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

Invitees	Representing
Stephen Boley	FLHSMV
Lt. Jason Britt	FLHSMV
Diane Buck	FLHSMV
Jay Levenstein	FLHSMV
Steve Burch	FLHSMV
Lisa Cullen	Florida Tax Collectors
Sherri Smith	Florida Tax Collectors
Sgt. Derek Joseph	Law Enforcement
TBD	Law Enforcement

Agenda

- Roll Call

- Welcome

- Review and Approval of Last Meeting Minutes

- IV&V Update

- Stakeholder Outreach Update

- MM Phase II Program Update

  o Financial Review

  o Project Updates

- Communications Update

- Q&A

- Adjourn

Motorist Modernization Advisory Board – Phase II Meeting
Tuesday, October 13, 2020
2:30 to 4:00 PM
VIA: GoToMeeting

WELCOME AND INTRODUCTIONS

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

  Advisory Board Phase II members included

  - Lt. Jason Britt   FLHSMV
  - Diane Buck   FLHSMV
  - Jay Levenstein   FLHSMV
  - Lisa Cullen   Florida Tax Collectors
  - Sherri Smith   Florida Tax Collectors (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

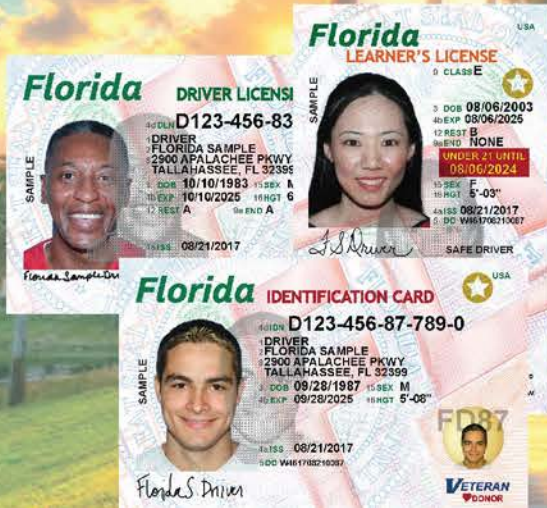- There were no questions or concerns from members present.

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:

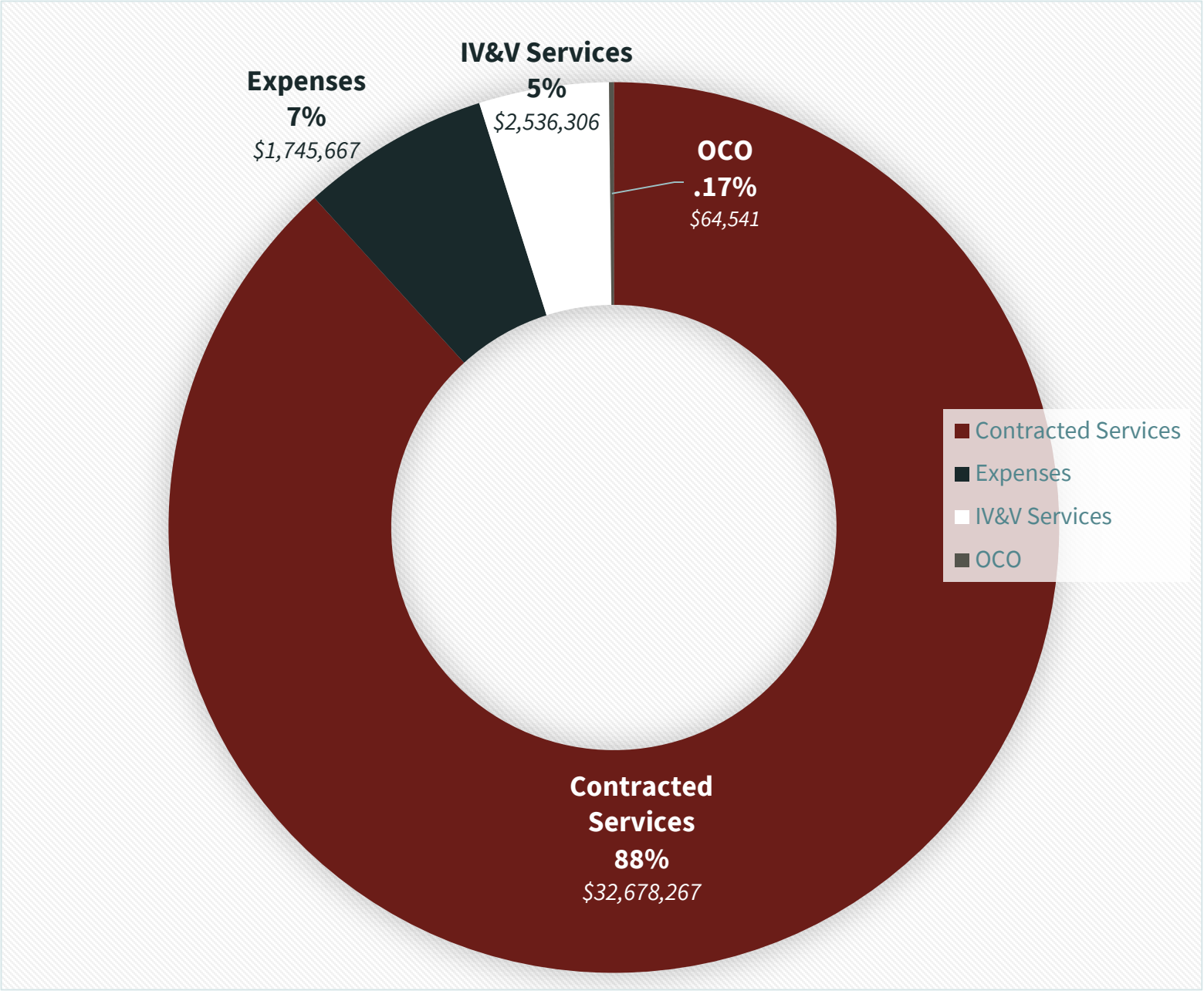|	
MM Advisory Board Phase II Agenda	1 Page
MM Advisory Board Phase II Meeting Minutes (9/8/20)	3 Pages
Phase II IV&V Report	27 Pages
Financial Review	8 Pages
Phase II Traffic Light Reports	2 Pages
Phase II State of the State	4 Pages

Financial Update
Motorist Modernization

NOVEMBER 10, 2020

Phase I LBR Requests

Fiscal Year	Total Request	Contracted Services	IV&V Services	Expenses	OCO
2014-2015	$2,500,000	$1,514,762	$619,186	$61,478	-
2015-2016	$6,362,609	$5,468,933	$479,280	$382,501	$31,895
2016-2017	$8,749,351	$7,907,512	$479,280	$336,688	$25,871
2017-2018	$9,857,775	$8,506,720	$479,280	$865,000	$6,775
2018-2019	$7,536,000	$6,976,720	$479,280	$80,000	-
2019-2020	$2,323,620	$2,303,620	-	$20,000	-
TOTAL	**$37,329,355**	**$32,678,267**	**$2,536,306**	**$1,745,667**	**$64,541**

