Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, November 10, 2020
2:30 to 4:00 PM
VIA: GoToMeeting

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

Representing
FLHSMV
Florida Tax Collectors
Law Enforcement

Agenda

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

- The meeting was called to order at 2:30 p.m. Terrence Samuel began the meeting by welcoming members and visitors and proceeded with the roll call of board members.

Advisory Board Phase II members included:

- Lt. Jason Britt    FLHSMV
- Diane Buck        FLHSMV
- Jay Levenstein    FLHSMV
- Lisa Cullen       Florida Tax Collectors
- Sherri Smith      Florida Tax Collectors (absent)
- Sgt. Derek Joseph Law Enforcement
- Steve Burch       FLHSMV
- Stephen Boley     FLHSMV

- Additional FLHSMV members included – Terrence Samuel, Kristin Green, Rachel Graham, Scott Tomaszewski, Janis Timmons, Craig Benner, Jessica Espinoza, Felecia Ford, Chad Hutchinson, Koral Griggs, Mike Anderson, Judy Johnson, Aundrea Powell, Stacey Bayyari and Laura Freeman.
- Visitors included – Gary Didio and Greg Williams with Ernst & Young. Michelle McGinley, Nathan Johnson and Joseph Weldon from Accenture. Denise Smith with Florida Auto Tag Agencies, Jessica Lanese from Department of Management Services and Glenn Turner with Motorist Services Consulting, LLC. Rebekah Orf and Melissa Primm also attended.

REVIEW OF MEETING MINUTES

- Rachel Graham reviewed the meeting minutes from September 8, 2020. No corrections were identified. A motion to approve the minutes was accepted by the board members and the September 8, 2020, meeting minutes were approved.

IV&V UPDATE

- Gary Didio presented an IV&V update for Phase II. The overall risk state was green. There were no open deficiencies to report. The Schedule Performance Index (SPI) was .994. The “to complete schedule performance index (TSPI)” was 1.005 and the four-week moving average is improving. 10 of 1,601 total tasks were late and the program completion date was forecasted to be 16.9 days late.

STAKEHOLDER OUTREACH

- Terrence Samuel discussed the IFTA/IRP Focus Group held on October 7.
FINANCIAL REVIEW

- Janis Timmons presented a Phase I and II financial review. She stated Phase I was financially complete. The total for all Legislative Budget Requests for Phase I was $37.3 million. The Phase II budget for the 2020 – 2021 fiscal year is $9.8 million with $1.3 million expended as of September 30, 2020. There was a 0% variance with approximately $8.5 million in remaining funds. She stated the Phase II Budget Amendment was submitted to shift funds from expenses to contracted services to meet deliverables for the IFTA/IRP project.

PHASE II PROJECT UPDATE

- Nathan Johnson stated Team A completed all development for the Original Title Transaction for Milestone B and testing continued. Team A continued to work on the requirements refinement for the Original Registration Transaction for Milestone C. Team B completed all development and testing for Milestone B. Team B continued to work on inventory functions, global administrative features and cashiering for Milestone C. The MyDMV Portal/Fleet team completed Milestone B and continued to work on the motor vehicle records request for Milestone C.
- Scott Tomaszewski stated Deliverables 1, 3, 4 and 5 for the IFTA/IRP project were approved. Deliverable 2 was currently under review by Celtic. Important activities for the team included: integrate program and project schedules with SEU review and strategy by October 16, and provision AD access for Celtic resources (second group to be onboarded by October 15). Key dependencies and assumptions included: JAD sessions reset interface design and development expectations of the department. The business continued to make progress with only 38 of 235 total action items remaining.
- Joseph Weldon stated all deliverables for Florida Smart ID have been completed except for the Production Readiness Demonstration. The branding for Florida Smart ID was confirmed on October 1. The team is in the process of setting up our VPN environment with their AWS environment to prepare for exposing their interface beginning October 14. The FLHSMV FAQ and User Guide is due on October 26. Meetings have been held with Thales to discuss maintenance and support, performance testing and Train-the-Trainer sessions.
  - Risks and issues for the team included:
    - Risk 78 – PGM – Thales ability to incorporate FR in remote enrollment
    - Risk 79 – PGM – 10-Day testing window for UAT
    - Risk 81 – PGM – FLHSMV ability to complete interface to meet Thales development schedule
    - Issue 22 – PGM - Thales iOS Verifier Development is late
- Mr. Johnson stated the ECM team discussed with the integration vendor about document classification and taxonomies for initial setup of the document conversion.

COMMUNICATIONS UPDATE

- There was no communications update at the meeting.

