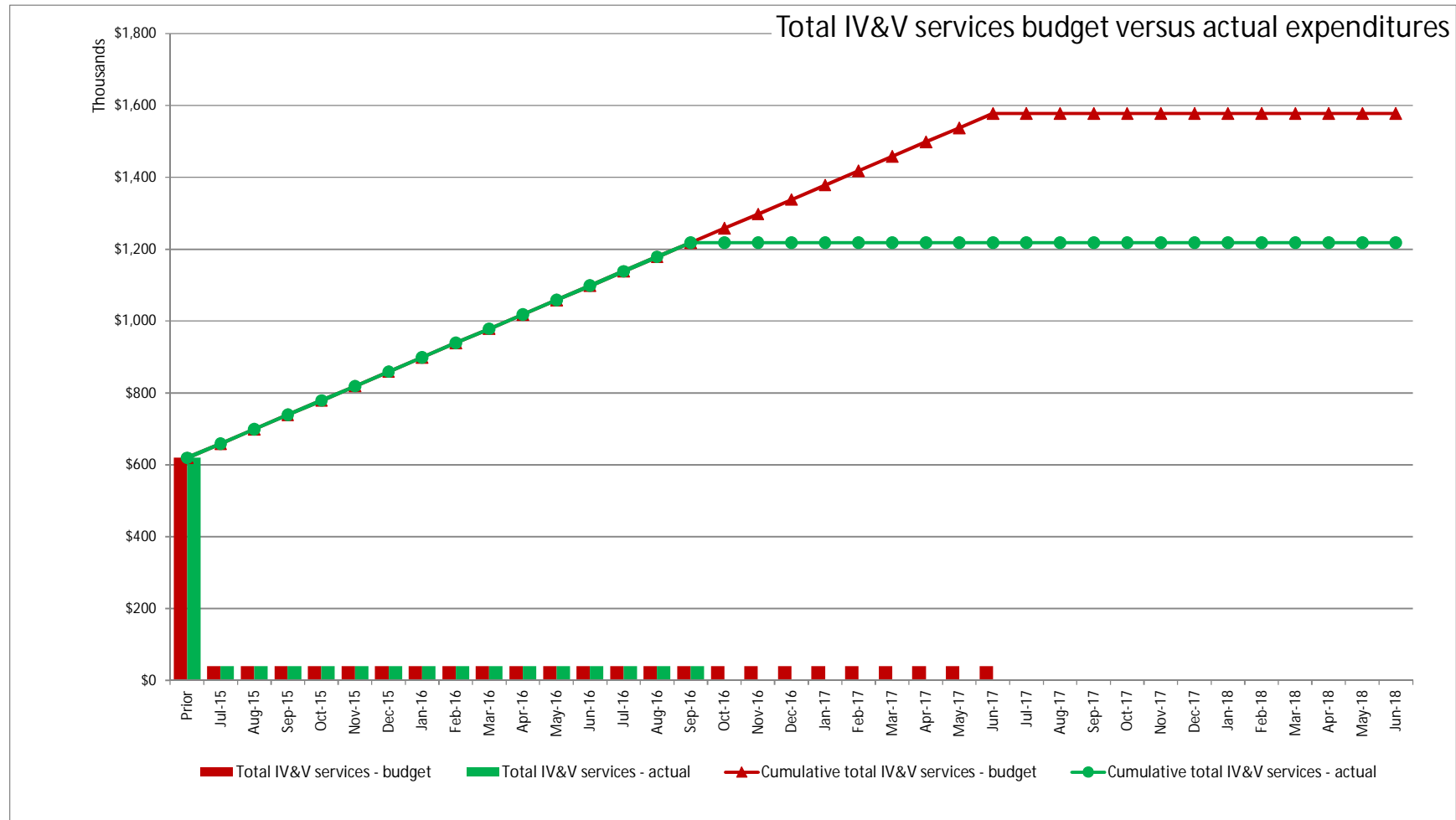


Figure 12. Total IV&V services budget versus actual expenditures

## D.8 Budget and actual distribution

The charts below show the distribution of budget and actual expenditures for the MM Program (Phase I).

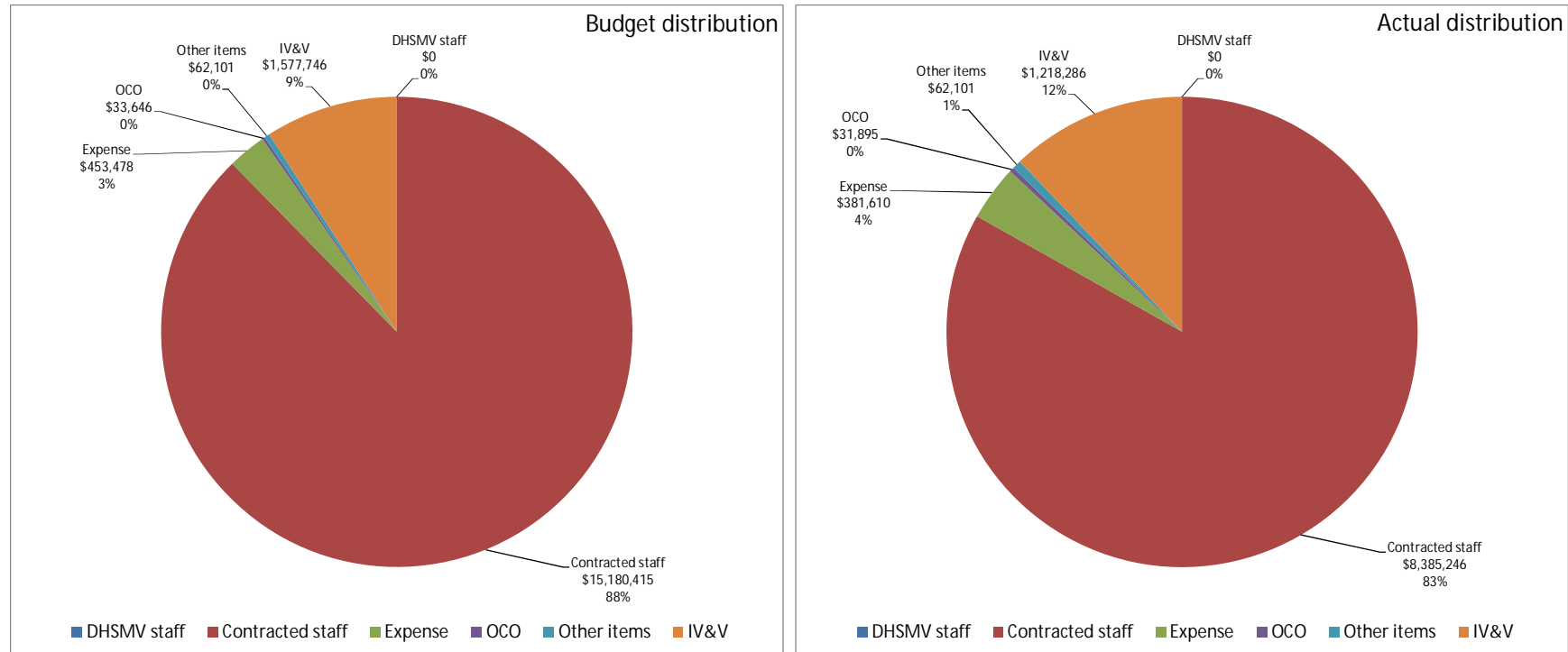


Figure 13. Total budget and actual distribution



## Appendix E. Maturity assessment results

This section contains the maturity scorecards for the MM Program (Phase I). The maturity rating for each area was determined as follows:

- A current maturity state was determined using the defined maturity criteria for that area in conjunction with the project assessment results.
- A recommended maturity state was determined using the defined maturity criteria in conjunction with the identified recommendations, risks and project complexity.

### E.1 Maturity scorecard – program governance

The following figure shows the results of the maturity assessment for all program governance areas.

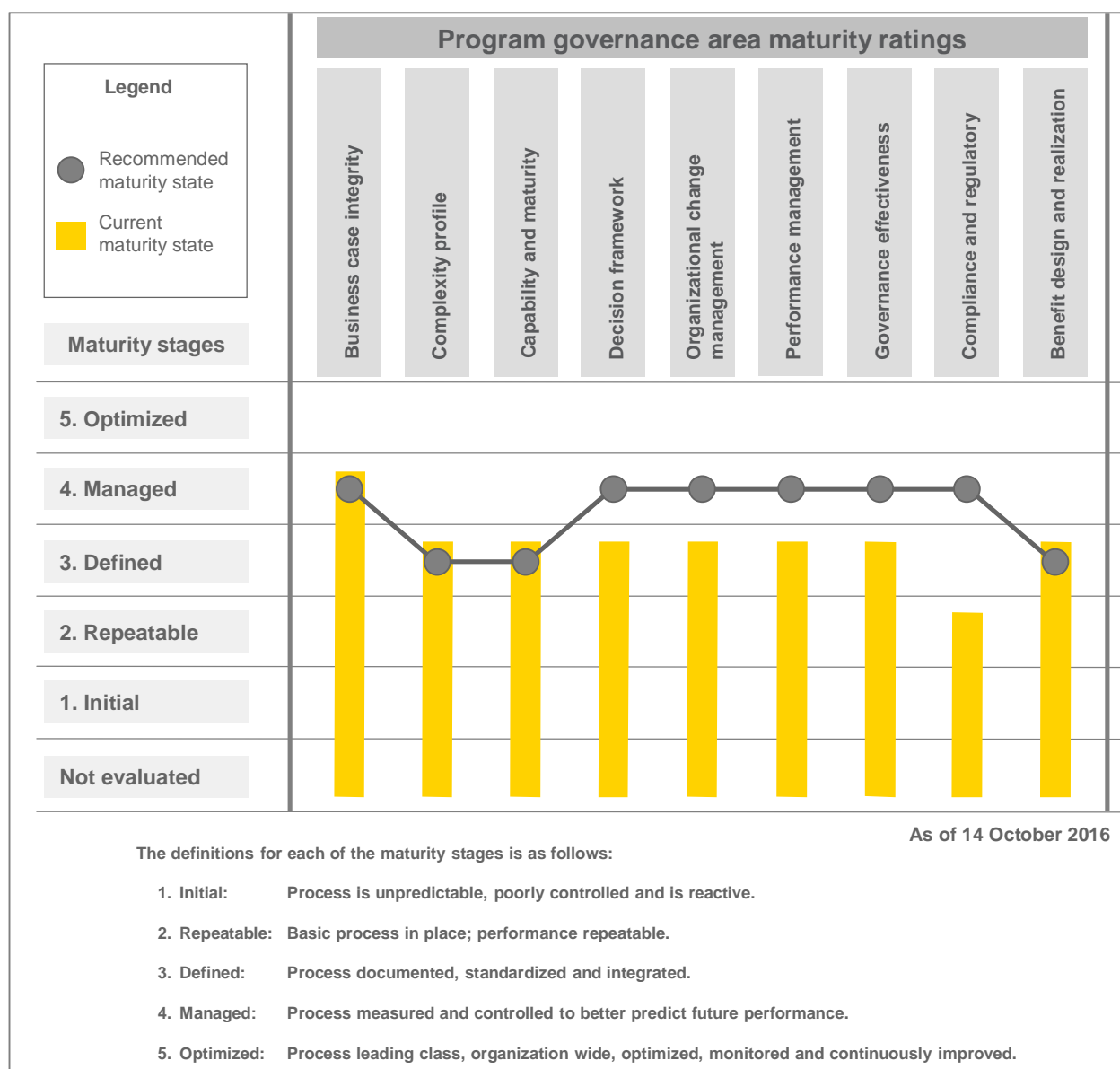
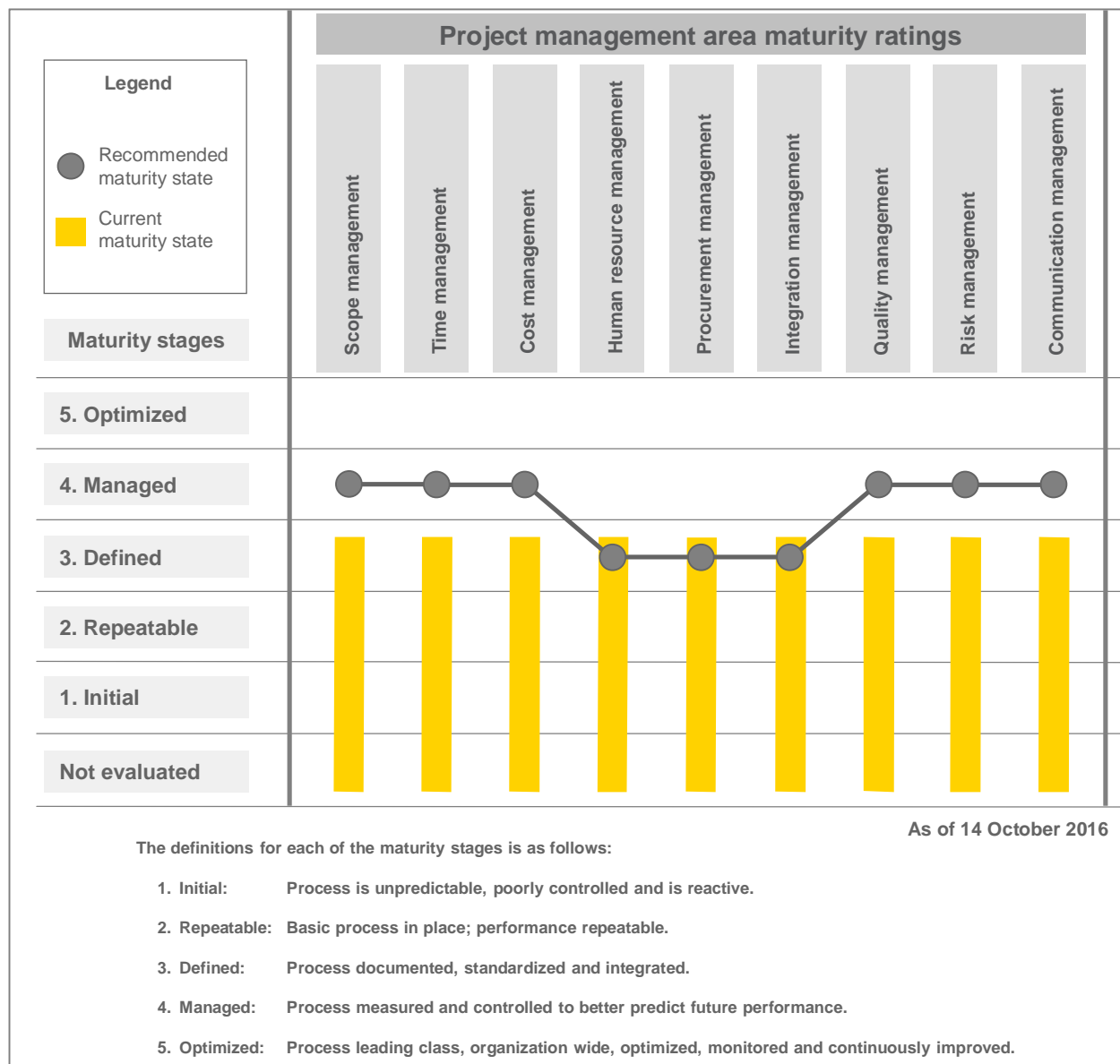