Phase I
Total Actuals
2014-2020

Expenses
7%
$1,745,667

IV&V Services
5%
$2,536,306

OCO
.17%
$64,541

Contracted
Services
88%
$32,678,267

Contracted Services
Expenses
IV&V Services
OCO

Phase II
LBR Requests

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

FLHSMV

ORION
ONLINE REGISTRATION AND
IDENTITY OPERATING NETWORK

Phase II Total Budget 2020-2021

IV&V Services
4%
$423,240

Expenses
19%
$1,814,200

OCO
.17%
$24,000

Contracted Services
77%
$7,615,960

Contracted Services
Expenses
IV&V Services
OCO
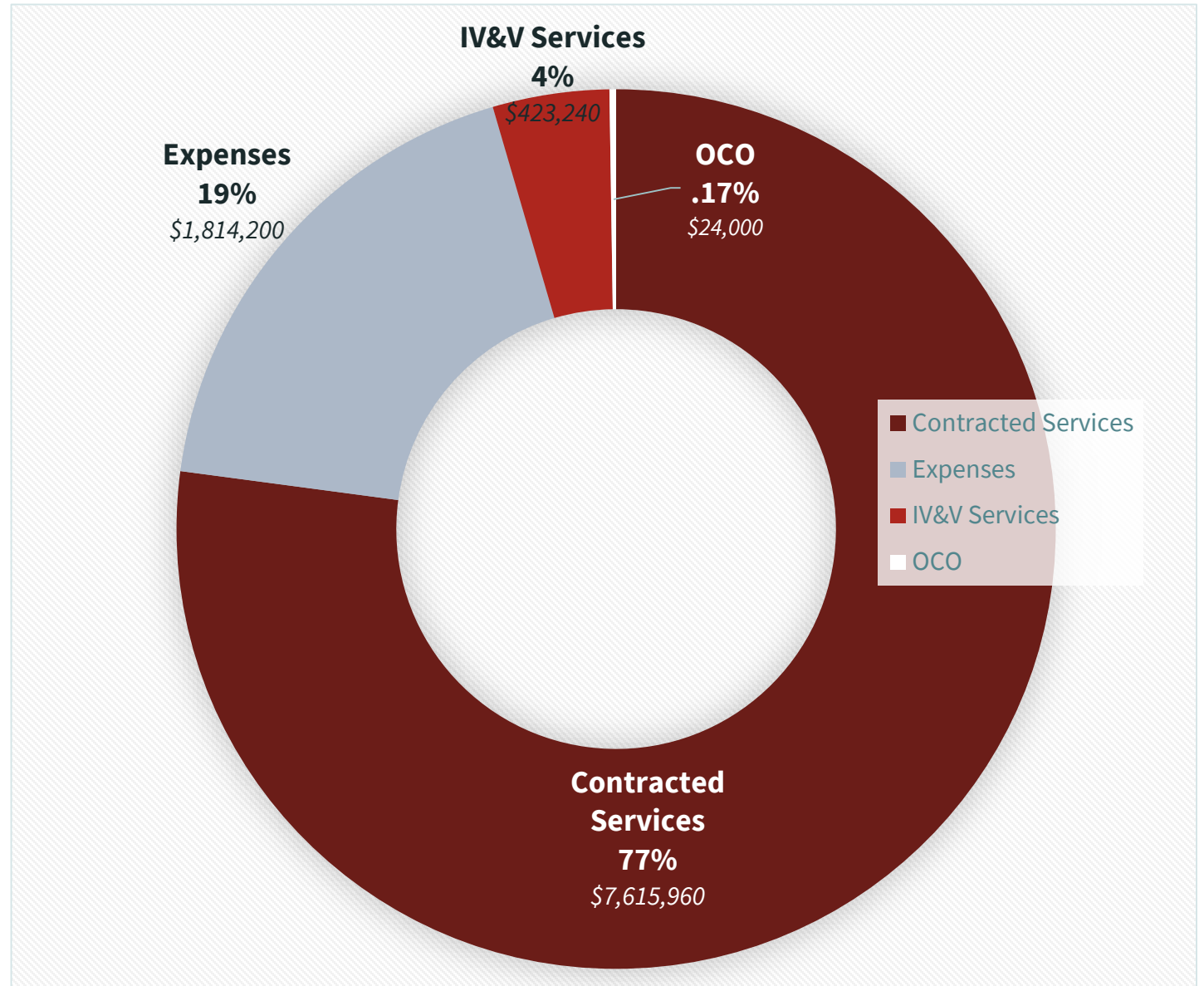
Phase II Expenditures by Month
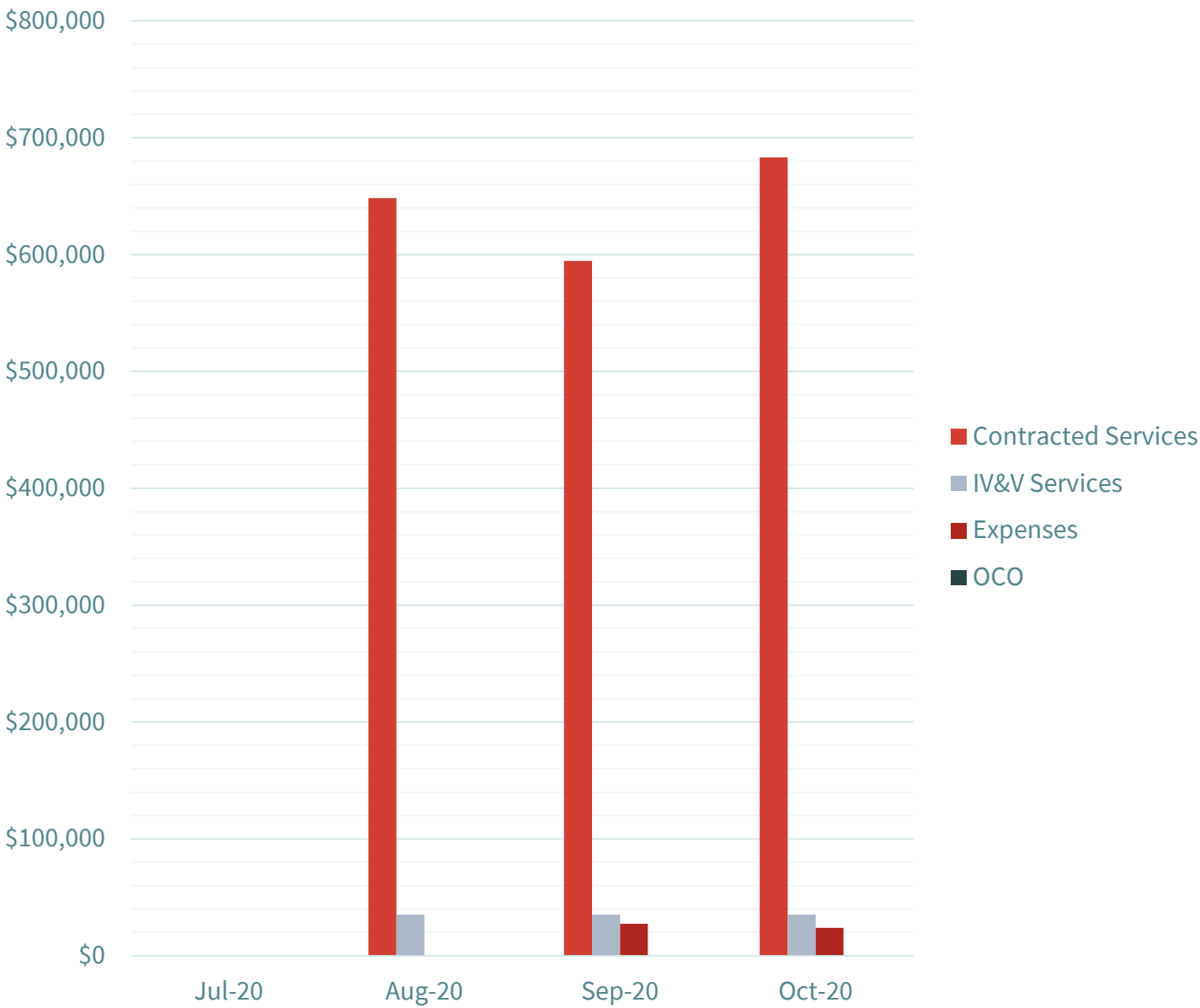
Phase II Budget v. Actuals