Q&A

- There were no questions or concerns from members present.
ADJOURNMENT

- Mr. Samuel adjourned the meeting at approximately 2:48 p.m.
- The next Advisory Board Phase II Meeting is scheduled for November 10, 2020.

*Note: Handouts at this meeting included:*

Consolidated in a meeting packet and emailed to members:

- MM Advisory Board Phase II Agenda 1 Page
- MM Advisory Board Phase II Meeting Minutes (9/8/20) 3 Pages
- Phase II IV&V Report 27 Pages
- Financial Review 8 Pages
- Phase II Traffic Light Reports 2 Pages
- Phase II State of the State 4 Pages
## Phase I LBR Requests

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Request</th>
<th>Contracted Services</th>
<th>IV&amp;V Services</th>
<th>Expenses</th>
<th>OCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>$2,500,000</td>
<td>$1,514,762</td>
<td>$619,186</td>
<td>$61,478</td>
<td>-</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$6,362,609</td>
<td>$5,468,933</td>
<td>$479,280</td>
<td>$382,501</td>
<td>$31,895</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$9,857,775</td>
<td>$8,506,720</td>
<td>$479,280</td>
<td>$865,000</td>
<td>$6,775</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$7,536,000</td>
<td>$6,976,720</td>
<td>$479,280</td>
<td>$80,000</td>
<td>-</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$2,323,620</td>
<td>$2,303,620</td>
<td>-</td>
<td>$20,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$37,329,355</strong></td>
<td><strong>$32,678,267</strong></td>
<td><strong>$2,536,306</strong></td>
<td><strong>$1,745,667</strong></td>
<td><strong>$64,541</strong></td>
</tr>
</tbody>
</table>
Phase I
Total Actuals 2014-2020

- Contracted Services: 88% (88% of $32,678,267) = $29,158,404
- Expenses: 7% (7% of $1,745,667) = $122,207
- IV&V Services: 5% (5% of $2,536,306) = $126,815
- OCO: 0.17% (0.17% of $64,541) = $111
## Phase II LBR Requests

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Request</th>
<th>Contracted Services</th>
<th>IV&amp;V Services</th>
<th>Expenses</th>
<th>OCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>$4,132,180</td>
<td>$3,575,240</td>
<td>$357,190</td>
<td>$179,850</td>
<td>$19,900</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$5,037,000</td>
<td>$4,455,960</td>
<td>$423,240</td>
<td>$150,000</td>
<td>$7,800</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$13,742,200</td>
<td>$9,715,960</td>
<td>$423,240</td>
<td>$3,570,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>2020-2021</td>
<td>$9,877,400</td>
<td>$7,615,960</td>
<td>$423,240</td>
<td>$1,814,200</td>
<td>$24,000</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$10,639,010</td>
<td>$9,278,070</td>
<td>$423,240</td>
<td>$904,700</td>
<td>$33,000</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$10,400,830</td>
<td>$9,065,890</td>
<td>$423,240</td>
<td>$887,700</td>
<td>$24,000</td>
</tr>
<tr>
<td>2023-2024</td>
<td>$7,467,560</td>
<td>$6,132,620</td>
<td>$423,240</td>
<td>$887,700</td>
<td>$24,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$53,828,620</strong></td>
<td><strong>$43,707,080</strong></td>
<td><strong>$2,473,390</strong></td>
<td><strong>$7,506,450</strong></td>
<td><strong>$141,700</strong></td>
</tr>
</tbody>
</table>
Phase II
Total Budget
2020-2021

Contracted Services
77%
$7,615,960

Expenses
19%
$1,814,200

IV&V Services
4%
$423,240

OCO
.17%
$24,000
Phase II Expenditures by Month
Phase II Budget v. Actuals

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Total</th>
<th>Budget to Date</th>
<th>Actuals to Date</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year to Date</td>
<td>$9,877,400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Month to Date (October 2020)</td>
<td>$2,083,310</td>
<td>$2,083,310</td>
<td>$2,083,310</td>
<td>0%</td>
</tr>
<tr>
<td>Remaining Funds</td>
<td>$7,794,090</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Phase II – Budget Amendment

<table>
<thead>
<tr>
<th></th>
<th>ORIGINAL REQUEST</th>
<th>BA REVISION REQUEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted Services</td>
<td>$7,615,960</td>
<td>$8,715,960</td>
</tr>
<tr>
<td>IV&amp;V Services</td>
<td>$423,240</td>
<td>$423,240</td>
</tr>
<tr>
<td>Expenses</td>
<td>$1,814,200</td>
<td>$738,200</td>
</tr>
<tr>
<td>OCO</td>
<td>$24,000</td>
<td>$0</td>
</tr>
</tbody>
</table>
Motorist Modernization Program Phase II (MMP2)