Figure 14. Maturity scorecard for program governance areas

## E.2 Maturity scorecard – project management

The following figure shows the results of the maturity assessment for all project management areas.



**Figure 15. Maturity scorecard for project management areas**

### E.3 Maturity scorecard – technical solution

The following figure shows the results of the maturity assessment for all technical solution areas.

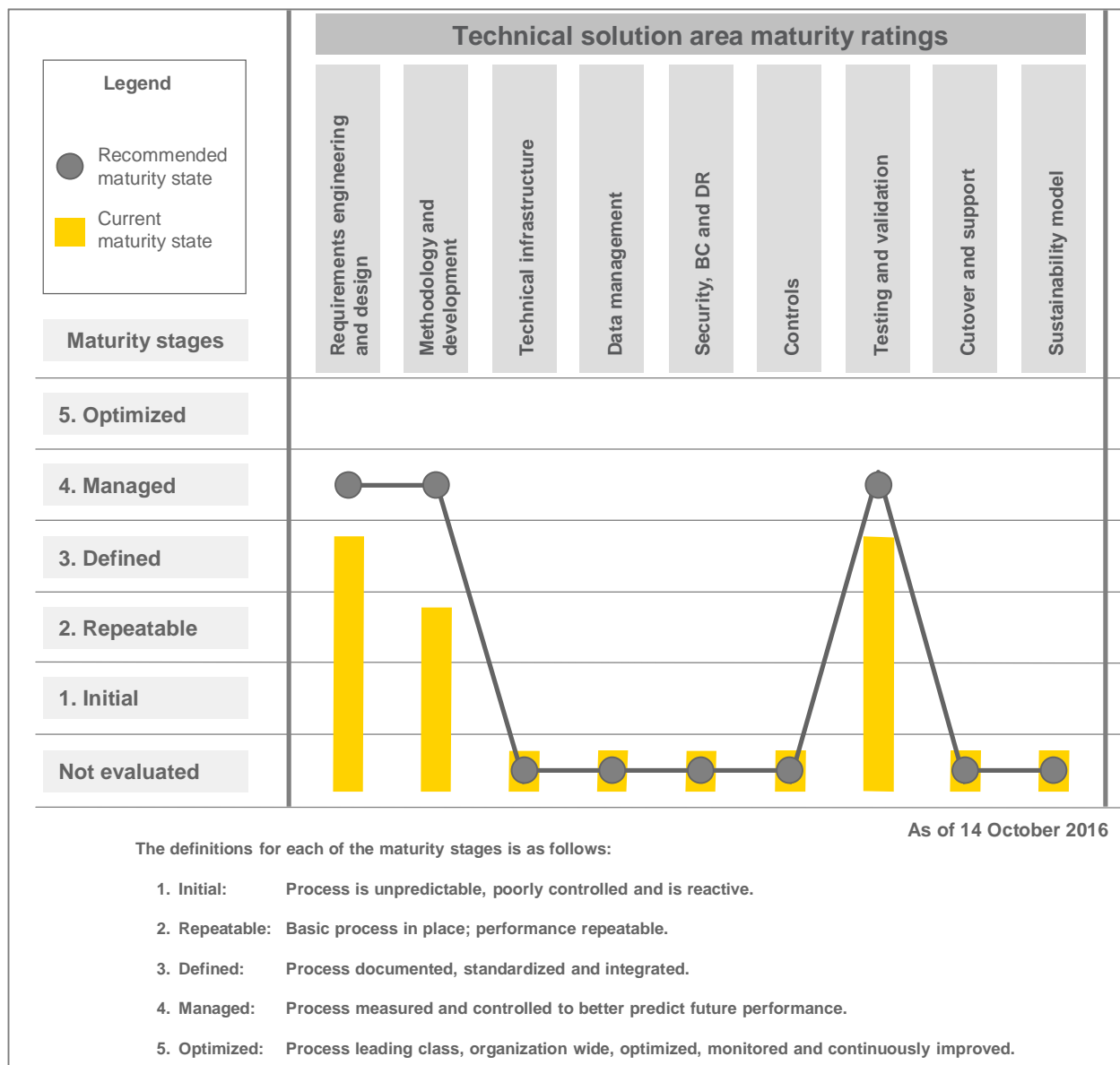


Figure 16. Maturity scorecard for technical solution areas

## E.4 Maturity scorecard – maturity level definitions

Each of the maturity levels is defined in the below table.

Table 11. Maturity level definitions	
Level	Definition
1. Initial	<ul style="list-style-type: none"> <li>Processes are usually ad hoc and chaotic. The organization usually does not provide a stable environment to support the processes. Success in these organizations depends on the competence and heroics of the people in the organization and not on the use of proven processes. In spite of this chaos, organizations often produce products and services that work; however, they frequently exceed their budgets and do not meet their schedules.</li> <li>Organizations are characterized by a tendency to over commit, abandonment of processes in a time of crisis, and an inability to repeat their successes.</li> </ul>
2. Repeatable	<ul style="list-style-type: none"> <li>Processes are planned and executed in accordance with policy; projects employ skilled people who have adequate resources to produce controlled outputs; involve relevant stakeholders; are monitored, controlled, and reviewed; and are evaluated for adherence to their process descriptions. The process discipline helps to ensure that existing practices are retained during times of stress. When these practices are in place, projects are performed and managed according to their documented plans.</li> <li>Work product status and the delivery of services are visible to management at defined points (e.g., at major milestones and at the completion of major tasks). Commitments are established among relevant stakeholders and are revised as needed. Work products are appropriately controlled. The work products and services satisfy their specified process descriptions, standards, and procedures.</li> </ul>
3. Defined	<ul style="list-style-type: none"> <li>Processes are well characterized and understood, and are described in standards, procedures, tools, and methods. The organization's set of standard processes is established and improved over time. These standard processes are used to establish consistency across the organization. Projects establish their defined processes by tailoring the organization's set of standard processes according to tailoring guidelines.</li> <li>A critical distinction between maturity levels 2 and 3 is the scope of standards, process descriptions, and procedures. At maturity level 2, the standards, process descriptions, and procedures may be quite different in each specific instance of the process (e.g., on a particular project). At maturity level 3, the standards, process descriptions, and procedures for a project are tailored from the organization's set of standard processes to suit a particular project or organizational unit and therefore are more consistent, except for the differences allowed by the tailoring guidelines.</li> <li>Another critical distinction is that at maturity level 3, processes are typically described more rigorously than at maturity level 2. A defined process clearly states the purpose, inputs, entry criteria, activities, roles, measures, verification steps, outputs, and exit criteria. At maturity level 3, processes are managed more proactively using an understanding of the interrelationships of the process activities and detailed measures of the process, its work products, and its services.</li> </ul>

Table 11. Maturity level definitions	
Level	Definition
4. Managed	<ul style="list-style-type: none"> <li>The organization and projects establish quantitative objectives for quality and process performance and use them as criteria in managing processes. Quantitative objectives are based on the needs of the customer, end users, organization, and process implementers. Quality and process performance is understood in statistical terms and is managed throughout the life of the processes.</li> <li>For selected sub-processes, detailed measures of process performance are collected and statistically analyzed. Quality and process-performance measures are incorporated into the organization's measurement repository to support fact-based decision making. Special causes of process variation are identified and, where appropriate, the sources of special causes are corrected to prevent future occurrences.</li> <li>A critical distinction between maturity levels 3 and 4 is the predictability of process performance. At maturity level 4, the performance of processes is controlled using statistical and other quantitative techniques, and is quantitatively predictable. At maturity level 3, processes are typically only qualitatively predictable.</li> </ul>
5. Optimized	<ul style="list-style-type: none"> <li>An organization continually improves its processes based on a quantitative understanding of the common causes of variation inherent in processes.</li> <li>Focuses on continually improving process performance through incremental and innovative process and technological improvements. Quantitative process improvement objectives for the organization are established, continually revised to reflect changing business objectives, and used as criteria in managing process improvement. The effects of deployed process improvements are measured and evaluated against the quantitative process improvement objectives. Both the defined processes and the organization's set of standard processes are targets of measurable improvement activities.</li> <li>A critical distinction between maturity levels 4 and 5 is the type of process variation addressed. At maturity level 4, the organization is concerned with addressing special causes of process variation and providing statistical predictability of the results. Although processes may produce predictable results, the results may be insufficient to achieve the established objectives. At maturity level 5, the organization is concerned with addressing common causes of process variation and changing the process (to shift the mean of the process performance or reduce the inherent process variation experienced) to improve process performance and to achieve the established quantitative process improvement objectives.</li> </ul>

## Appendix F. Project schedule analysis results

This section contains the results of conducting an analysis of all project schedules provided.

### F.1 Schedule analysis

This section contains the results of the schedule analysis.