Description	Budget Total	Budget to Date	Actuals to Date	Variance
Fiscal Year to Date	$9,877,400			
Month to Date (October 2020)		$2,083,310	$2,083,310	0%
Remaining Funds	$7,794,090			

Phase II – Budget Amendment

ORIGINAL REQUEST

Contracted Services	• $7,615,960
IV&V Services	• $423,240
Expenses	• $1,814,200
OCO	• $24,000

BA REVISION REQUEST

Contracted Services	• $8,715,960
IV&V Services	• $423,240
Expenses	• $738,200
OCO	• $0

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
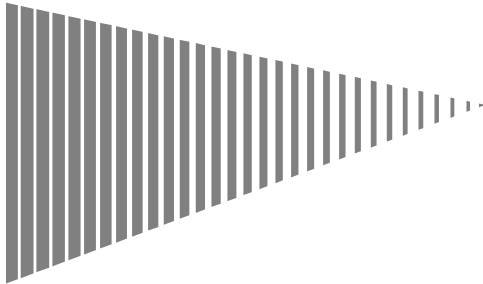
EY
Building a better
working world

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

There are no open IV&V deficiencies

- Four (4) additional facets reviewed since the last report – T4, T5, T6, and T7
- No new deficiencies identified since the last report
- No new process improvement recommendations identified since the last report

The MMP2 Project is within established schedule performance thresholds

- The SPI is 0.990 and the four-week moving average is *not improving*
- 12 of 1,601 total tasks (0.75%) contained in the project schedule are late
- 1 of 675 total tasks (0.15%) for the current period are late
- SV is currently -450.4 hours and the four-week moving average is *not improving*
- TSPI is 1.008 and the four-week moving average is *not improving*

The MMP2 Project is within established cost performance thresholds

- The CPI is 1.000 and the overall trend is *steady*
- CV is currently 0.0 hours and the four-week moving average is *steady*
- The Project is currently on budget based on provided budget and spending information