State of Florida Department of Highway Safety and Motor Vehicles (FLHSMV)

Independent Verification and Validation (IV&V)
Monthly Assessment Report Summary
September 2020

29 October 2020
Topics for discussion

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

Data contained in this MAR is as of 30 September 2020
### General IV&V overview

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

<table>
<thead>
<tr>
<th>There are no open IV&amp;V deficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Four (4) additional facets reviewed since the last report – T4, T5, T6, and T7</td>
</tr>
<tr>
<td>• No new deficiencies identified since the last report</td>
</tr>
<tr>
<td>• No new process improvement recommendations identified since the last report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Project is within established schedule performance thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The SPI is 0.990 and the four-week moving average is <strong>not improving</strong></td>
</tr>
<tr>
<td>• 12 of 1,601 total tasks (0.75%) contained in the project schedule are late</td>
</tr>
<tr>
<td>• 1 of 675 total tasks (0.15%) for the current period are late</td>
</tr>
<tr>
<td>• SV is currently -450.4 hours and the four-week moving average is <strong>not improving</strong></td>
</tr>
<tr>
<td>• TSPI is 1.008 and the four-week moving average is <strong>not improving</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Project is within established cost performance thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The CPI is 1.000 and the overall trend is <strong>steady</strong></td>
</tr>
<tr>
<td>• CV is currently 0.0 hours and the four-week moving average is <strong>steady</strong></td>
</tr>
<tr>
<td>• The Project is currently on budget based on provided budget and spending information</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The MMP2 Project is behind schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Project completion date is forecast to be 22 December 2023, 22.0 days late</td>
</tr>
<tr>
<td>• Future milestones are projected to be completed behind schedule</td>
</tr>
<tr>
<td>• The four-week moving average for time the project is behind schedule is <strong>not improving</strong></td>
</tr>
</tbody>
</table>
The COVID-19 has created an unprecedented working environment as the MMP2 Project has migrated to remote working.

- The MM Program Team has successfully navigated the transition with minimal disruption to-date and is tracking the risk with Risk 74.

- Continued, close monitoring of productivity is necessary to maintain desired progress.

Florida’s hiring freeze related to COVID-19 is impacting the project team’s ability to mitigate Risk 51, Risk 73, Issue 15 and Issue 16 related to the need to add external project resources.

- The HSMV Executive Director has made OMM vacancies an exception to the hiring freeze.
Overall risk state and trending

![Diagram of Risk state for MMP2 and Risk state with trending]

- **Overall Risk State and Trending**

  - **Risk State for MMP2**
  - **Risk State with Trending**

- **Program Governance**
  - Benefit realization and sustainability

- **Project Management**
  - Processes, controls, and predictability

- **Technical Solution**
  - Requirements development, quality, and transition

- Indicators for Risk Assessment:
  - Red: Indicates high critical issues.
  - Orange: Indicates issues that need resolution.
  - Green: Indicates issues with significant impact.
  - Grey: Indicates incomplete information.

- As of 30 September 2020
This chart shows the forecast slippage of the project complete milestone based on historical performance using the schedule performance index (SPI).

Summary:
- Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
- The Project completion date is forecast to be 22 December 2023, 22.0 days late.

Conclusions:
- The four-week moving average for time the project is behind schedule is not improving.
- The MMP2 Project is behind schedule
Blue area indicates the cumulative PV as of the current reporting period.

Grey area indicates the cumulative EV as of the current reporting period.

PV is the work scheduled to be accomplished.

EV is the value of the work actually performed.

This chart shows the cumulative planned value (PV) and earned value (EV) for the project.

Summary:
- Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
- Total EV is less than PV, indicating there is scheduled work that is not being completed as scheduled.
- The total amount of work not completed as scheduled is 450.4 hours.