Table 12. Project schedule analysis results – schedule 1											
Title / file name		• MM Phase I MASTER Program Schedule v87.1.mpp									
Basic project task information											
Finish: 29 Aug 2019		Remaining: 444 days		Duration complete: 70.0%			Work complete: 30.0%				
Summary: 519		Milestones: 296		Normal: 2,631		Total: 3,446		Resources: 158			
Current: 417,035.5		Baseline: 171,153.9			Actual: 125,900.5			Remaining: 291,135.1			
Analysis Item		Entire Schedule		01 Sep to 30 Nov 2016		Analysis Item		Entire Schedule		01 Sep to 30 Nov 2016	
		Total	Open	Total	Open			Total	Open	Total	Open
Summary tasks:					Milestone tasks:						
Total		519	32	356	30	Total		296	0	137	0
With predecessors		3	0	3	0	With duration		0	0	0	0
With successors		21	9	16	8	With fixed dates		86	0	23	0
With resources		0	0	0	0	Without predecessor		3	0	2	0
Normal tasks:											
Total		2,631	9	1,688	8	With constraints other than ASAP		433	0	221	0
Critical		71	1	5	1	Duration < 8 hours		24	0	21	0
Not started (no progress)		828	0	76	0	Duration 8 to 80 hours		1,988	0	1,250	0
Late		7	2	6	1	Duration 80 to 120 hours		287	5	160	5
Without predecessors		12	0	11	0	Duration 120 to 160 hours		187	0	159	0
Without successors		216	0	185	0	Duration > 160 hours		145	4	98	3
Without resources		23	0	7	0	Missing baseline information		(1)	(1)	(1)	(1)
With deadlines		1	0	0	0	Deadlines or constraints not met		0	0	0	0
With fixed dates		433	0	221	0	With over-allocated resources		0	0	0	0
Resources:											
Resources		156	70	147	0	Peak utilization > 100%		8	0	4	0
Resource assignments		12,145	71	7,226	70	Over-allocated		0	0	0	0
Notes: 1. Multiple baselines used which cannot be analyzed with the EY project schedule logic analysis tool.											

Table 13. Project schedule analysis results – legend

Legend:	<b>Green</b> No correction required	<b>Amber</b> Cautionary and need to be reviewed to make sure they are correct and can support the dynamic nature of the project schedule	<b>Red</b> Issues that need to be corrected so the schedule can be used to effectively manage the project
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## F.2 Schedule analysis descriptions and risks

This section contains descriptions for the terminology and risks associated with the schedule analysis.

Table 14. Schedule analysis descriptions and risks

Area	Item	Description	Risk
Summary task	• With predecessor and successor	• Number of summary tasks with predecessors and successors	• Predecessor and successor relationships should be implemented at the detail task and milestone level
	• With resources	• Number of summary tasks with resources	• This has the potential to double-count resources that will then distort the utilization profile
Milestone tasks	• With duration	• Number of milestone tasks with a duration not equal to zero (0)	• Number of milestone tasks with a duration not equal to zero (0)
	• With fixed date	• Number of milestone tasks with fixed dates	• Prevents the schedule from being dynamic
	• Without predecessor	• Number of milestone tasks without at least one predecessor	
Resources	• With peak utilization greater than 100%	• Number of resource assigned with peak utilization greater than 100%	• This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage
	• With zero assigned work	• Number of resource listed in the resource sheet with no work assigned	• Any resource with zero (0) assigned work should be removed from the schedule
	• Over-allocated	• Number of resources assigned to tasks that are over-allocated	• This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage
Normal tasks	• Late	• Number of late tasks	• A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date

Table 14. Schedule analysis descriptions and risks

Area	Item	Description	Risk
Normal tasks	<ul style="list-style-type: none"> <li>With predecessor and successor</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks without predecessors or successors</li> </ul>	<ul style="list-style-type: none"> <li>This prevents the project schedule from being dynamic and automatically computing start and finish dates based on the task durations and linkages</li> </ul>
	<ul style="list-style-type: none"> <li>Without resources</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks without resources</li> </ul>	<ul style="list-style-type: none"> <li>All tasks must have associated work and assigned resource(s) to complete the work so the total level of effort (LOE) and staffing profile can be determined</li> </ul>
	<ul style="list-style-type: none"> <li>With deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with deadlines (deadline for the task is set to other than "NA")</li> </ul>	<ul style="list-style-type: none"> <li>This prevents the project schedule from being dynamic and automatically computing start and finish dates based on the task durations and linkages</li> </ul>
	<ul style="list-style-type: none"> <li>With fixed dates</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with fixed dates (constraint date for the task is set to other than "NA")</li> </ul>	
	<ul style="list-style-type: none"> <li>With constraints other than ASAP</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with constraint other than "as soon as possible (ASAP)"</li> </ul>	
	<ul style="list-style-type: none"> <li>With duration less than 8 hours</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with duration less than 8 hours</li> </ul>	<ul style="list-style-type: none"> <li>Tasks with duration of less than 8 hours should generally be combined with other tasks, if possible, to avoid too much detail</li> </ul>
	<ul style="list-style-type: none"> <li>With duration 8 to 80 hours</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with duration greater than or equal to 8 hours and less than or equal to 80 hours</li> </ul>	<ul style="list-style-type: none"> <li>This allows the reporting of start and finish of a task within two weekly update cycles, allowing focus on performance and corrective action if needed</li> </ul>
	<ul style="list-style-type: none"> <li>With duration 80 to 120 hours</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with duration greater than 80 hours and less than or equal to 120 hours</li> </ul>	<ul style="list-style-type: none"> <li>These tasks may have too much uncertainty and should be broken down into smaller duration tasks</li> </ul>
	<ul style="list-style-type: none"> <li>With duration 120 to 160 hours</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with duration greater than 120 hours and less than or equal to 160 hours</li> </ul>	
	<ul style="list-style-type: none"> <li>With duration greater than 160 hours</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with duration greater than 160 hours</li> </ul>	



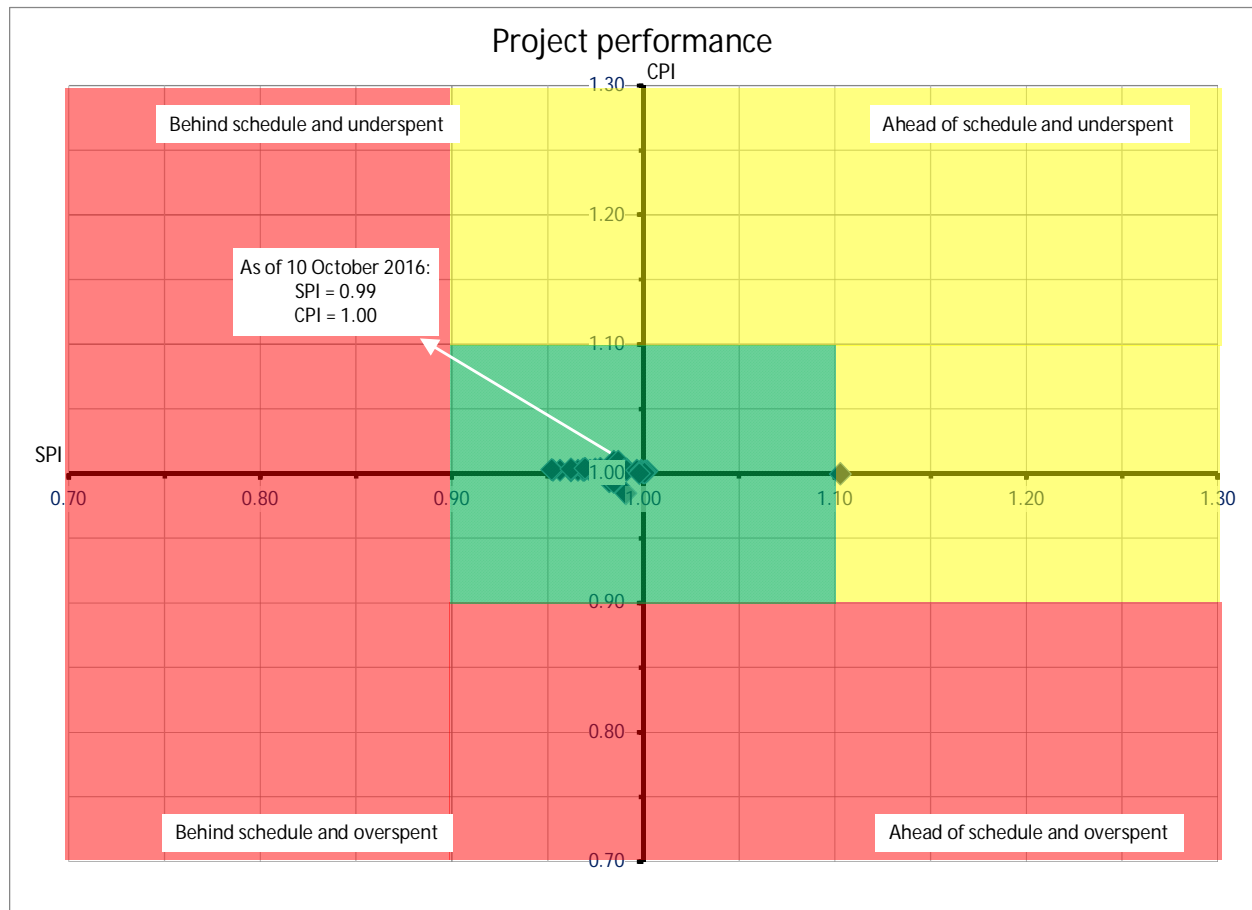
Table 14. Schedule analysis descriptions and risks			
Area	Item	Description	Risk
Normal tasks	<ul style="list-style-type: none"> <li>Missing baseline information</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks that are missing baseline information</li> </ul>	<ul style="list-style-type: none"> <li>Task satisfies one or more of the following:               <ul style="list-style-type: none"> <li>Baseline start equals "NA",</li> <li>Baseline finish equals "NA",</li> <li>Duration equals 0, or</li> <li>Work equals 0</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Deadlines or constraints not met</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks that do not satisfy defined deadlines or constraints</li> </ul>	<ul style="list-style-type: none"> <li>Task satisfies one or more of the following:               <ul style="list-style-type: none"> <li>Deadline does not equal "NA" and total slack is less than 0, or</li> <li>Constraint date does not equal "NA" and total slack is less than 0</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>With over-allocated resources</li> </ul>	<ul style="list-style-type: none"> <li>Number of tasks with resources assigned that are over-allocated</li> </ul>	<ul style="list-style-type: none"> <li>This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage</li> </ul>

### F.3 Performance analysis

This section contains the results of the performance report analysis.

Table 15. Performance report analysis results			
Title / file name	• DHSMV EVM Reporting_10-10-2016.xlsx		
Report end date	• 10 October 2016		
Performance information			
Planned value (PV)	126,660.4 hours	Work scheduled to be accomplished	
Earned value (EV)	125,774.4 hours	Value of the work performed	
Actual cost (AC)	125,890.8 hours	Total cost actually incurred	
Budget at completion (BAC)	xxx,xxx hours	Total planned work for the project	
Estimate to complete (ETC)	xxx,xxx hours	Estimated work to complete project	
Estimate at completion (EAC)	xxx,xxx hours	Total project cost (AC + ETC)	
Schedule variance (SV)	(886.0) hours	Difference between EV and PV (SV = EV – PV)	
Cost variance (CV)	(116.4) hours	Difference between EV and AC (CV = EV – AC)	
To complete performance index (TCPI)	x.xx	Indicates the future required cost efficiency needed to achieve the target BAC	
Schedule performance index (SPI)	0.99	A measure of schedule efficiency (SPI = EV / PV)	
Cost performance index (CPI)	1.00	A measure of cost efficiency (CPI = EV / AC)	
Schedule performance			
On schedule	Ahead of schedule	Behind schedule	Overall trend
EV = PV, SPI = 1.0	EV > PV, SPI > 1.0	EV < PV, SPI < 1.0	Neutral
Cost performance			
On cost	Under cost	Over cost	Overall trend
EV = AC, CPI = 1.0	EV > AC, CPI > 1.0	EV < AC, CPI < 1.0	Neutral
Comments			
• The project is within established performance thresholds.			

The following figure shows the overall cost and schedule performance and associated trends. The data in this figure is derived from the project performance reports created by the PMO that is used to populate Table 15 above.