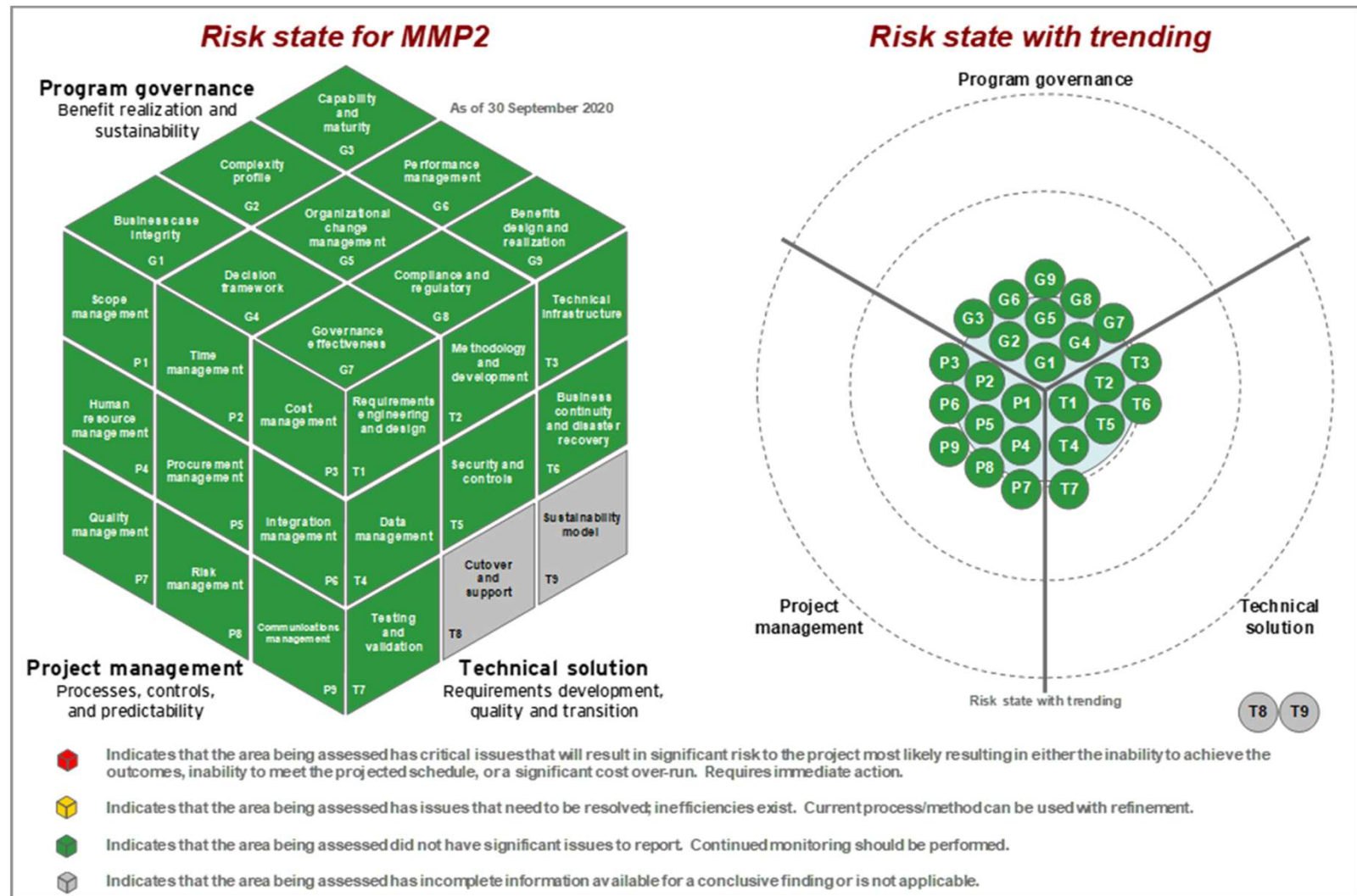**The MMP2 Project is behind schedule**

- The Project completion date is forecast to be 22 December 2023, 22.0 days late
- Future milestones are projected to be completed behind schedule
- The four-week moving average for time the project is behind schedule is *not improving*
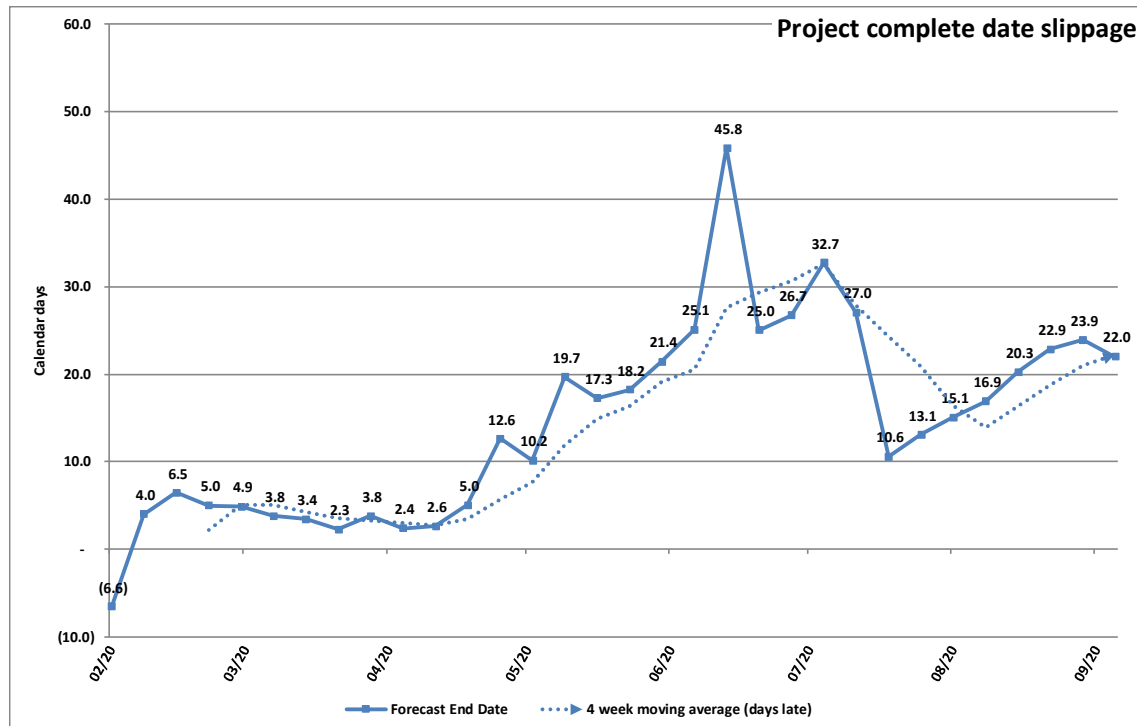
General IV&V overview
(continued)

► The COVID-19 has created an unprecedented working environment as the MMP2 Project has migrated to remote working.

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

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

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

  ► The HSMV Executive Director has made OMM vacancies an exception to the hiring freeze

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

EY

Overall risk state and trending

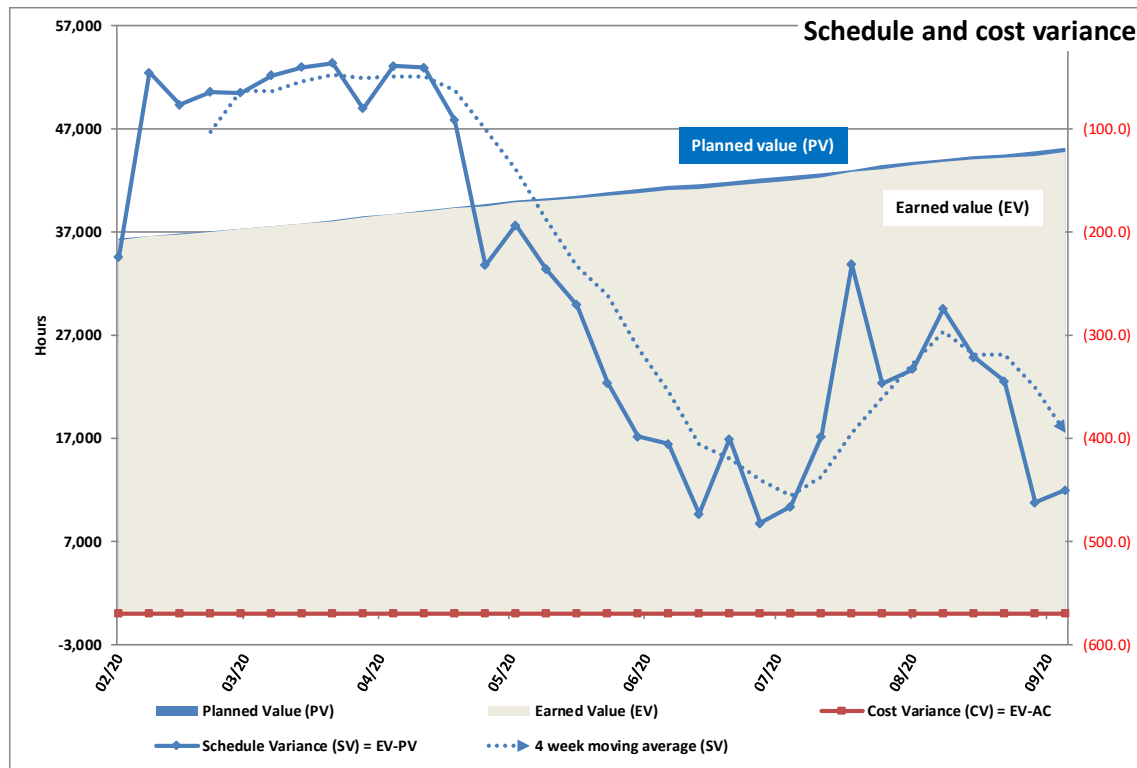MMP2-IVV-312BH Sep Status v2.0 Final - 20201029

EY

Project complete date slippage

- This chart shows the forecast slippage of the project complete milestone based on historical performance using the schedule performance index (SPI).
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - The Project completion date is forecast to be 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

MMP2-IVV-312BH Sep Status v2.0 Final - 20201029   EY

Schedule variance

Schedule and cost variance

Chart axis labels — Left axis (Hours): 57,000; 47,000; 37,000; 27,000; 17,000; 7,000; -3,000

Right axis: (100.0); (200.0); (300.0); (400.0); (500.0); (600.0)

X-axis: 02/20, 03/20, 04/20, 05/20, 06/20, 07/20, 08/20, 09/20

Planned value (PV)

Earned value (EV)

Legend:
- Planned Value (PV)
- Earned Value (EV)
- Cost Variance (CV) = EV-AC
- Schedule Variance (SV) = EV-PV
- 4 week moving average (SV)

- 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***.
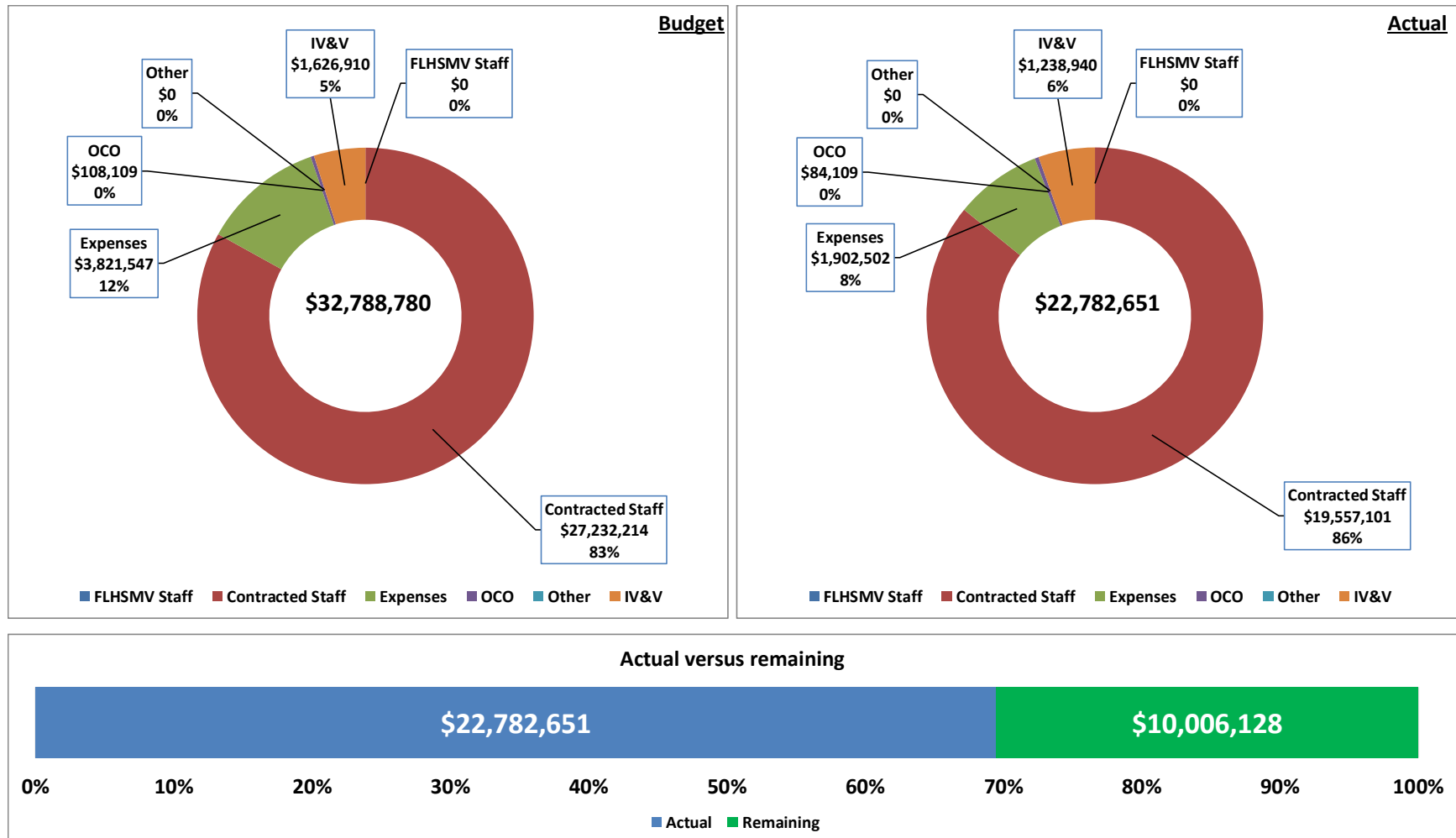 - The MMP2 Project is behind schedule.