Conclusions:
- The four-week moving average for work not completed is not improving.
- The MMP2 Project is behind schedule.
Project budget

**Budget**

- FLHSVM Staff: $1,626,910 (5%)
- Contracted Staff: $27,232,214 (83%)
- Expenses: $3,821,547 (12%)
- OCO: $108,109 (0%)
- Other: $0 (0%)
- IV&V: $1,626,910 (5%)

**Actual**

- FLHSVM Staff: $1,238,940 (6%)
- Contracted Staff: $19,557,101 (86%)
- Expenses: $1,902,502 (8%)
- OCO: $84,109 (0%)
- Other: $0 (0%)
- IV&V: $1,238,940 (6%)

**Actual versus remaining**

- Actual: $22,782,651
- Remaining: $10,006,128
# Summary of changes

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deficiencies addressed</td>
<td>► There are no open IV&amp;V deficiencies</td>
</tr>
<tr>
<td>New deficiencies</td>
<td>► No new deficiencies identified since the last report</td>
</tr>
<tr>
<td>Process improvement recommendations addressed</td>
<td>► No process improvement recommendations addressed since the last report</td>
</tr>
<tr>
<td>New process improvement recommendations</td>
<td>► No new process improvement recommendations identified since the last report</td>
</tr>
</tbody>
</table>
| Risk ratings | ► T4 – Data management changed from Gray (not evaluated) to Green (no issues)  
► T5 – Security and controls changed from Gray (not evaluated) to Green (no issues)  
► T6 – BC & DR changed from Gray (not evaluated) to Green (no issues)  
► T7 – Testing and validation changed from Gray (not evaluated) to Green (no issues) |
| Maturity ratings | ► T4 – Data management changed from Level 0 (not evaluated) to Level 3 (Defined)  
► T5 – Security and controls changed from Level 0 (not evaluated) to Level 3 (Defined)  
► T6 – BC & DR changed from Level 0 (not evaluated) to Level 3 (Defined)  
► T7 – Testing and validation changed from Level 0 (not evaluated) to Level 3 (Defined) |
| Interviews conducted | ► No interviews conducted since last report |
| Artifacts received | ► Numerous artifacts received |
Upcoming IV&V activities

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Planned draft</th>
<th>Planned final</th>
<th>Actual final</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAR – Jul 2020 (IVV-302BE)</td>
<td>08/14/2020</td>
<td>08/31/2020</td>
<td>08/31/2020</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Aug 2020 (IVV-302BF)</td>
<td>09/15/2020</td>
<td>09/30/2020</td>
<td>09/30/2020</td>
<td>Complete</td>
</tr>
<tr>
<td>MAR – Nov 2020 (IVV-302BI)</td>
<td>12/14/2020</td>
<td>12/30/2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Dec 2020 (IVV-302BJ)</td>
<td>01/15/2021</td>
<td>02/02/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Jan 2021 (IVV-302BK)</td>
<td>02/12/2021</td>
<td>03/01/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Feb 2021 (IVV-302BL)</td>
<td>03/12/2021</td>
<td>03/29/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Mar 2021 (IVV-302BM)</td>
<td>04/14/2021</td>
<td>04/29/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Apr 2021 (IVV-302BN)</td>
<td>05/14/2021</td>
<td>06/01/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – May 2021 (IVV-302BO)</td>
<td>06/14/2021</td>
<td>06/29/2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAR – Jun 2021 (IVV-302BP)</td>
<td>07/15/2021</td>
<td>07/30/2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supporting information

- EVM basics
- Key indicators
- IV&V ratings summary
- Status of key deficiency recommendations
- Open deficiencies and recommendations
- Open process improvement recommendations
- Schedule and cost performance
- Major project and release milestones
- Late tasks
- Project schedule quality
- Project budget
EVM basics

- **PV** Planned Value – work scheduled to be accomplished (hours)
- **EV** Earned Value – value of the work performed (hours)
- **SV** Schedule Variance – difference between EV and PV (+/- hours)
- **SPI** Schedule Performance Index – a measure of schedule efficiency (ratio)
- **TSPI** To complete SPI – required future schedule efficiency (ratio)
- **ES** Earned Schedule – Used to forecast future milestone completion dates

Supporting information

- **SV** = **EV** - **PV**
- **SPI** = **EV** / **PV**

Baseline (0)

Work

Baseline (0)

PV

EV

**Time**

**T**<sub>now</sub>

**T**<sub>0</sub>

**T**<sub>0'</sub>

Late (**T**<sub>0</sub>)