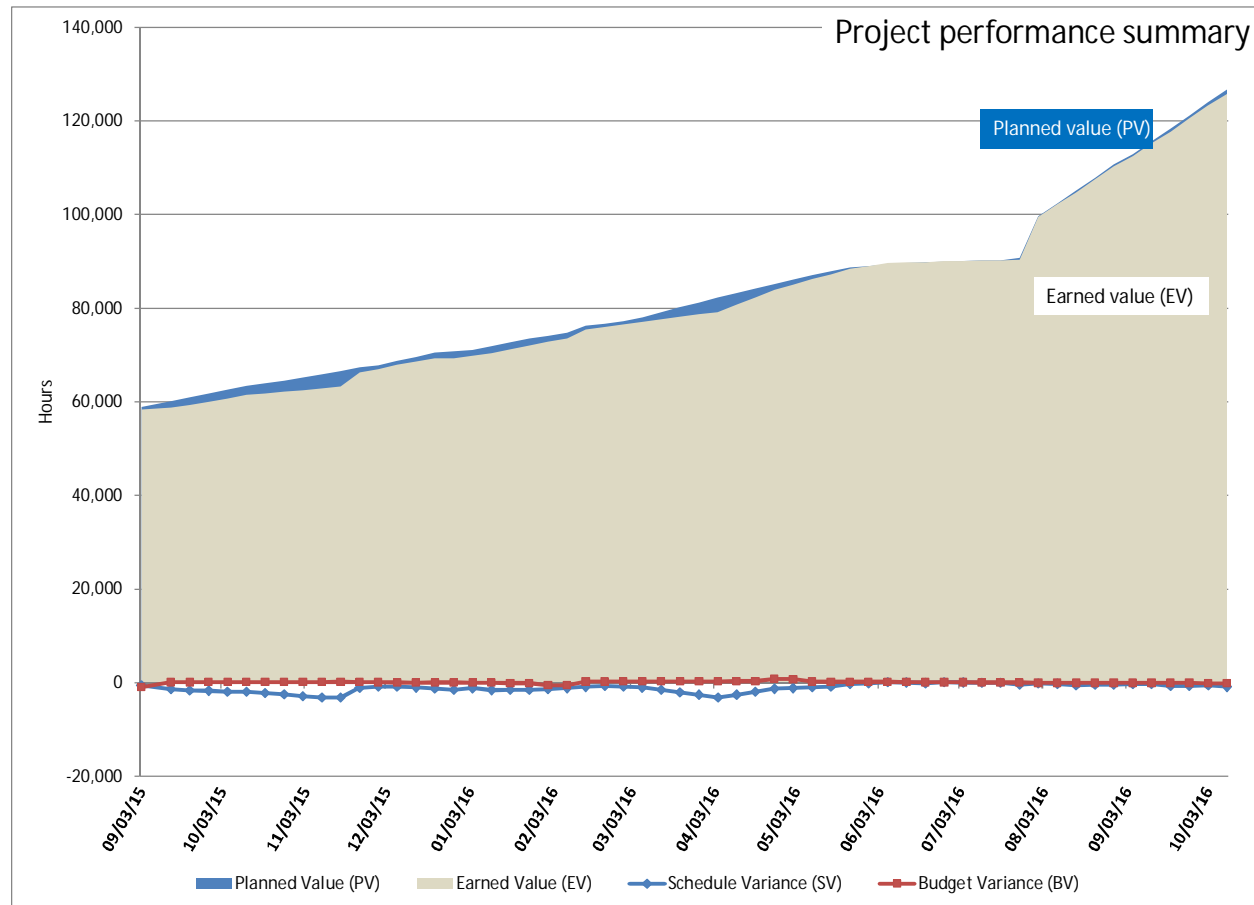


**Figure 17. Overall cost and schedule performance**

Key items displayed in the above figure are as follows:

- The Program is currently behind schedule, but is within established performance thresholds.

The following figure shows the overall trends for PV and EV. The data in this figure is derived from the project performance reports created by the PMO that is used to populate Table 15 above.



**Figure 18. Project performance summary**

Key items displayed in the above figure are as follows:

- The Program is currently behind schedule, but is within established performance thresholds.

## Appendix G. Interviews and artifacts

This section contains the list of people interviewed and artifacts collected as part of the monthly assessment.

### G.1 Interviews

The below table identifies interviews conducted during the monthly reporting period.

Table 16. Interviews conducted			
Individual	Title / responsibility	Group	Date
None	<ul style="list-style-type: none"> <li>No interviews conducted since the last report.</li> </ul>		

### G.2 Artifacts

The below table identifies artifacts received and reviewed during the monthly reporting period.

Table 17. Project artifacts	
Category	Documents
Advisory board meeting	<ul style="list-style-type: none"> <li>01 - MM Advisory Board Meeting Agenda 10-11-2016.docx</li> <li>2016-10-11 Advisory Board Meeting Documents.pdf</li> </ul>
Change control board – 20160920	<ul style="list-style-type: none"> <li>01 - MM CCB Meeting Agenda 09-19-2016.docx</li> <li>01 - MM CCB Meeting Agenda 09-20-2016.docx</li> <li>02 - MM CCB Meeting Minutes 09-06-2016.docx</li> <li>CR31 - MM Phase I - Create Financial Transactions v2.docx</li> <li>CR32 - CDLIS CP Development Order.docx</li> <li>MM Phase I Level I and II Approved Changes 091506.pdf</li> </ul>
Change control board – 20161010	<ul style="list-style-type: none"> <li>01 - MM CCB Meeting Agenda 10-05-2016.docx</li> <li>01 - MM CCB Meeting Agenda 10-10-2016.docx</li> <li>02 - MM CCB Meeting Minutes 09-20-2016.docx</li> <li>CR30 - Motor Voter Party Affiliation Sig Pad.docx</li> <li>MM Phase I Level I and II Approved Changes 09262016.pdf</li> <li>MM Phase I Level I and II Approved Changes 10042016.pdf</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>Deliverable 4 - September legislative status report</li> </ul>
ESC meeting	<ul style="list-style-type: none"> <li>1 - ESC Meeting Agenda 09-15-16.docx</li> </ul>
Project performance management	<ul style="list-style-type: none"> <li>DHSMV EVM Reporting_09-12-2016.xlsx</li> <li>DHSMV EVM Reporting_09-19-2016.xlsx</li> <li>DHSMV EVM Reporting_10-03-2016.xlsx</li> <li>DHSMV EVM Reporting_10-10-2016.xlsx</li> </ul>

Table 17. Project artifacts		
Category	Documents	
Schedule	<ul style="list-style-type: none"> <li>• MM Phase I MASTER Program Schedule v84.1.mpp</li> <li>• MM Phase I MASTER Program Schedule v85.1.mpp</li> <li>• MM Phase I MASTER Program Schedule v86.1.mpp</li> <li>• MM Phase I MASTER Program Schedule v87.1.mpp</li> </ul>	
Spending plan	<ul style="list-style-type: none"> <li>• 2016-2017 MM Phase I – September 2016.xlsx</li> </ul>	
Status report	<ul style="list-style-type: none"> <li>• DL Issuance-09212016.pdf</li> <li>• DL Issuance-09282016.pdf</li> <li>• DL Issuance-10052016.pdf</li> <li>• DL Issuance-10122016.pdf</li> </ul>	<ul style="list-style-type: none"> <li>• DLIS Project Status (09-21-16).docx</li> <li>• DLIS Project Status (09-28-16).docx</li> <li>• DLIS Project Status (10-05-16).docx</li> <li>• DLIS Project Status (10-12-16).docx</li> </ul>

## Appendix H. Meeting minutes and status reports

This section contains a summary of the meetings conducted and status reports submitted during the monthly reporting period.

### H.1 Meetings

The below table lists the meetings attended during the monthly reporting period.

Table 18. Summary of meetings		
Date	Description	Reference
14 September 2016	Accenture weekly status	• None
	IV&V weekly status	• DHSMV IVV-202DE Weekly Status Meeting v1.0 Draft - 20160914.docx
15 September 2016	Motorist Modernization ESC	• None
20 September 2016	Motorist Modernization CCB	• None
21 September 2016	Accenture weekly status	• None
	IV&V weekly status	• DHSMV IVV-202DF Weekly Status Meeting v1.0 Draft – 20160921.docx
28 September 2016	Accenture weekly status	• None
	IV&V weekly status	• DHSMV IVV-202DG Weekly Status Meeting v1.0 Draft – 20160928.docx
05 October 2016	Accenture weekly status	• None
	IV&V weekly status	• DHSMV IVV-202DH Weekly Status Meeting v1.0 Draft – 20161005.docx
10 October 2016	Motorist Modernization CCB	• None
	Motorist Modernization AB	• None
12 October 2016	Accenture weekly status	• None
	IV&V weekly status	• DHSMV IVV-202DI Weekly Status Meeting v1.0 Draft – 20161012.docx

In addition to the meetings identified in the above table, there were informal conversations regarding individual topics and areas.

## H.2 Status reports

The below table lists the IV&V status reports submitted during the monthly reporting period.

Table 19. Summary of status reports		
Date	Description	Reference
21 September 2016	IV&V status report	<ul style="list-style-type: none"><li>DHSMV IVV-201DG Status Report v1.0 Draft - 20160921.docx</li></ul>
28 September 2016	IV&V status report	<ul style="list-style-type: none"><li>DHSMV IVV-201DH Status Report v1.0 Draft - 20160928.docx</li></ul>
05 October 2016	IV&V status report	<ul style="list-style-type: none"><li>DHSMV IVV-201DI Status Report v1.0 Draft - 20161005.docx</li></ul>
12 October 2016	IV&V status report	<ul style="list-style-type: none"><li>DHSMV IVV-201DJ Status Report v1.0 Draft - 20161012.docx</li></ul>



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1003-1137869

Motorist Modernization Phase I  
Project Manager log of Agile Development-related Change Requests

#	Title	Brief Description	Source	Notes	Internal Review Status	Internal Status Date	Estimated Effort	Project Team	Level	Approver per Governance	Decision	Date Approved/Deferred/Rejected
PMCR-53	Customer Inquiry Updates	FR8408: Need to adjust sort order to use current name when Customer Inquiry returns results on name search based upon previous name matching search input criteria. Additionally, need to adjust search results to not display customer record that has been merged in search results (Bug 61510).	Missed Requirement		Approved	10/25/2016	.5 Hours - Refinement 4.5 Hours - Test 2 Hours - Build <b>7 Hours Total</b>	DL	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-55	ARCHIVE MM story FR23175; Search - Authorization /Exams Screen as it will be covered in planned Change Stories.	Exam screen will be completed in FR23239: Changes – Create Search – Exams Screen, FR30992: Changes – Display Search – Exams Screen, FR30991: Changes – Edit Search – Exams Screen, FR30990: Changes – Save Search – Exams Screen	Sprint Planning		Approved	10/25/2016	No estimates needed	MM	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-56	ARCHIVE MM story FR24487; Inventory – Authorization – Citations – Assign to Agency.	After further discussion with the Product Owner and the Business Stakeholders, FR24487 was decided no longer needed. “Assign to Agency” is a defunct link that is no longer/never used per the Business Stakeholders. “Assign to Agency” current functionality is available to the business by its original means of navigation and functionality, “Inventory – Agencies”.	Sprint Planning		Approved	10/25/2016	No estimates needed	MM	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-57	ARCHIVE DL Story FR9744 - Update Address (Customer Summary)	After discussion with developers, it was determined that this story is duplicative of rules and acceptance criteria in FR25167 - Save Personal Information and FR10049 - Create Transaction in Queue as saving address information is not different than saving other personal information.	Refinement		Approved	10/25/2016	No estimates needed	DL	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-58	ARCHIVE DL Story FR23022 - Determine Eligibility Option Display	After discussion, it was determined that this story is duplicative of rules and acceptance criteria in FR22095 - Display Sidebar Eligibility Options and the individual Determine Eligibility stories	Refinement		Approved	10/25/2016	No estimates needed	DL	I/II	Product Owner/Project Manager	Approved	10/25/2016

Motorist Modernization Phase I  
Project Manager log of Agile Development-related Change Requests