► 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.

EY

Project budget

Budget

- Other $0 0%
- IV&V $1,626,910 5%
- FLHSMV Staff $0 0%
- OCO $108,109 0%
- Expenses $3,821,547 12%
- $32,788,780
- Contracted Staff $27,232,214 83%

Legend: FLHSMV Staff | Contracted Staff | Expenses | OCO | Other | IV&V

Actual

- Other $0 0%
- IV&V $1,238,940 6%
- FLHSMV Staff $0 0%
- OCO $84,109 0%
- Expenses $1,902,502 8%
- $22,782,651
- Contracted Staff $19,557,101 86%

Legend: FLHSMV Staff | Contracted Staff | Expenses | OCO | Other | IV&V

Actual versus remaining

$22,782,651 | $10,006,128

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

Actual | Remaining

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

EY

Summary of changes

Item	Description
Deficiencies addressed	▶ There are no open IV&V deficiencies
New deficiencies	▶ No new deficiencies identified since the last report
Process improvement recommendations addressed	▶ No process improvement recommendations addressed since the last report
New process improvement recommendations	▶ No new process improvement recommendations identified since the last report
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

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

EY

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:

Deliverable	Planned draft	Planned final	Actual final	Comment
MAR – Jul 2020 (IVV-302BE)	08/14/2020	08/31/2020	08/31/2020	► Complete
MAR – Aug 2020 (IVV-302BF)	09/15/2020	09/30/2020	09/30/2020	► Complete
MAR – Sep 2020 (IVV-302BG)	10/14/2020	10/29/2020	10/29/2020	► Complete
MAR – Oct 2020 (IVV-302BH	11/17/2020	12/04/2020		
MAR – Nov 2020 (IVV-302BI)	12/14/2020	12/30/2020		
MAR – Dec 2020 (IVV-302BJ)	01/15/2021	02/02/2021		
MAR – Jan 2021 (IVV-302BK)	02/12/2021	03/01/2021		
MAR – Feb 2021 (IVV-302BL)	03/12/2021	03/29/2021		
MAR – Mar 2021 (IVV-302BM)	04/14/2021	04/29/2021		
MAR – Apr 2021 (IVV-302BN)	05/14/2021	06/01/2021		
MAR – May 2021 (IVV-302BO)	06/14/2021	06/29/2021		
MAR – Jun 2021 (IVV-302BP)	07/15/2021	07/30/2021		

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

EY

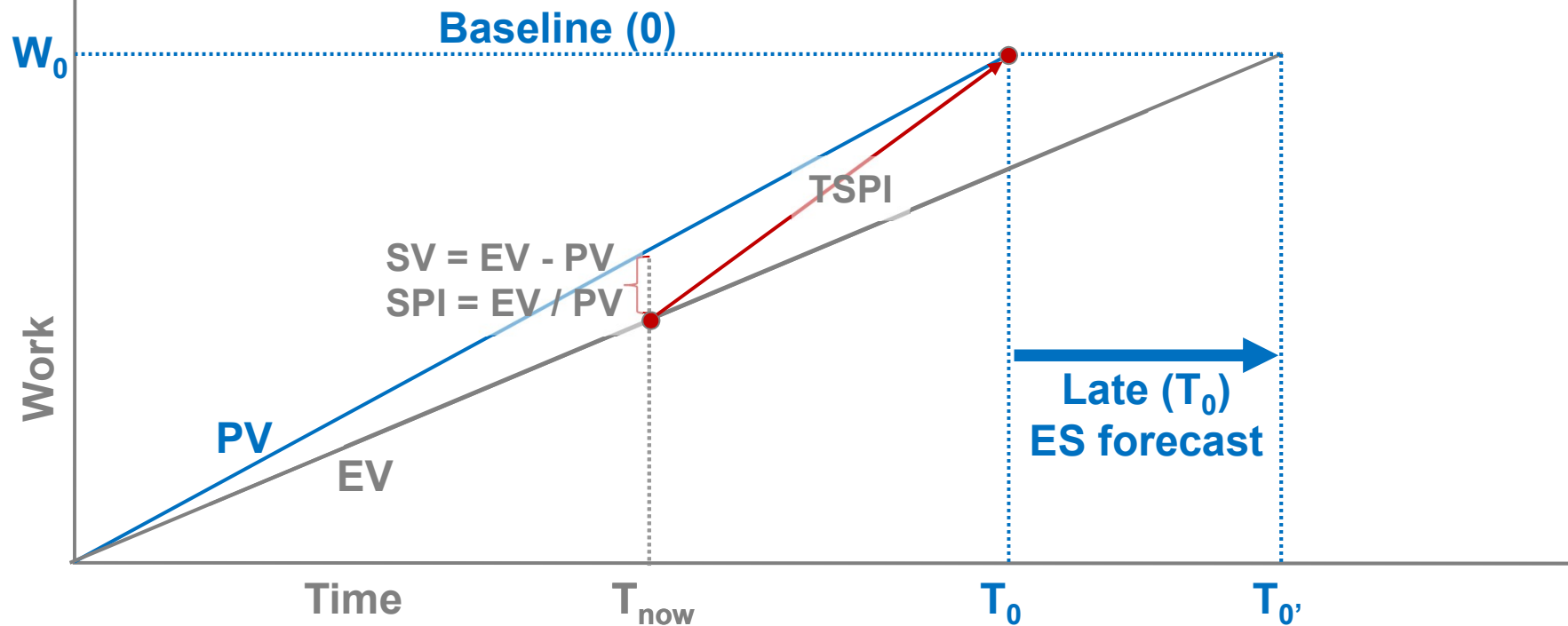# Supporting information

▶ 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

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

EY

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

Baseline (0)