ES forecast

MMP2-IVV-312BH Sep Status v2.0 Final - 20201029
## Key indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the project approach sound?</td>
<td>Yes</td>
<td>▶ The overall project approach is based on industry leading practices, methodologies and tools that have been used for other FLHSMV projects.</td>
</tr>
<tr>
<td>Is the project on time?</td>
<td>No</td>
<td>▶ The MMP2 Project is within established schedule performance thresholds</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The completion date is forecast to be 22 December 2023, 22.0 days late</td>
</tr>
<tr>
<td></td>
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<td>▶ The SPI is 0.990 and the four-week moving average is not improving</td>
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<td></td>
<td></td>
<td>▶ 12 of 1,601 total tasks (0.75%) contained in the project schedule are late</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ SV is currently -450.4 hours and the four-week moving average is not improving</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ TSPI is 1.008 and the four-week moving average is not improving</td>
</tr>
<tr>
<td>Is the project on budget?</td>
<td>Yes</td>
<td>▶ The MMP2 Project is within established cost performance thresholds</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The CPI is 1.000 and the overall trend is steady</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ CV is currently 0.0 hours and the four-week moving average is steady</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ The Project is currently on budget based on provided budget and spending data</td>
</tr>
<tr>
<td>Is scope being managed so there is no scope creep?</td>
<td>Yes</td>
<td>▶ The work being completed as part of the MMP2 Project is within the scope of the project as defined in the Schedule IV-B Feasibility Study</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ Additional change requests are reviewed and approved based on the established change management process</td>
</tr>
<tr>
<td>What are the project’s future risks?</td>
<td>Unknown</td>
<td>▶ The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team</td>
</tr>
<tr>
<td>Are the project’s risks increasing or decreasing?</td>
<td>Steady</td>
<td>▶ The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&amp;V team</td>
</tr>
<tr>
<td>Are there new or emerging technological solutions that will affect the project’s technology assumptions?</td>
<td>No</td>
<td>▶ New and emerging technologies were considered in the Feasibility Study</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ None have an adverse effect on the project’s technological assumptions</td>
</tr>
</tbody>
</table>
Supporting information

- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
  - Red (critical issues): 0
  - Amber (issues): 0
  - Green (no issues): 25
  - Gray (not evaluated): 2
  - Open deficiencies: 0
- Conclusions:
  - The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V team.
Status of key deficiency recommendations

Recommendation status versus priority

Overall status of recommendations

Recommendation status by deficiency

Recommendation priority by deficiency

Supporting information
## Open deficiencies and actions

### Supporting information

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

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

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Actions taken</th>
</tr>
</thead>
</table>
| ► P2I2 – Lack of training  
  ▶ Provide role-specific training to individuals assigned to a team. | ► IV&V (MAR – December 2019)  
  ▶ Process improvement opened  
  ► FLHSMV (MAR – January 2020)  
  ▶ Resolution underway  
  ► FLHSMV (MAR – March 2020)  
  ▶ In March 2020, a meeting was held with leadership from OMM and Motorist Services to review concerns and discuss recommendations with the Product Owners, Alternate Product Owners, Senior and Junior Business Analysts as well as Project Managers.  
  ▶ In late March and early April 2020, many of these recommendations were moved forward and then adjusted to deal with COVID-19.  
  ▶ Due to COVID-19, the Agile Business Analyst training course scheduled for April 13 to 15 has been postponed and will be rescheduled for a future date  
  ► FLHSMV (MAR – June 2020)  
  ▶ Senior and Junior Business Analysts received additional training during the month of June 2020. The training was a four-day customized Agile Business Analysis training. Specific areas covered were roles and responsibilities of the BAs, modeling techniques, user stories, process models, diagrams, integrating requirements and an in-depth look at the agile analysis framework.  
  ► IV&V (MAR – July 2020 to September 2020)  
  ▶ No update received |
Schedule and cost performance

Supporting information

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

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

As of 25 September 2020:
SPI = 0.990
CPI = 1.000
Schedule and cost performance (continued)

Supporting information

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

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

![Chart showing percent complete for duration and work over time.](chart.png)
Schedule and cost performance (continued)

Supporting information

- This chart shows the TSPI and SPI indexes and associated trends.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - The SPI four-week moving average is not improving.
  - The TSPI four-week moving average is not improving.
- Conclusions:
  - Future required schedule efficiency (TSPI) is diverging from the current schedule efficiency (SPI).

- Blue line is TSPI
- Red line is SPI
- TSPI is the future schedule efficiency required to complete the project as scheduled

SPI = EV/PV
TSPI = (BAC-EV)/(BAC-PV)
4 week moving average (SPI)
4 week moving average (TSPI)
# Major project milestones