#	Title	Brief Description	Source	Notes	Internal Review Status	Internal Status Date	Estimated Effort	Project Team	Level	Approver per Governance	Decision	Date Approved/Deferred/Rejected
PMCR-59	ARCHIVE DL Story FR8503 - Create Customer in Queue (New Customer)	After discussion, it was determined that this story is duplicative of FR9222 - Create Customer and FR10049 - Create Transaction in Queue	Refinement		Approved	10/25/2016	No estimates needed	DL	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-60	ARCHIVE DL Story Create Customer in Queue (Existing Customer)	After discussion, it was determined that this story is duplicative of FR9222 - Create Customer and FR10049 - Create Transaction in Queue	Refinement		Approved	10/25/2016	No estimates needed	DL	I/II	Product Owner/Project Manager	Approved	10/25/2016
PMCR-62	ARCHIVE DL Story FR22582 - Clear When Editing Personal Details	After discussion, it was determined this story is duplicative of FR22558 - Edit customer's Name/DOB/Gender/SSN and FR22583 - Edit customer's Mailing or Residential Address	Refinement		Approved	11/1/2016	No estimates needed	DL	I/II	Product Owner/Project Manager	Approved	11/1/2016

**Office of Motorist Modernization  
Change Request Form – Agile Project**

General Information	
Project Name	Motorist Modernization Phase I – DL Issuance
Change Requested By	Joe Weldon, DL Issuance Project Manager
Product Owner	Dana Olvera
Date Requested	8/12/2016

<b>Change Request #</b>	<b>30</b>
<b>Change Request Information</b> (completed by the requestor)	

Description: This change request would:

- 1) Move Motor Voter screening questions (Country of Birth, State of Birth, FL Residency) from the Personal Information screen to the Identification Documents screen
- 2) Add question, "Would you like to apply for or change your voter registration?" to Capture Summary screen
- 3) Based upon answer to Motor Voter screening questions:
  - a. Send Motor Voter Application Type to the signature pad for the customer to select and send back to the Examiner
  - b. Send the list of current political parties to the signature pad for the customer to select and send back to the Examiner
- 4) Move Motor Voter screen after Capture screen in the work flow (see embedded file below)



License Issuance.pdf

- 5) Move Motor Voter Oath to Transaction Review

This request would involve creating/modifying the following stories:

Proposed Stories - CR30 - Motor Voter Party Affiliation Sig Pad	Functional Area
Motor Voter Party Affiliation Sig Pad	Motor Voter
Modify RQ24156 - Motor Voter During Issuance	Motor Voter
Modify FR9826 - Create "Personal Information - ID" Screen	Personal Details
Modify FR8517 - Create "Personal Information - ID" Screen	Personal Details
Modify FR8679 - Create Identification Documents Screen	Identification Documents
Modify FR22740 - Display Identification Documents screen for Non-Immigrant	Identification Documents
Modify FR22739 - Display Identification Documents screen for Immigrant	Identification Documents
Modify FR22741 - Display Identification Documents screen for Citizen	Identification Documents

Classification Critical : ☒ Medium : ☐

*Due to the level of classification and potential impact to the scope, schedule, and/or budget, this change request must be reviewed by the Change Control Board and approved by the Executive Steering Committee in accordance with the MM Phase I Program Management Plan.*



**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Business Need / Justification** (completed by the requestor)

Description: This change request results from meeting with Department of State and Supervisor of Elections. They want to create functionality to allow customers to select their voter party on the signature pad when submitting a voter application via the DL Issuance application. The intent is to reduce the amount of user errors created and place the onus on the customer for voter party accuracy.

**Impact Analysis** (completed by ISA)

**Specific Requirements Definition:** Additional refinement sessions are needed to complete these user stories.

Completed by: Joe Weldon

**Impact on Schedule:** Below is the estimated effort to complete the grooming for this Change Request:

Proposed Stories - CR30 - Motor Voter Party Affiliation Sig Pad	Functional Area		Grooming	Test Case Creation	Total Hours
Motor Voter Party Affiliation Sig Pad	Motor Voter		4	4	8
Modify RQ24156 - Motor Voter During Issuance	Motor Voter		2	2	4
Modify FR9826 - Create "Personal Information - ID" Screen	Personal Details		2	2	4
Modify FR8517 - Create "Personal Information - ID" Screen	Personal Details		2	2	4
Modify FR8679 - Create Identification Documents Screen	Identification Documents		1	2	3
Modify FR22740 - Display Identification Documents screen for Non-Immigrant	Identification Documents		1	2	3
Modify FR22739 - Display Identification Documents screen for Immigrant	Identification Documents		1	2	3
Modify FR22741 - Display Identification Documents screen for Citizen	Identification Documents		1	2	3
			14	18	32

Below is the initial estimate of development effort for this Change Request:

User Story	Task Type	Effort	Task Effort	Story Effort
Motor Voter Party Affiliation Sig Pad				36
	UI Page - New	Medium	24	
	Plumbing - New	Extra Small	4	
	Business Service - New	Small	8	
<b>Total Additional Hours</b>				<b>36</b>

Development of this change request would be considered and prioritized in the backlog of DL

**Office of Motorist Modernization  
Change Request Form – Agile Project**

Issuance changes. This may impact other functionality being completed based upon the prioritization.

Completed by: Joe Weldon

**Impact on Cost:** No direct impact to the Motorist Modernization Phase I budget. This work effort will be performed by existing resources.

An approval of this CR does not require a contractual amendment if the grooming, test case writing and development estimate validations are completed as part of Phase I software development.

**Impact on Resources:** See above. Team members will need to be committed to add refinement sessions to complete these user stories.

Resource Requirements	Work Effort (Hours)	Cost
Total		

**Alternatives to the Requested Change:** Without this functionality, users will continue to select the voter party; the customer may review and accept it on the signature pad.

Completed by: Joe Weldon

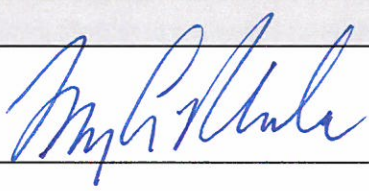

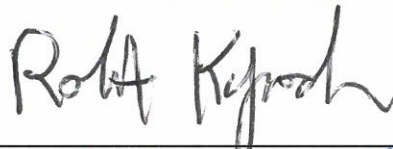
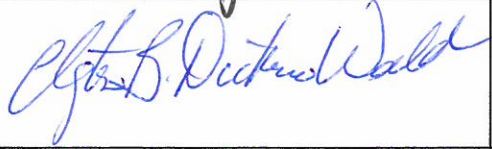



Office of Motorist Modernization  
Change Request Form – Agile Project

<b>Change Control Board Recommendation</b>
Decision: <input checked="" type="checkbox"/> Approve <input type="checkbox"/> Reject <input type="checkbox"/> Defer <input type="checkbox"/> N/A
Comments: Recommendation to approve CR30 unanimously accepted by CCB members on 8/15/16. Resubmission of CR30 was unanimously accepted by CCB members on 10/10/16.

<b>Advisory Board Recommendation</b>
Decision: <input checked="" type="checkbox"/> Approve <input type="checkbox"/> Reject <input type="checkbox"/> Defer <input type="checkbox"/> N/A
Comments: Recommendation to approve CR30 was unanimously accepted by Advisory Board Members on 10/11/16.

<b>Executive Steering Committee Decision</b>
Decision: <input type="checkbox"/> Approve <input type="checkbox"/> Reject <input checked="" type="checkbox"/> Defer
Comments: ESC advised team to send the opt out question to the Signature pad. Also, contact legal regarding appropriate verbiage.

Executive Steering Committee Member	Signature	Date
Terry Rhodes Executive Director, DHSMV		10/28/16
Diana Vaughn Deputy Executive Director, DHSMV		10/27/16
Robert Kynoch Director of Motorist Services, DHSMV		10/27/16
Boyd Dickerson-Walden Chief Information Officer, DHSMV		10/27/16
Felecia Ford Chief, Bureau of Administrative Review DHSMV		10/27/16

**Office of Motorist Modernization  
Change Request Form – Agile Project**

General Information	
Project Name	Motorist Modernization Phase I – Citations Processing / CDLIS
Change Requested By	Sonia Nelson, Project Manager
Product Owner	Tod Browning / Debbie Todd
Date Requested	9/28/2016

<b>Change Request #</b>	<b>33</b>										
Change Request Information (completed by the requestor)											
<p><b>Description:</b> When an Out of State (OOS) driver receives an administrative sanction/stop the department sends an HW message to the OOS driver's state. However, when the administrative sanction/stop is cleared, we do not send a message to the driver's state. This Change Request is to correct the issue and ensure that we send an HY message to the OOS driver's state when a sanction or stop is cleared.</p>											
<table border="1"> <thead> <tr> <th>Proposed User Stories</th> <th>Functional Area</th> </tr> </thead> <tbody> <tr> <td>Translate Florida Codes to AAMVA Codes</td> <td>HY – Outbound Negate OOS Withdrawal</td> </tr> <tr> <td>Send Negate Conviction Message</td> <td>HY – Outbound Negate OOS Withdrawal</td> </tr> <tr> <td>Receive HY Error Message</td> <td>HY – Outbound Negate OOS Withdrawal</td> </tr> <tr> <td>Receive HY Confirmation Message</td> <td>HY – Outbound Negate OOS Withdrawal</td> </tr> </tbody> </table>		Proposed User Stories	Functional Area	Translate Florida Codes to AAMVA Codes	HY – Outbound Negate OOS Withdrawal	Send Negate Conviction Message	HY – Outbound Negate OOS Withdrawal	Receive HY Error Message	HY – Outbound Negate OOS Withdrawal	Receive HY Confirmation Message	HY – Outbound Negate OOS Withdrawal
Proposed User Stories	Functional Area										
Translate Florida Codes to AAMVA Codes	HY – Outbound Negate OOS Withdrawal										
Send Negate Conviction Message	HY – Outbound Negate OOS Withdrawal										
Receive HY Error Message	HY – Outbound Negate OOS Withdrawal										
Receive HY Confirmation Message	HY – Outbound Negate OOS Withdrawal										
<p>Classification Critical : <input checked="" type="checkbox"/> Medium : <input type="checkbox"/></p> <p><i>Due to the level of classification (Level III) and potential impact to the scope, schedule, and/or budget, this change request must be reviewed by the Change Control Board and approved by the Executive Steering Committee in accordance with the MM Phase I Program Management Plan.</i></p>											

Business Need / Justification (completed by the requestor)
<p><b>Description:</b> This was a missed requirement due to the omission of the functional area in the CDLIS requirements gathering. This CR is needed to create the stories needed to complete the missing functional area.</p>

Impact Analysis (completed by ISA)
<p><b>Specific Requirements Definition:</b> New requirements will require grooming, test case development and development estimations for incorporation in the CP/CDLIS product backlog.</p>
<p>Completed by: Sonia Nelson</p>



**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Impact on Schedule:**

No impact to the program's overall completion date (as reflected in the Integrated Master Schedule). Below is the estimated effort to complete the grooming for this Change Request:

Proposed User Stories	Functional Area	Pre-grooming	Grooming	Test Case Creation	Total Hours
Translate Florida Codes to AAMVA Codes	HY – Outbound Negate OOS Withdrawal	.25	.25	2	2.5
Send Negate Conviction Message	HY – Outbound Negate OOS Withdrawal	.25	.25	2	2.5
Receive HY Error Message	HY – Outbound Negate OOS Withdrawal	.25	.25	2	2.5
Receive HY Confirmation Message	HY – Outbound Negate OOS Withdrawal	.25	.25	2	2.5
<b>Total Hours</b>		<b>1</b>	<b>1</b>	<b>8</b>	<b>10</b>

Below is the initial estimate of development effort for this Change Request:

User Story	Task Type	Effort	Task Effort	Story Effort
Translate Florida Codes to AAMVA Codes				8
	Business Service New	Extra Small	4	
	Plumbing New	Extra Small	4	
Send Negate Conviction Message				4
	Business Service New	Extra Small	4	
Receive HY Error Message	BizTalk does this now – no new work		0	
Receive HY Confirmation Message	BizTalk does this now – no new work		0	
<b>Total Hours</b>				<b>12</b>

All work will be completed prior to the end of Milestone E with no overall impact to the project schedule. Although these changes fall outside the approved deliverable schedule, once completed, the team will ensure due diligence for documentation, accuracy, and communication to all affected stakeholders.

Development of this change request would be considered and prioritized in the backlog of CDLIS user stories in the Release Plan. This may impact other functionality being completed based upon the prioritization.