W_0

TSPI

SV = EV - PV
SPI = EV / PV

Work

PV

EV

**Late (T_0)
ES forecast**

Time T_{now} T_0 $T_{0'}$

Key indicators

Supporting information

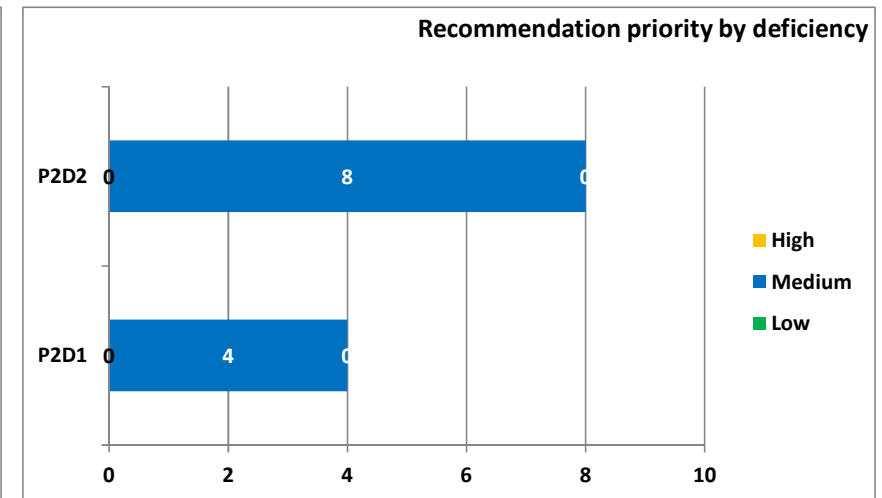| Indicator	Value	Comment
Is the project approach sound?	Yes	► The overall project approach is based on industry leading practices, methodologies and tools that have been used for other FLHSMV projects.

Is the project on time?	No	► The MMP2 Project is within established schedule performance thresholds
		  ► The completion date is forecast to be 22 December 2023, 22.0 days late
		  ► The SPI is 0.990 and the four-week moving average is _not improving_
		  ► 12 of 1,601 total tasks (0.75%) contained in the project schedule are late
		  ► SV is currently -450.4 hours and the four-week moving average is _not improving_
		  ► TSPI is 1.008 and the four-week moving average is _not improving_

Is the project on budget?	Yes	► The MMP2 Project is within established cost performance thresholds
		  ► The CPI is 1.000 and the overall trend is _steady_
		  ► CV is currently 0.0 hours and the four-week moving average is _steady_
		  ► The Project is currently on budget based on provided budget and spending data

Is scope being managed so there is no scope creep?	Yes	► The work being completed as part of the MMP2 Project is within the scope of the project as defined in the Schedule IV-B Feasibility Study ► Additional change requests are reviewed and approved based on the established change management process
What are the project's future risks?	Unknown	► The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&V team
Are the project's risks increasing or decreasing?	Steady	► The MMP2 Project Team has satisfactorily addressed all deficiencies identified by the IV&V team
Are there new or emerging technological solutions that will affect the project's technology assumptions?	No	► New and emerging technologies were considered in the Feasibility Study ► None have an adverse effect on the project's technological assumptions

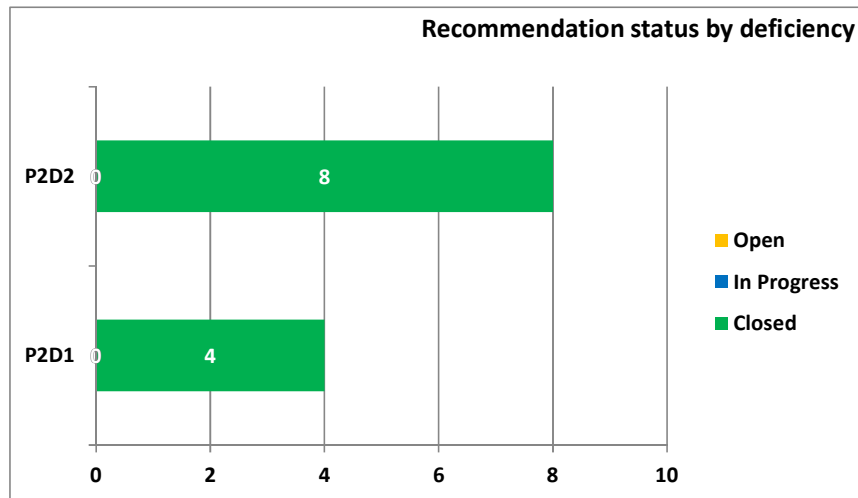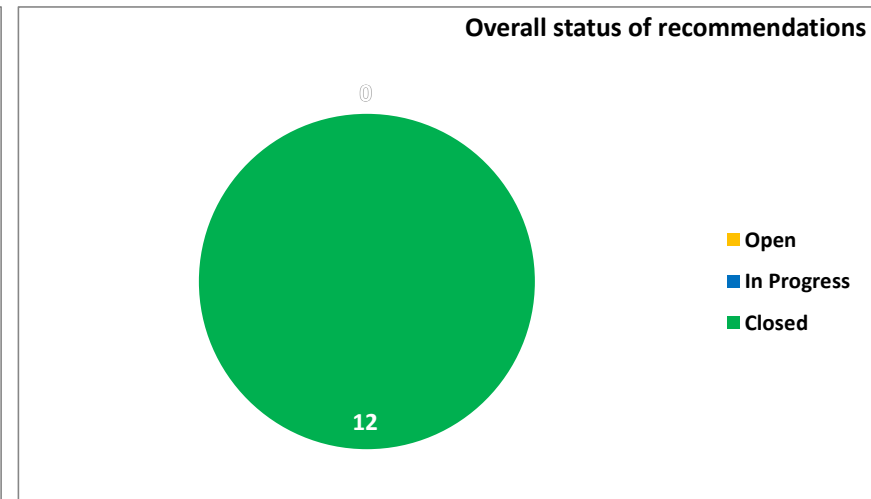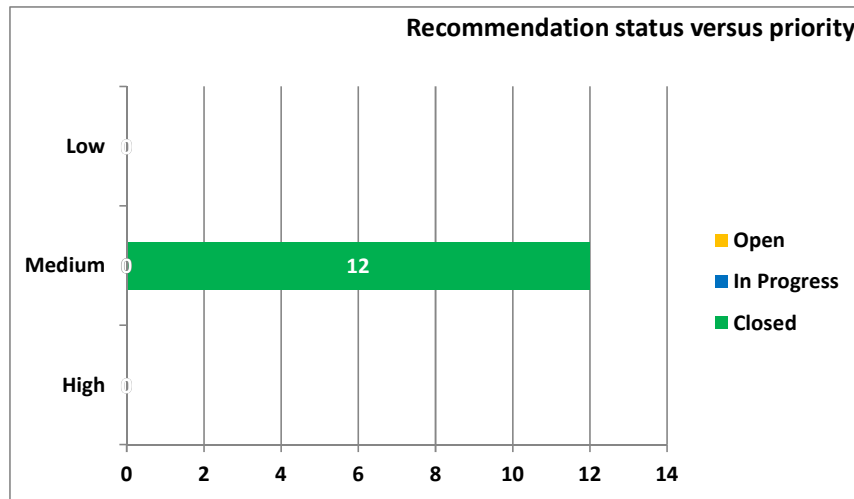MMP2-IVV-312BH Sep Status v2.0 Final - 20201029