<table>
<thead>
<tr>
<th>WBS</th>
<th>Title</th>
<th>Completion date</th>
<th>Days late/early</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5.15.1.6</td>
<td>Release 1 Development Complete</td>
<td>Planned: 01/20/22</td>
<td>Forecast: 02/04/22</td>
</tr>
<tr>
<td>3.5.15.2.5</td>
<td>Release 1 Testing Complete</td>
<td>Planned: 08/11/22</td>
<td>Forecast: 08/28/22</td>
</tr>
<tr>
<td>3.5.15.5.7</td>
<td>Decision Point - Move to Production (Roll out) - Release 1</td>
<td>Planned: 11/21/22</td>
<td>Forecast: 12/09/22</td>
</tr>
<tr>
<td>3.5.15.5.12</td>
<td>Statewide Implementation Complete - Release 1</td>
<td>Planned: 06/16/23</td>
<td>Forecast: 07/06/23</td>
</tr>
<tr>
<td>3.5.16.1.5</td>
<td>Release 2 development complete</td>
<td>Planned: 02/16/23</td>
<td>Forecast: 03/07/23</td>
</tr>
<tr>
<td>3.5.16.5.1</td>
<td>Testing Complete</td>
<td>Planned: 07/29/22</td>
<td>Forecast: 08/14/22</td>
</tr>
<tr>
<td>3.5.19.5</td>
<td>Decision Point - Ready to Pilot</td>
<td>Planned: 08/19/22</td>
<td>Forecast: 09/05/22</td>
</tr>
<tr>
<td>3.5.19.7</td>
<td>Decision Point - Move to Production (Roll out)</td>
<td>Planned: 11/07/22</td>
<td>Forecast: 11/25/22</td>
</tr>
<tr>
<td>3.5.19.5.1</td>
<td>Go/No-Go Decision - Release 2</td>
<td>Planned: 09/21/23</td>
<td>Forecast: 10/12/23</td>
</tr>
<tr>
<td>3.5.19.12</td>
<td>Statewide Implementation Complete</td>
<td>Planned: 06/05/23</td>
<td>Forecast: 06/25/23</td>
</tr>
<tr>
<td>3.7</td>
<td>Execution and Monitoring &amp; Control Phase Complete</td>
<td>Planned: 11/13/23</td>
<td>Forecast: 12/04/23</td>
</tr>
<tr>
<td>4.5</td>
<td>Closeout Phase Complete</td>
<td>Planned: 11/30/23</td>
<td>Forecast: 12/22/23</td>
</tr>
<tr>
<td>5</td>
<td>Project Complete</td>
<td>Planned: 11/30/23</td>
<td>Forecast: 12/22/23</td>
</tr>
</tbody>
</table>

1. Planned – Scheduled completion date based on the latest schedule baseline
2. Forecast – Based on ES calculations and the current SPI
3. Actual – The actual completion date
4. Days late/early – Difference between planned and forecast or actual completion dates
5. Unable to forecast past milestone dates
## Release milestones

<table>
<thead>
<tr>
<th>Title</th>
<th>Completion date</th>
<th>Days late/early</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<td>Forecast</td>
</tr>
<tr>
<td>Milestone A</td>
<td>01/22/20</td>
<td>01/23/20</td>
</tr>
<tr>
<td>Milestone B</td>
<td>04/30/20</td>
<td>Unable to forecast</td>
</tr>
<tr>
<td>Milestone C</td>
<td>07/16/20</td>
<td>Unable to forecast</td>
</tr>
<tr>
<td>Milestone D</td>
<td>10/22/20</td>
<td>11/01/20</td>
</tr>
<tr>
<td>Milestone E</td>
<td>01/21/21</td>
<td>02/01/21</td>
</tr>
<tr>
<td>Milestone F</td>
<td>05/06/21</td>
<td>05/18/21</td>
</tr>
<tr>
<td>Milestone G</td>
<td>08/12/21</td>
<td>08/25/21</td>
</tr>
<tr>
<td>Milestone H</td>
<td>10/28/21</td>
<td>11/11/21</td>
</tr>
<tr>
<td>Milestone I</td>
<td>01/20/22</td>
<td>02/04/22</td>
</tr>
<tr>
<td>Milestone J</td>
<td>04/28/22</td>
<td>05/14/22</td>
</tr>
<tr>
<td>Milestone K</td>
<td>08/04/22</td>
<td>08/21/22</td>
</tr>
<tr>
<td>Milestone L</td>
<td>11/10/22</td>
<td>11/28/22</td>
</tr>
<tr>
<td>Milestone M</td>
<td>02/16/23</td>
<td>03/07/23</td>
</tr>
</tbody>
</table>

1. Planned – Scheduled completion date based on the latest schedule baseline
2. Forecast – Based on ES calculations and the current SPI
3. Actual – The actual completion date
4. Days late/early – Difference between planned and forecast or actual completion dates
5. Unable to forecast past milestone dates
Late tasks

Supporting information

- This chart shows the percentage of tasks that are late for the entire schedule.
- A task is automatically designated as “late” if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - 0.62% of total tasks contained in the project schedule are late.
- Conclusions:
  - The four-week moving average for the number of late tasks is not improving
  - The MMP2 Project is behind schedule.
Project schedule quality
MMP2 schedule