Completed by: Staci Mildenberger

**Impact on Cost:** No direct impact to the Motorist Modernization Phase I budget. This work effort will be performed by existing resources.

**Impact on Resources:** See above. Team members will need to be committed to an additional grooming session until this user story is validated.

Resource Requirements	Work Effort (Hours)	Cost
<b>Total</b>	<b>22</b>	<b>N/A</b>

**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Alternatives to the Requested Change:** None identified.

Completed by: Sonia Nelson

**Change Control Board Recommendation**

Decision: ☐ Approve ☐ Reject ☐ Defer ☒ N/A

Comments: Due to timing constraints, this CR was not reviewed by the CCB.

**Advisory Board Recommendation**

Decision: ☐ Approve ☐ Reject ☐ Defer ☒ N/A

Comments: Due to timing constraints, this CR was not reviewed by the Advisory Board.

**Executive Steering Committee Decision**

Decision: ☒ Approve ☐ Reject ☐ Defer

Comments:

Executive Steering Committee Member	Signature	Date
Terry Rhodes Executive Director, DHSMV		10/26/16
Diana Vaughn Deputy Executive Director, DHSMV		10/27/16
Robert Kynoch Director of Motorist Services, DHSMV		10/27/16
Boyd Dickerson-Walden Chief Information Officer, DHSMV		10/27/16
Felecia Ford Chief, Bureau of Administrative Review DHSMV		10/27/16



**ISA/Project Management Office  
Change Request Form**

<b>General Information</b>	
Project Name	Motorist Modernization Phase I – Renewal Notification – LDO Tasks
Change Requested By	Anat Michaeli-Ling
Project Sponsor	Robert Kynoch
Date Requested	10/20/2016

<b>Change Request #</b>	<b>34</b>
<b>Change Request Information</b> (completed by the requestor)	
<p><b>Description:</b> The purpose of this change request is to refine those Integrated Master Schedule (IMS) tasks planned for LDO in support of the Renewal Notification – Motor Vehicle Renewal go-live (August 2018). These tasks were previously incorporated via Change Request #28.</p> <p>The IMS adjustments for this change request are focused on adjusting task duration, removal of the training environment and linkage of go-live to the completion of training (previously, completion of training was dependent on the courses being updated after evaluations were completed).</p>	
<p>Classification Critical : <input checked="" type="checkbox"/> Medium : <input type="checkbox"/> Low : <input type="checkbox"/></p>	
<p><i>Due to the level of classification and potential impact to the scope, schedule, and/or budget, this change request must be approved by the Executive Steering Committee in accordance with the MM Phase I Program Management Plan.</i></p>	

<b>Business Need / Justification</b> (completed by the requestor)
<p><b>Description:</b> The justification is to refine those tasks and durations representative of the LDO effort and dependencies for the training effort.</p>

<b>Impact Analysis</b> (completed by ISA)
<p><b>Specific Requirements Definition:</b> Not applicable.</p>
<p>Completed by: N/A</p>

**ISA/Project Management Office  
Change Request Form**

**Impact on Schedule:**

Prior Integrated Master Schedule tasks for Renewal Notification Motor Vehicle training (reference Change Request #28):

Task Name	Duration	Start	Finish
<b>Training</b>	<b>563 days</b>	<b>Mon 10/3/16</b>	<b>Fri 12/28/18</b>
<b>Motor Vehicle Renewal Notification (GHQ &amp; TC) Training</b>	<b>439 days</b>	<b>Mon 10/3/16</b>	<b>Fri 6/29/18</b>
Design - Complete Motor Vehicle REN Training Plan	60 days	Mon 10/3/16	Thu 12/29/16
Develop - Motor Vehicle REN Course Development (GHQ)	90 days	Mon 8/7/17	Thu 12/14/17
Develop - Motor Vehicle REN Course Development (Tax Collectors)	33 days	Tue 1/2/18	Fri 2/16/18
Develop - REN Quality Assurance (GHQ Course)	10 days	Fri 12/15/17	Fri 12/29/17
Develop - REN Quality Assurance Review (Tax Collector Course)	10 days	Mon 2/19/18	Fri 3/2/18
<b>Deployment &amp; Evaluation - Motor Vehicle Renewal Notification Training</b>	<b>137 days</b>	<b>Fri 12/15/17</b>	<b>Fri 6/29/18</b>
Prepare MV REN Training Delivery Environment	40 days	Fri 12/15/17	Tue 2/13/18
OLT Course Launch Prep - REN GHQ Course	10 days	Mon 3/5/18	Fri 3/16/18
OLT Course Launch Prep - REN Tax Collector Course	10 days	Mon 3/19/18	Fri 3/30/18
Conduct REN GHQ Training	20 days	Mon 4/2/18	Fri 4/27/18
Conduct REN Tax Collector Training	15 days	Mon 4/30/18	Fri 5/18/18
Complete REN Training Evaluation - GHQ	15 days	Mon 4/30/18	Fri 5/18/18
Complete REN Training Evaluation - Tax Collectors	15 days	Mon 5/21/18	Mon 6/11/18
Update and Finalize REN Course(s)	14 days	Tue 6/12/18	Fri 6/29/18
<b>Remaining Phase I Rollout Training</b>	<b>497 days</b>	<b>Tue 1/10/17</b>	<b>Fri 12/28/18</b>
Operations Planning COMPLETE	0 days	Fri 12/28/18	Fri 12/28/18
<b>PHASE GATE REVIEW - Operations Planning</b>	<b>0 days</b>	<b>Fri 12/28/18</b>	<b>Fri 12/28/18</b>
<b>Implementation</b>	<b>502 days</b>	<b>Thu 8/31/17</b>	<b>Wed 8/28/19</b>
<b>Implementation Planning</b>	<b>404 days</b>	<b>Thu 8/31/17</b>	<b>Wed 4/10/19</b>
<b>Production Deployment - MV Renewal Notification</b>	<b>44 days</b>	<b>Tue 7/3/18</b>	<b>Tue 9/4/18</b>
Decision Point - GoNoGo Move to Production	4 days	Tue 7/3/18	Mon 7/9/18
Obtain Change Control Approval to move Statewide	10 days	Tue 7/10/18	Mon 7/23/18
Release Statewide	1 day	Tue 8/7/18	Tue 8/7/18
Statewide Stabilization Period	19 days	Wed 8/8/18	Tue 9/4/18

Revised Integrated Master Schedule tasks for Renewal Notification Motor Vehicle training:

Change Request	Task Name	Duration	Start	Finish
	<b>Training</b>	<b>563 days</b>	<b>Mon 10/3/16</b>	<b>Fri 12/28/18</b>
CR34	<b>Motor Vehicle Renewal Notification (GHQ &amp; TC) Training</b>	<b>445 days</b>	<b>Mon 10/3/16</b>	<b>Tue 7/10/18</b>
CR34	Design - Complete Motor Vehicle REN Training Plan	59 days	Mon 10/3/16	Wed 12/28/16
CR34	Develop - Motor Vehicle REN Course Development (GHQ)	91 days	Mon 8/7/17	Fri 12/15/17
CR34	Develop - Motor Vehicle REN Course Development (Tax Collectors)	53 days	Tue 1/2/18	Fri 3/16/18
CR34	Develop - REN Quality Assurance (GHQ Course)	31 days	Tue 1/2/18	Wed 2/14/18
CR34	Develop - REN Quality Assurance Review (Tax Collector Course)	30 days	Mon 3/19/18	Fri 4/27/18
CR34	<b>Deployment &amp; Evaluation - Motor Vehicle Renewal Notification Training</b>	<b>90 days</b>	<b>Mon 3/5/18</b>	<b>Tue 7/10/18</b>
CR34	OLT Course Launch Prep - REN GHQ Course	6 days	Mon 3/5/18	Mon 3/12/18
CR34	OLT Course Launch Prep - REN Tax Collector Course	6 days	Mon 4/30/18	Mon 5/7/18
CR34	Conduct REN GHQ Training	30 days	Tue 3/13/18	Mon 4/23/18
CR34	Conduct REN Tax Collector Training	30 days	Tue 5/8/18	Tue 6/19/18
CR34	Complete REN Training Evaluation - GHQ	11 days	Tue 4/24/18	Tue 5/8/18
CR34	Complete REN Training Evaluation - Tax Collectors	11 days	Wed 6/20/18	Thu 7/5/18
CR34	Update and Finalize REN Course(s)	43 days	Wed 5/9/18	Tue 7/10/18
CR28	<b>Remaining Phase I Rollout Training</b>	<b>498 days</b>	<b>Mon 1/9/17</b>	<b>Fri 12/28/18</b>
	Operations Planning COMPLETE	0 days	Fri 12/28/18	Fri 12/28/18
	<b>PHASE GATE REVIEW - Operations Planning</b>	<b>0 days</b>	<b>Fri 12/28/18</b>	<b>Fri 12/28/18</b>
	<b>Implementation</b>	<b>502 days</b>	<b>Thu 8/31/17</b>	<b>Wed 8/28/19</b>
	<b>Implementation Planning</b>	<b>404 days</b>	<b>Thu 8/31/17</b>	<b>Wed 4/10/19</b>
CR34	<b>Production Deployment - MV Renewal Notification</b>	<b>44 days</b>	<b>Mon 7/2/18</b>	<b>Fri 8/31/18</b>
CR34	Decision Point - GoNoGo Move to Production	4 days	Mon 7/2/18	Fri 7/6/18
CR34	Obtain Change Control Approval to move Statewide	10 days	Mon 7/9/18	Fri 7/20/18
CR34	Release Statewide	1 day	Mon 8/6/18	Mon 8/6/18
CR34	Statewide Stabilization Period	19 days	Tue 8/7/18	Fri 8/31/18

There is no impact to the overall timeline for MM Phase I. All work is still planned for completion in the first quarter of FY 2019-20.



**ISA/Project Management Office  
Change Request Form**

In summary:

- Motor Vehicle Renewal Notification (GHQ & TC) Training has been adjusted from 10/3/16–6/29/18 to 10/3/16–7/10/18.
- Deployment & Evaluation – Motor Vehicle Renewal Notification Training has been adjusted from 12/15/17–6/29/18 to 3/5/18–7/10/18.
- The *Prepare MV REN Training Delivery Environment* task was deleted (inactivated) from Deployment & Evaluation – Motor Vehicle Renewal Notification Training.
- Production Deployment – MV Renewal Notification has been adjusted from 7/3/18–9/4/18 to 7/2/18–8/31/18.

Completed by: Kristin Green, Michelle McGinley, Anat Michaeli-Ling, Jennifer Ford, Sonia Nelson

**Impact on Cost:** No direct impact to the Motorist Modernization Phase I budget. This work effort will be performed by existing resources.