EY

IV&V ratings summary

IV&V ratings summary
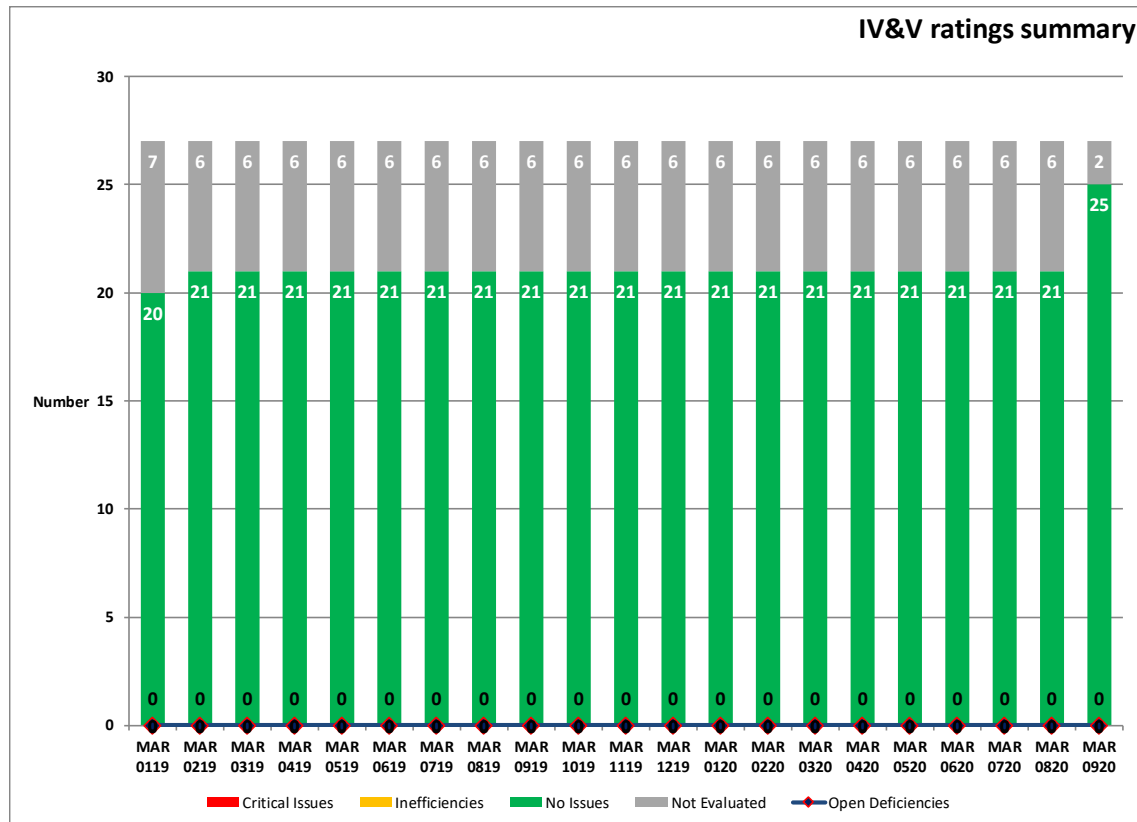
- This chart shows a summary of the IV&V cube facet ratings (red, amber, green and gray), and open deficiencies.
- Facet risk rating totals are as follows:
    - Red (critical issues):　　0
    - Amber (issues):　　0
    - Green (no issues):　　25
    - Gray (not evaluated):　　2
- Open deficiencies:　　0
- Conclusions:
    - 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

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

EY

Open deficiencies and actions

Deficiency	Actions taken
▶ None	

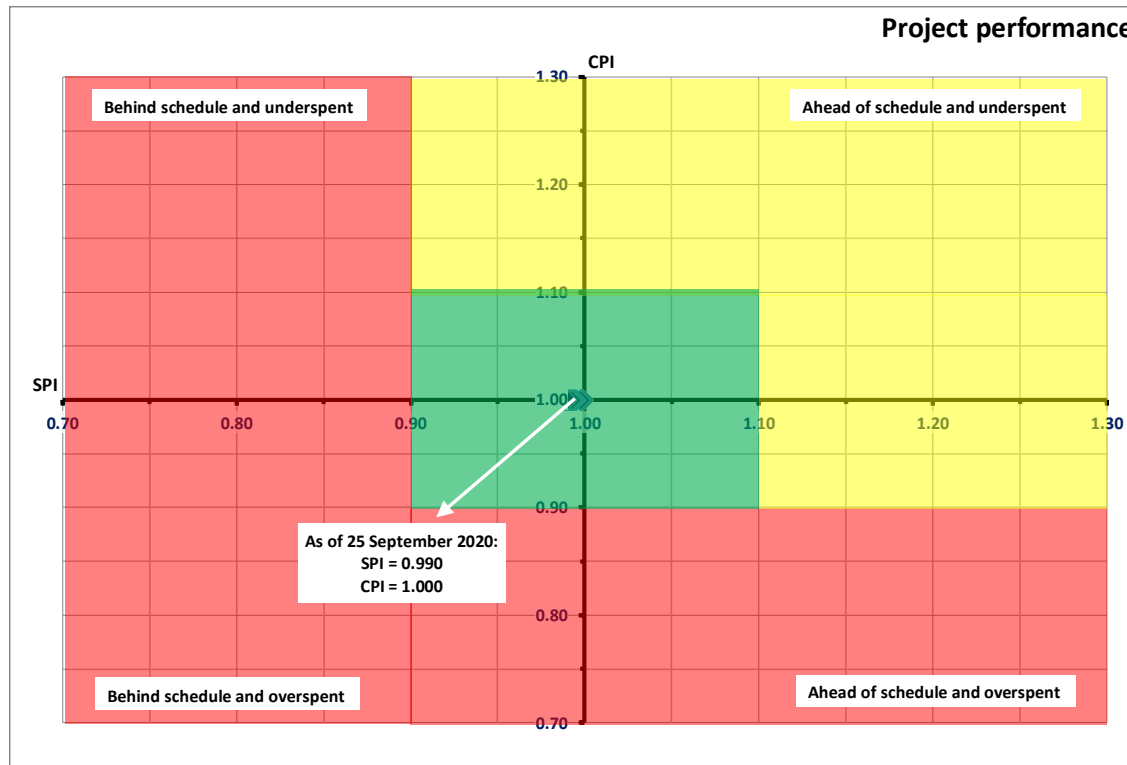The MM Program Team has satisfactorily addressed all deficiencies identified by the IV&V Team

Open process improvement recommendations

Recommendation	Actions taken

► 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

EY

Schedule and cost performance

Project performance

| Behind schedule and underspent | | Ahead of schedule and underspent |

CPI
1.30
1.20
1.10
1.00
0.90
0.80
0.70

SPI
0.70 0.80 0.90 1.00 1.10 1.20 1.30

As of 25 September 2020:
SPI = 0.990
CPI = 1.000

Behind schedule and overspent

Ahead of schedule and overspent

- 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.