Supporting information

- This chart shows the quality of the project schedule within each of the following areas:
  - Overall quality with trending
  - Key indicators
  - Schedule parameters
- Summary:
  - Overall quality: 96.5
- Conclusions:
  - Overall schedule quality is consistent and excellent

### Overall Quality – Entire Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-Sep-20</td>
<td>96.5</td>
</tr>
<tr>
<td>18-Sep-20</td>
<td>96.5</td>
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<tr>
<td>11-Sep-20</td>
<td>96.5</td>
</tr>
<tr>
<td>4-Sep-20</td>
<td>96.5</td>
</tr>
</tbody>
</table>

### Key Indicators – All Tasks

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Quality</th>
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<tbody>
<tr>
<td>Dynamic schedule</td>
<td>94.2</td>
</tr>
<tr>
<td>Critical path</td>
<td>100.0</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>98.6</td>
</tr>
<tr>
<td>Task durations</td>
<td>92.7</td>
</tr>
<tr>
<td>Schedule baseline</td>
<td>100.0</td>
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<td>On time tasks</td>
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</table>

### Schedule Parameters – All Tasks

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<th>Parameter</th>
<th>Quality</th>
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<tbody>
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<td>Summary tasks</td>
<td>100.0</td>
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<tr>
<td>Milestone tasks</td>
<td>96.7</td>
</tr>
<tr>
<td>Normal tasks</td>
<td>94.7</td>
</tr>
<tr>
<td>Resources</td>
<td>98.6</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Quality Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>🎉 90 or greater</td>
</tr>
<tr>
<td>🔝 Between 75 and 90</td>
</tr>
<tr>
<td>🚗 Between 60 and 75</td>
</tr>
<tr>
<td>🚣 Between 45 and 60</td>
</tr>
<tr>
<td>🕣 Less than 45</td>
</tr>
</tbody>
</table>
Project schedule quality
MMP2 period

Supporting information

- This chart shows the quality of the project schedule within each of the following areas:
  - Overall quality with trending
  - Key indicators
  - Schedule parameters
- Summary:
  - Overall quality: 96.5
- Conclusions:
  - Overall schedule quality is consistent and excellent

<table>
<thead>
<tr>
<th>Overall Quality – Period 10/01/2019 to 11/30/2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>All tasks</td>
</tr>
<tr>
<td>Open tasks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Indicators – All Tasks</th>
<th>Schedule Parameters – All Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamic schedule</td>
<td>Summary tasks</td>
</tr>
<tr>
<td>Critical path</td>
<td>100.0</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>Milestone tasks</td>
</tr>
<tr>
<td>Task durations</td>
<td>99.7</td>
</tr>
<tr>
<td>Schedule baseline</td>
<td>Normal tasks</td>
</tr>
<tr>
<td>On time tasks</td>
<td>98.4</td>
</tr>
</tbody>
</table>

- Dynamic schedule – Task dependencies and constraints
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<table>
<thead>
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<tbody>
<tr>
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<tr>
<td>Between 75 and 90</td>
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<tr>
<td>Between 60 and 75</td>
</tr>
<tr>
<td>Between 45 and 60</td>
</tr>
<tr>
<td>Less than 45</td>
</tr>
</tbody>
</table>
Total project budget versus actual expenditures

Thousands

- Total budget
- Total actual
- Cumulative total budget
- Cumulative total actual
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0911-1106924
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### Phase II - Milestone B (Jan 22 - Apr 30 2020)

**As of 11/9/2020**

<table>
<thead>
<tr>
<th>Team A</th>
<th>Task A</th>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backing Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Sprint B</td>
<td>Green</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Sprint A</td>
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</table>

<table>
<thead>
<tr>
<th>Team B</th>
<th>Task B</th>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backing Skills</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td>Green</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Portal/Host</th>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backing Skills</th>
</tr>
</thead>
<tbody>
<tr>
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<td>N/A</td>
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</tbody>
</table>

**Summary: All Teams**

<table>
<thead>
<tr>
<th></th>
<th>Not Started</th>
<th>Not Finished</th>
<th>Development</th>
<th>Testing</th>
<th>Done</th>
<th>Blocked</th>
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<tbody>
<tr>
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<td>0</td>
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<td>0</td>
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</tbody>
</table>

**Notes:**
- Development - Application Development (current sprint)
- Green: Remaining sprint work can be completed within capacity
- Yellow: Remaining sprint work cannot be completed within capacity
- Red: Remaining sprint work cannot be completed within capacity
- Green: No delay in technical dependencies
- Yellow: Delays in technical dependencies have impacted schedule
- Red: Delays in technical dependencies have impacted schedule