**Impact on Resources:** See above.

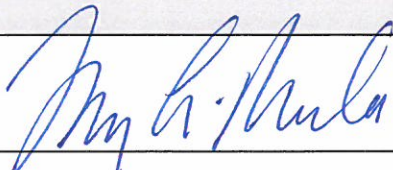

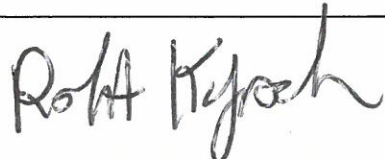
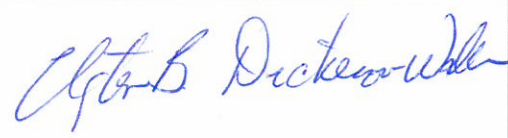

Resource Requirements	Work Effort (Hours)	Cost
Total		

**Alternatives to the Requested Change:** No alternatives identified.

Completed by: Michelle McGinley

ISA/Project Management Office  
Change Request Form

<b>Outcome</b>		
Decision: <input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer
Comments:		

Executive Steering Committee Member	Signature	Date
Terry Rhodes Executive Director, DHSMV		10/28/16
Diana Vaughn Deputy Executive Director, DHSMV		10/27/16
Robert Kynoch Director of Motorist Services, DHSMV		10/27/16
Boyd Dickerson-Walden Chief Information Officer, DHSMV		10/27/16
Felecia Ford Chief, Bureau of Administrative Review DHSMV		10/27/16

**ISA/Project Management Office  
Change Request Form**

**ISA/Project Management Office  
Change Request Form**

<b>General Information</b>	
Project Name	Motorist Modernization Phase I – Data Synchronization / Seeding Tasks
Change Requested By	Chad Hutchinson, Enterprise Architect
Project Sponsor	Robert Kynoch
Date Requested	10/20/2016

<b>Change Request #</b>	<b>35</b>
<b>Change Request Information</b> (completed by the requestor)	
<p><b>Description:</b> The purpose of this change request is to provide additional detail for the Data Synchronization Tasks in the Integrated Master Schedule (IMS), assign the correct individuals to those tasks, establish separate Data Seeding Tasks, and incorporate formal testing cycles for Data Synchronization.</p> <p>Data Seeding Tasks are those programs/mappings that are executed once in order to convert data from one environment to the next. For example, when we “go-live” we will execute the Data Seeding programs/mappings to take from the current production database and then move to the new, modernized database model. Data Synchronization programs/mappings are those components that allow coordination of data between the new, modernized data model and the “legacy” database model while the remaining phases of Motorist Modernization are completed. These Data Synchronization tasks will ultimately replace the current “push-pull” process.</p>	
<p>Classification Critical : <input checked="" type="checkbox"/> Medium : <input type="checkbox"/> Low : <input type="checkbox"/></p>	
<p><i>Due to the level of classification and potential impact to the scope, schedule, and/or budget, this change request must be approved by the Executive Steering Committee in accordance with the MM Phase I Program Management Plan.</i></p>	

<b>Business Need / Justification</b> (completed by the requestor)
<p><b>Description:</b> The current Integrated Master Schedule tasks tracked data seeding and data synchronization efforts together. This made it challenging to ascertain where dependencies existed and overall progression in each area. This request will provide greater visibility into these items and is reflective of the Department’s selection of Informatica as the tool to support the data synchronization tasks.</p>

<b>Impact Analysis</b> (completed by ISA)
<p><b>Specific Requirements Definition:</b></p> <p>Completed by: N/A</p>



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**Impact on Schedule:**

**Prior Integrated Master Schedule tasks for Data Synchronization:**

Task Name	Duration	Start	Finish	Status
<b>MM Phase I MASTER Program Schedule</b>	<b>1462 days</b>	<b>Fri 11/1/13</b>	<b>Thu 8/29/19</b>	<b>Late</b>
Project Management	1462 days	Fri 11/1/13	Thu 8/29/19	On Schedule
IV&V Deliverable #5 - Monthly Assessment Reports (Ernst & Young)	1095 days	Thu 3/5/15	Mon 7/15/19	Late
Design, Develop, Implement	1455 days	Tue 11/12/13	Thu 8/29/19	Late
Database Redesign	1155 days	Tue 11/12/13	Thu 6/21/18	Late
Purchase Software	590 days	Wed 7/1/15	Tue 11/7/17	On Schedule
Data Quality/Cleansing Tool(s)	90 days	Mon 7/3/17	Tue 11/7/17	Future Task
Synchronization Process Implementation	602 days	Thu 2/4/16	Thu 6/21/18	Late
Configure Synchronization Processes - DEV/Test Customer	90 days	Mon 3/7/16	Tue 7/12/16	Late
Validate Synchronization Processes - DEV/Test Customer	50 days	Wed 7/13/16	Wed 9/21/16	Late
Configure Synchronization Processes - DEV/Test Credential	130 days	Wed 7/13/16	Thu 1/19/17	Late
Validate Synchronization Processes - DEV/Test Credential	50 days	Fri 1/20/17	Thu 3/30/17	Future Task
Configure Synchronization Processes - DEV/Test Sanction	130 days	Fri 1/20/17	Mon 7/24/17	Future Task
Validate Synchronization Processes - DEV/Test Sanction	50 days	Tue 7/25/17	Tue 10/3/17	Future Task
Configure Production Synchronization Processes	130 days	Wed 10/4/17	Wed 4/11/18	Future Task
Validate Production Synchronization Processes	50 days	Thu 4/12/18	Thu 6/21/18	Future Task

**Revised Integrated Master Schedule tasks for Data Synchronization and Data Seeding:**

Chang Reque	Task Name	Duration	Start	Finish
	<b>Data Seeding Task Implementation</b>	<b>319.5 days</b>	<b>Mon 3/7/16</b>	<b>Fri 6/9/17</b>
CR34	Design/Develop Customer One-Way Seeding(s)	15 days	Mon 3/7/16	Mon 3/28/16
CR34	Design/Develop Credential Table One-Way Seeding(s)	15 days	Mon 3/28/16	Mon 4/18/16
CR34	Design/Develop Enforcement One-Way Seeding(s)	15 days	Mon 4/18/16	Mon 5/9/16
CR34	Design/Develop Interlock One-Way Seeding(s)	15 days	Mon 5/9/16	Tue 5/31/16
CR34	Seed MSDev Database	22 days	Wed 6/1/16	Thu 6/30/16
CR34	Seed MStest Database	20 days	Mon 8/1/16	Fri 8/26/16
CR34	<b>DEPENDENCY - EDI PROJECT for STAGE DB</b>	<b>1 day</b>	<b>Mon 1/9/17</b>	<b>Mon 1/9/17</b>
CR34	Seed MM Phase I Conversion Database	33 days	Tue 1/10/17	Fri 2/24/17
CR34	Seed MM Phase I Training Database	34 days	Mon 4/24/17	Fri 6/9/17
	<b>Synchronization Process Implementation</b>	<b>684 days</b>	<b>Thu 2/4/16</b>	<b>Wed 10/17/18</b>
CR04	Analyze Systems to determine Impact with To-Be Synch - FDLIS	2 wks	Thu 2/4/16	Wed 2/17/16
CR04	Analyze Systems to determine Impact with To-Be Synch - FRVIS	2 wks	Thu 2/4/16	Wed 2/17/16
CR04	Analyze Systems to determine Impact with To-Be Synch - Motorist Maintenance	2 wks	Thu 2/18/16	Wed 3/2/16
CR04	Analyze Systems to determine Impact with To-Be Synch - Virtual Office (MyDMV)	2 wks	Thu 2/18/16	Wed 3/2/16
CR04	Analyze Systems to determine Impact with To-Be Synch - CIPS (Central Issuance)	2 wks	Thu 2/18/16	Wed 3/2/16
CR34	Install and Configure Informatica Toolset (Data Seeding)	30 days	Mon 7/18/16	Fri 8/26/16
CR34	Install and Configure Informatica Toolset (PowerExchange, CDC) for Synch	39 days	Mon 8/29/16	Fri 10/21/16
CR34	Validate CDC Functionality (DLDev2 and MSDev)	5 days	Mon 10/24/16	Fri 10/28/16
CR34	Create initial CDC Mapping (one Customer table)	5 days	Mon 10/31/16	Fri 11/4/16
CR34	Confirm CDC installation configuration	200 days	Mon 10/24/16	Wed 8/9/17
Chang Reque	<b>CR34 Create CDC workspace (InfoDevRepository)</b>	<b>309 days</b>	<b>Mon 11/7/16</b>	<b>Thu 2/1/18</b>
CR34	Import Customer Mappings	10 days	Mon 11/7/16	Mon 11/21/16
CR34	Update Customer Mappings for CDC	30 days	Tue 11/22/16	Fri 1/6/17
CR34	Create Customer CDC tasks/sessions	30 days	Mon 1/9/17	Mon 2/20/17
CR34	Import Credential Mappings	20 days	Wed 8/9/17	Wed 9/6/17
CR34	Update Credential Mappings for CDC	50 days	Thu 9/7/17	Thu 11/16/17
CR34	Create Credential CDC tasks/sessions	50 days	Fri 11/17/17	Thu 2/1/18
CR34	Import Enforcement Mappings	10 days	Mon 2/27/17	Fri 3/10/17
CR34	Update Enforcement Mappings for CDC	30 days	Mon 3/13/17	Fri 4/21/17
CR34	Create Enforcement CDC tasks/sessions	30 days	Mon 4/24/17	Mon 6/5/17
CR34	Import Interlock Mappings	5 days	Tue 6/6/17	Mon 6/12/17
CR34	Update Interlock Mappings for CDC	20 days	Tue 6/13/17	Tue 7/11/17
CR34	Create Interlock CDC tasks/sessions	20 days	Wed 7/12/17	Tue 8/8/17
CR34	<b>DEPENDENCY - EDI PROJECT for PRODUCTION DB</b>	<b>1 day</b>	<b>Fri 10/5/18</b>	<b>Fri 10/5/18</b>

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Change Request	Task Name	Duration	Start	Finish
	<b>Implementation</b>	<b>502 days</b>	<b>Thu 8/31/17</b>	<b>Wed 8/28/19</b>
	Implementation Planning	404 days	Thu 8/31/17	Wed 4/10/19
CR34	Production Deployment - MV Renewal Notification	44 days	Mon 7/2/18	Fri 8/31/18
CR35	Production Deployment - Data Sync (Shut down Push/Pull)	37 days	Mon 11/5/18	Mon 12/31/18
CR35	Decision Point - GoNoGo Move to Pilot	1 day	Mon 11/5/18	Mon 11/5/18
CR35	Obtain Change Control Approval to move to Pilot Sites	4 days	Tue 11/6/18	Fri 11/9/18
CR35	Release to Production	1 day	Tue 11/13/18	Tue 11/13/18
CR35	Data Sync Stabilization Period	30 days	Wed 11/14/18	Fri 12/28/18
CR35	<b>PHASE GATE REVIEW - Data Sync</b>	1 day	Mon 12/31/18	Mon 12/31/18
	Pilot Deployment - ORION	58 days	Tue 4/23/19	Mon 7/15/19
	Production Deployment - ORION	37 days	Tue 7/9/19	Wed 8/28/19
	Implementation COMPLETE	0 days	Wed 8/28/19	Wed 8/28/19
	Project COMPLETE	0 days	Thu 8/29/19	Thu 8/29/19

There is no impact to the overall timeline for MM Phase I. All work is still planned for completion in the first quarter of FY 2019-20.

In summary:

- Data Seeding Tasks (which are complete through MSTEST) were added from 3/7/16-6/9/17.
- The installation, initial setup and base configuration of Informatica were added under the Synchronization Process Implementation summary task.
- The Create CDC workspace tasks were added from 11/7/16-2/1/18.
- Dependencies on the EDI project for infrastructure to create the conversion instances were added for both the Stage and Production Environments.
- Production Deployment for Data Sync tasks were added from 11/5/18-12/31/18.

Completed by: Chad Hutchinson, Mark Miller, Donnie Cannon, Michelle McGinley

**Impact on Cost:** No direct impact to the Motorist Modernization Phase I budget. This work effort will be performed by existing resources, specifically Mark Miller from within ISA.

**Impact on Resources:** None. Mark Miller has been dedicated to this effort.

Resource Requirements	Work Effort (Hours)	Cost
Total		

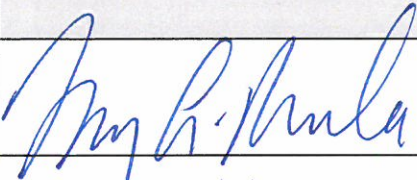



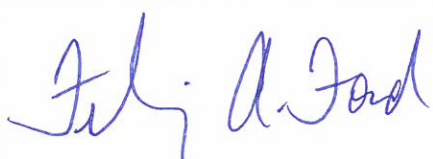
**Alternatives to the Requested Change:** No alternatives identified.