---

### Phase II - Milestone C (Apr 29 - July 16, 2020)

**As of 11/9/2020**

<table>
<thead>
<tr>
<th>Team A</th>
<th>Task A</th>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
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<th>Backing Skills</th>
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<tr>
<td></td>
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<td></td>
<td>Sprint D</td>
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<table>
<thead>
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<th>Task B</th>
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<th>Testing</th>
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<th>Technical Debt</th>
<th>Backing Skills</th>
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<tbody>
<tr>
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<td></td>
<td>Sprint F</td>
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<table>
<thead>
<tr>
<th>Portal/Host</th>
<th>Current Activity</th>
<th>Development</th>
<th>Testing</th>
<th>Business Actions</th>
<th>Technical Debt</th>
<th>Backing Skills</th>
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<tbody>
<tr>
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**Summary: All Teams**

<table>
<thead>
<tr>
<th></th>
<th>Not Started</th>
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<th>Development</th>
<th>Testing</th>
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</tbody>
</table>

**Notes:**
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- Green: Remaining sprint work can be completed within capacity
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- Green: No delay in technical dependencies
- Yellow: Delays in technical dependencies have impacted schedule
- Red: Delays in technical dependencies have impacted schedule

---

**Vocabulary - All Terms**

- Technical Debt: Dependences on infrastructure and associated processes (data model, enterprise code, deployment changes, etc.)
- Backing Skills: Refinement of user stories ahead of development sprints
- Done: +1 sprint worth of user stories refined
- Blocked: +1 sprint worth of user stories refined
- Percentage (%) by count of user stories for this Milestone
Motorist Modernization
Phase II – November 10, 2020

STATE OF THE STATE
IFTA / IRP Project Update

Key Dates, Activities Milestones

Contract Signed – 06/2020 to Celtic

Deliverables in next 30-60 Days & Status
- D2- IMS, 6/29, Under Review Late
- D5- System Security Plan, Approved
- D6- COTS System Technical Architecture Design, 11/9
- D7- System Design Document - ORION Integration (ICD-I), 10/20 Late
- D8- System Design Document - External (Third Party) Interfaces (ICD-II), 12/3

Important Activities – Nov & Dec
- Team – Integrate Program and Project schedules (7/31) – 10/16, review SEU impact of UAT schedule.
- Tech – Finalize IFTA Interface Design Specs

Key Dependencies/Assumptions
- JAD sessions conclusion, finalize interface design and development expectations of the Department.

IFTA/IRP Specific Risks & Issues – Program Level
- Risk – Project risk related to cross-dependent Department Resource availability was closed, and project linked to Program Risk #13 Lack of availability of key OMM resources.

Team Profile
- # User Stories: 102
- # Developers: TBD
- # Testers: 3

Business Actions
COTS Configuration
ORION Integration
Data Conversion
Scope / Schedule
Florida Smart ID Project Update

**Key Dates, Activities Milestones**

Contract Signed – **06/2020 to Thales**

Deliverables in next 30-60 Days & Status
• Production Readiness Demonstration, 12/01/2020

---

**Important Activities – November**
• UAT Start – 9 Nov 2020

---

**Key Dependencies/Assumptions**

• Do NOT rely on OMM Phase I Data Model changes being in production prior to release of mDL
• Keep initial release meaningful, but sized for “success” given short timeline

---

**mDL Specific Risks & Issues – Program Level**

• Risk 79 – PGM – 10 Day Testing window for UAT
• Issue 22 – PGM - Thales iOS Verifier Development Late
• Issue 23 – PGM - Thales SIT Late

---

**Team Profile**

# User Stories: 78
# Developers: 1.5
# Testers: 2+

---

Business Actions
Florida SMART ID Configuration
FLHSMV Integration
Security / Technology
Scope / Schedule
Enterprise Content Management (ECM) Project Update

Key Dates, Activities Milestones

Contract Signed – **OnBase Software; 06/2020 to Next Phase Solutions**

Deliverables in next 30-60 Days & Status
- Program management aspects

Important Activities – November
- Focus on extract to support conversion efforts
- Define Initial Implementation timeline (impact on MM Phase I code base)

Key Dependencies/Assumptions
- Keep initial release meaningful, but sized for “success” given short timeline

ECM Specific Risks & Issues – Program Level
- None at this time

Team Profile
- # User Stories: N/A
- # Developers: TBD
- # Testers: TBD

Business Actions
ECM Configuration
ORION Integration
Security / Technology
Scope / Schedule