Completed by: Michelle McGinley



ISA/Project Management Office  
Change Request Form

<b>Outcome</b>		
Decision: <input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer
Comments:		

Executive Steering Committee Member	Signature	Date
Terry Rhodes Executive Director, DHSMV		10/28/16
Diana Vaughn Deputy Executive Director, DHSMV		10/27/16
Robert Kynoch Director of Motorist Services, DHSMV		10/27/16
Boyd Dickerson-Walden Chief Information Officer, DHSMV		10/27/16
Felecia Ford Chief, Bureau of Administrative Review DHSMV		10/27/16

**Office of Motorist Modernization  
Change Request Form – Agile Project**

General Information	
Project Name	Motorist Modernization Phase I – MyDMV Portal
Change Requested By	Judy Johnson, Senior Business Analyst
Product Owner	Deepa Vasudevan
Date Requested	10/04/2016

<b>Change Request #</b>	<b>36</b>
Change Request Information (completed by the requestor)	
<p>Description: The MyDMV Portal team needs to make necessary changes for the login authentication process that interfaces with Salesforce and social media providers. The change requires 15 new stories and modifications to existing stories for the following functionalities in MYDHSMV Portal and Account Profile functional areas:</p> <ol style="list-style-type: none"> <li>1. Forgot Password - Give user the ability to reset their password and send an email.</li> <li>2. Change Password - Give user the ability to change their password and send an email.</li> <li>3. Modified Sign In and Enrollment - Email address is unique and acts as username, need to update screens. Change field labels on screen and update requirements.</li> <li>4. Forgot Email (Username for Salesforce) - Give salesforce user ability to get pass a forgotten email which serves as their username.</li> <li>5. Social Media Logon - Require social media customer to supply an email if one doesn't exist on social media account or verify the existing is correct.</li> <li>6. Disassociating a customer account - A customer that cannot get in with existing username or password and can't get through using the reset will have to go into an office or contact customer service. They will have the ability in MM to deactivate the customer and allow them to restart the account set-up. The account will also be deactivated at Salesforce.</li> <li>7. Error Page - Need an Error page for DHSMV and Salesforce to put up when the application is not available.</li> </ol>	
Classification Critical : <input type="checkbox"/> Medium : <input checked="" type="checkbox"/>	
<i>Due to the level of classification (Level III) and isolated impact to the schedule (not on the critical path), minor scope change(s), and/or minimal impact to budget, this change request may be approved by the Program Director in accordance with the MM Phase I Program Management Plan.</i>	

Business Need / Justification (completed by the requestor)
Description: This change request resulted from Product Backlog decomposition meetings with the Salesforce developer in Sprint 4. Once the MyDMV Portal Team gained clarity on how the authentication process would work with Salesforce and the social media providers, it was determined that additional functionality and refinement of existing requirements were needed for the login authentication. Processes were added to make forgotten username and password resetting as user friendly as possible.

Impact Analysis (completed by ISA)
<b>Specific Requirements Definition:</b> Additional refinement sessions are needed to complete estimates for these user stories.
Completed by: Aundrea Andrades



**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Impact on Schedule:**

Below is the estimated effort to complete the grooming for this Change Request:

User Stories	Functional Area		Grooming	Test Case Creation	Total Hours
Forgot Password – New( FR31019, FR31020, FR31014) Update (FR10463, FR20260), requirements and mock-ups	MyDHSMV Portal		3Hrs	4Hrs	7Hrs
Change Password – New(FR31017, FR31018, FR31011), Update(FR17358, FR19537), requirements and mock-ups	MyDHSMV Portal		3Hrs	4Hrs	7Hrs
Modify Sign-In(FR10463, FR20260) and Enrollment (FR19571, FR1046, FR17355), requirements and mock-ups	MyDHSMV Portal		2Hrs	3Hrs	5Hrs
Forgot Email –	MyDHSMV Portal		3Hrs	4Hrs	7Hrs
Social Media Login	MyDHSMV Portal		2Hrs	2Hrs	4Hrs
Disassociating a customer account	MyDHSMV Portal		2Hrs	3Hrs	5Hrs
Application Error Page	MyDHSMV Portal		2Hrs	2Hr	4Hrs
<b>Totals:</b>			<b>17Hrs</b>	<b>22Hrs</b>	<b>39Hrs</b>

Development of this change request would be considered and prioritized in the backlog of MyDMV Portal for MyDHSMV and Account Profiles functional area stories.

Below is the initial estimate of development effort for this Change Request:

User Stories	Functional Area		Development Hours
Forgot Password – New( FR31019, FR31020, FR31014) Update (FR10463, FR20260), requirements and mock-ups	MyDHSMV Portal		10Hrs
Change Password – New(FR31017, FR31018, FR31011), Update(FR17358, FR19537), requirements and mock-ups	MyDHSMV Portal		13Hrs
Modify Sign-In(FR10463, FR20260) and Enrollment (FR19571, FR1046, FR17355), requirements and mock-ups	MyDHSMV Portal		4Hrs
Forgot Email –	MyDHSMV Portal		16.5Hrs
Social Media Login	MyDHSMV Portal		14Hrs
Disassociating a customer account	MyDHSMV Portal		22Hrs
Application Error Page	MyDHSMV Portal		6Hrs
<b>Totals:</b>			<b>85.5Hrs</b>

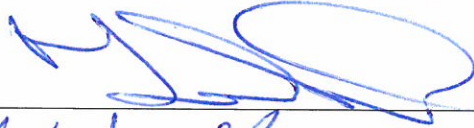


**Office of Motorist Modernization  
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Completed by: Aundrea Andrades		
<b>Impact on Cost:</b> No direct impact to the Motorist Modernization Phase I budget. This work effort will be performed by existing resources.		
Completed by: Aundrea Andrades		
<b>Impact on Resources:</b> See above. Salesforce resources will only be on project until November 2016.		
Completed by: Aundrea Andrades		
Resource Requirements	Work Effort (Hours)	Cost
Total		
<b>Alternatives to the Requested Change:</b> None identified.		
Completed by: Aundrea Andrades		

<b>Change Control Board Recommendation</b>			
Decision: <input type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer	<input checked="" type="checkbox"/> N/A
Comments: Due to time constraints, this change was not reviewed by the CCB.			

<b>Advisory Board Recommendation</b>			
Decision: <input type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer	<input checked="" type="checkbox"/> N/A
Comments: Due to time constraints, this change was not reviewed by the Advisory Board.			

<b>Program Director Decision</b>		
Decision: <input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer
Comments:		

Approver	Signature	Date
Terrence Samuel OMM Director, DHSMV		10-27-16
Kristin Green OMM Deputy Director, DHSMV		10-27-16
Aundrea Andrades OMM Project Manager, DHSMV		10/24/2016



**Office of Motorist Modernization  
Change Request Form – Agile Project**

General Information	
Project Name	Motorist Modernization Phase I – Renewal Notifications
Change Requested By	Sonia Nelson, Project Manager
Product Owner	Thomas Wilson
Date Requested	10/18/2016

Change Request #	37
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**Change Request Information** (completed by the requestor)

**Description:**

On August 8<sup>th</sup>, OMM conducted a Focus Group with the Florida Tax Collectors to provide an overview of the ORION modifications for Renewal Notifications. From meeting discussions, the following change was recommended for the Out of State (OOS) MV Renewal Notification Process:

**Current Process**

If the 1<sup>st</sup> registrant's residential county is null, the system does the following to determine a county for printing and processing:

- If vehicle class code is 50 or 51, use mobile home location county
- If last activity county is available, use county code where the last transaction was processed
- Rotate through participating counties (weighted by county population)
  - Palm Beach (6) – First 5
  - Brevard County (19) – Next 5 (Removed from rotation as of December 2016 Renewals)
  - Jackson (25) – Next 3
  - Suwannee (31) – Next 3
  - Levy (39) – Next 2
  - Jefferson (46) – Next 2
- If the vehicle is renewed at "GoRenew.com," there is currently no revenue shared amongst the counties

**Preferred Process**

If the 1<sup>st</sup> registrant's residential county is null, the system does the following to determine a county for printing and processing:

- Allow other Counties to participate in the process by rotating through a list of participants
- If the vehicle class code is 50 or 51, use the Mobile Home location county
  - Counties can volunteer to be placed in the OOS rotation for printing and processing
    - The Florida Tax Collector Association will reach out to fiscally constrained counties with this opportunity as an option for generating additional revenue
  - If the registration is renewed online via the department's website, the registrations will be downloaded to the participating county rotation for processing
  - Participating county tax collectors will upload a sample PDF file as part of the sign-up process
  - Vessel renewals for OOS will be sent only to counties that do not have a charge the optional vessel registration fee

Classification Critical : ☒ Medium : ☐

*Due to the level of classification (Level III) and potential impact to the scope, schedule, and/or budget, this change request must be reviewed by the Change Control Board and approved by the Executive Steering Committee in accordance with the MM Phase I Program Management Plan.*

**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Business Need / Justification** (completed by the requestor)

**Description:**

This change will modify existing requirements to address complaints from Counties that are currently precluded from participation in the OOS MV registrant selection pool, as well as complaints from participating Counties, no longer wanting to participate in the pool. This would also give fiscally constrained Counties the opportunity to participate in the process.

**The following systems would be impacted:**

- Virtual Office (VO) – Transactions are downloaded and processed daily
- Renewal Notification system – Renewal Notices are generated monthly

Currently an estimated 250,000 Registrants would be impacted by this change, in the following categories:

- Snowbirds
- Rental Car Companies
- Out-of-State Military Members

**Impact Analysis** (completed by ISA)

**Specific Requirements Definition:** Refactoring of requirements will require grooming, test case development and development estimations for incorporation in the Renewal Notifications product backlog.

Completed by: Sonia Nelson



**Office of Motorist Modernization  
Change Request Form – Agile Project**

**Impact on Schedule:**

No impact to the program's overall completion date (as reflected in the Integrated Master Schedule).

Below is the estimated effort to complete the grooming for this Change Request:

Proposed Stories	Grooming	Test Case Creation	Total Hours
Create OOS Renewal County Participant Screen	2	2	4
Display OOS Renewal County Participant Screen	2	2	4
Assign Processing County to OOS renewals	4	4	8
Calculate fees using Assigned County	1	4	5
Download OOS renewals to assigned OOS participating county	2	4	6
Process online OOS renewal in assigned county	2	4	6
Upload PDF of Printed Renewal Notice	2	2	4
			<b>37</b>

Development of this Change Request would be considered and prioritized in the backlog of Renewal Notifications user stories in the Release Plan. This may impact other functionality being completed based upon the prioritization.

Below is the initial estimate of development effort for this Change Request:

User Story	Task Type	Effort	Task Effort	Test Data/Execution	Story Effort
Download OOS renewals to assigned OOS participating county	FRVIS DEV		20	10	30
Process online OOS renewal in assigned county	FRVIS DEV		20	15	35
Calculate fees using Assigned County	Virtual Office (VO) DEV		20	15	35
Create OOS Renewal County Participant Screen	Renewal DEV		20	8	28
Display OOS Renewal County Participant Screen	Renewal DEV		20	15	35
Assign Processing County to OOS renewals	Renewal DEV		20	10	30
Calculate fees using Assigned County	Renewal DEV		20	10	30
Upload PDF of Printed Renewal Notice	Renewal DEV		20	10	30
					<b>253</b>

**Office of Motorist Modernization  
Change Request Form – Agile Project**

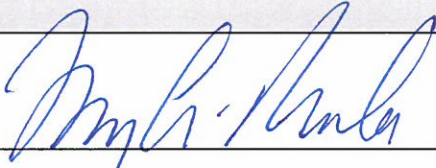




Total hours for Grooming, Development and Testing <b>290 hours</b>		
Completed by: Sonia Nelson		
<b>Impact on Cost:</b> No direct impact to Motorist Modernization Phase I budget. This work effort will be performed by existing resources.		
<b>Impact on Resources:</b> See above. Team members will need to be committed to add refinement sessions to complete the User Stories.		
Resource Requirements	Work Effort (Hours)	Cost
Total	290	N/A
<b>Alternatives to the Requested Change:</b> None Identified.		
Completed by:		

Office of Motorist Modernization  
Change Request Form – Agile Project

<b>Change Control Board Recommendation</b>			
Decision:	<input type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer <input checked="" type="checkbox"/> N/A
Comments: Due to timing constraints, this CR was not reviewed by the CCB.			

<b>Advisory Board Recommendation</b>			
Decision:	<input type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer <input checked="" type="checkbox"/> N/A
Comments: Due to timing constraints, this CR was not reviewed by the Advisory Board.			

<b>Executive Steering Committee Decision</b>			
Decision:	<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Reject	<input type="checkbox"/> Defer
Comments:			

Executive Steering Committee Member	Signature	Date
Terry Rhodes Executive Director, DHSMV		10/28/16
Diana Vaughn Deputy Executive Director, DHSMV		10/27/16
Robert Kynoch Director of Motorist Services, DHSMV		10/27/16
Boyd Dickerson-Walden Chief Information Officer, DHSMV		10/27/16
Felecia Ford Chief, Bureau of Administrative Review DHSMV		10/27/16