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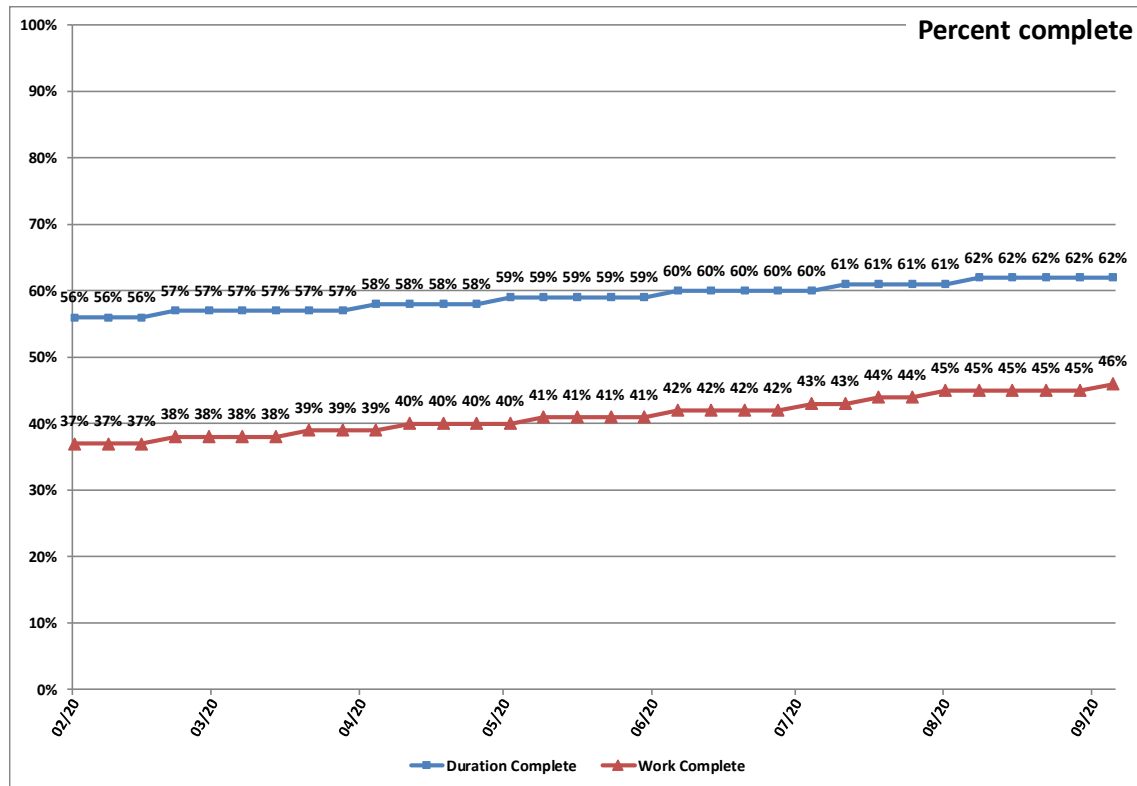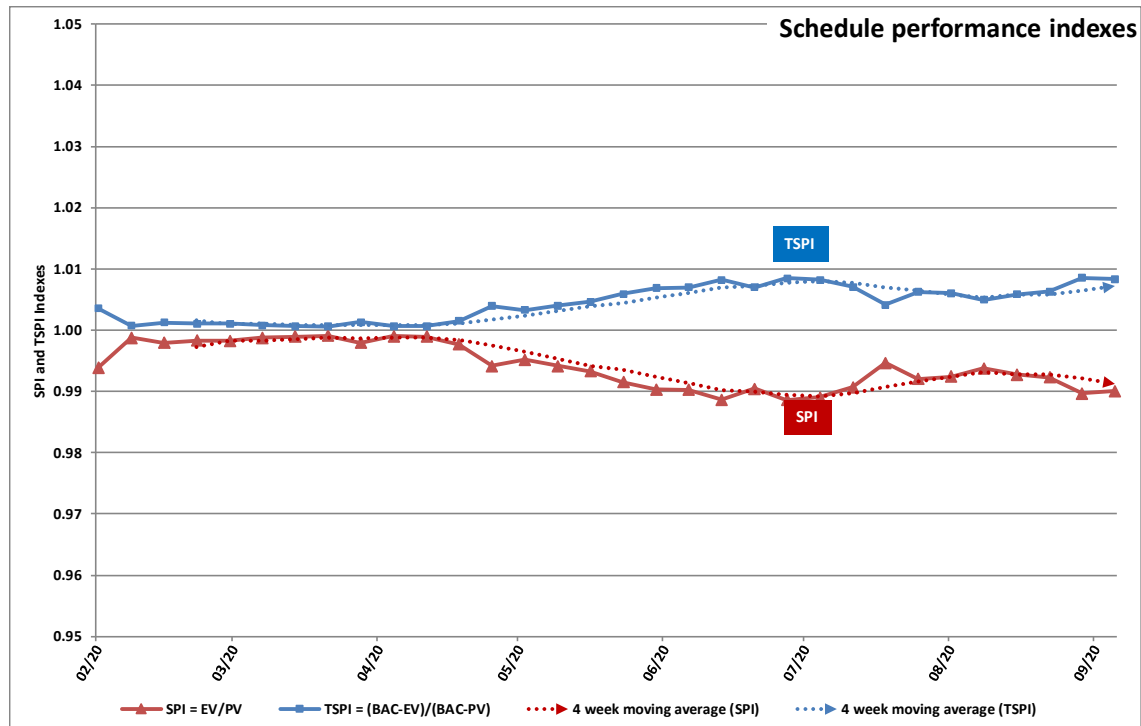
- This chart shows the percent complete for duration and work for the project.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - Duration and work complete have been increasing since the beginning of the project.
- Conclusions:
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

► Blue line is duration percent complete.

► Red line is work percent complete

EY

Schedule and cost performance (continued)

Schedule performance indexes

Y-axis: SPI and TSPI Indexes — 0.95 to 1.05

X-axis labels: 02/20, 03/20, 04/20, 05/20, 06/20, 07/20, 08/20, 09/20

TSPI (blue)

SPI (red)

Legend:
- SPI = EV/PV
- TSPI = (BAC-EV)/(BAC-PV)
- 4 week moving average (SPI)
- 4 week moving average (TSPI)

- 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

EY

Major project milestones

WBS	Title	Completion date			Days late/early
		Planned	**Forecast**	**Actual**	
3.5.15.1.6	Release 1 Development Complete	01/20/22	02/04/22		15.0
3.5.15.2.5	Release 1 Testing Complete	08/11/22	08/28/22		17.1
3.5.15.5.7	Decision Point - Move to Production (Roll out) - Release 1	11/21/22	12/09/22		18.2
3.5.15.5.12	Statewide Implementation Complete - Release 1	06/16/23	07/06/23		20.3
3.5.16.1.5	Release 2 development complete	02/16/23	03/07/23		19.1
3.5.16.5.1	Testing Complete	07/29/22	08/14/22		17.0
3.5.19.5	Decision Point - Ready to Pilot	08/19/22	09/05/22		17.2
3.5.19.7	Decision Point - Move to Production (Roll out)	11/07/22	11/25/22		18.0
3.5.16.5.1	Go/No-Go Decision - Release 2	09/21/23	10/12/23		21.3
3.5.19.12	Statewide Implementation Complete	06/05/23	06/25/23		20.2
3.7	Execution and Monitoring & Control Phase Complete	11/13/23	12/04/23		21.8
4.5	Closeout Phase Complete	11/30/23	12/22/23		22.0
5	Project Complete	11/30/23	12/22/23		22.0

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

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

EY

Release milestones

Title	Completion date			Days late/early
	Planned	Forecast	Actual	
Milestone A	01/22/20	01/23/20	01/22/20	0.0
Milestone B	04/30/20	Unable to forecast		Unable to forecast
Milestone C	07/16/20	Unable to forecast		Unable to forecast
Milestone D	10/22/20	11/01/20		10.3
Milestone E	01/21/21	02/01/21		11.3
Milestone F	05/06/21	05/18/21		12.4
Milestone G	08/12/21	08/25/21		13.4
Milestone H	10/28/21	11/11/21		14.2
Milestone I	01/20/22	02/04/22		15.0
Milestone J	04/28/22	05/14/22		16.0
Milestone K	08/04/22	08/21/22		17.0
Milestone L	11/10/22	11/28/22		18.0
Milestone M	02/16/23	03/07/23		19.1

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
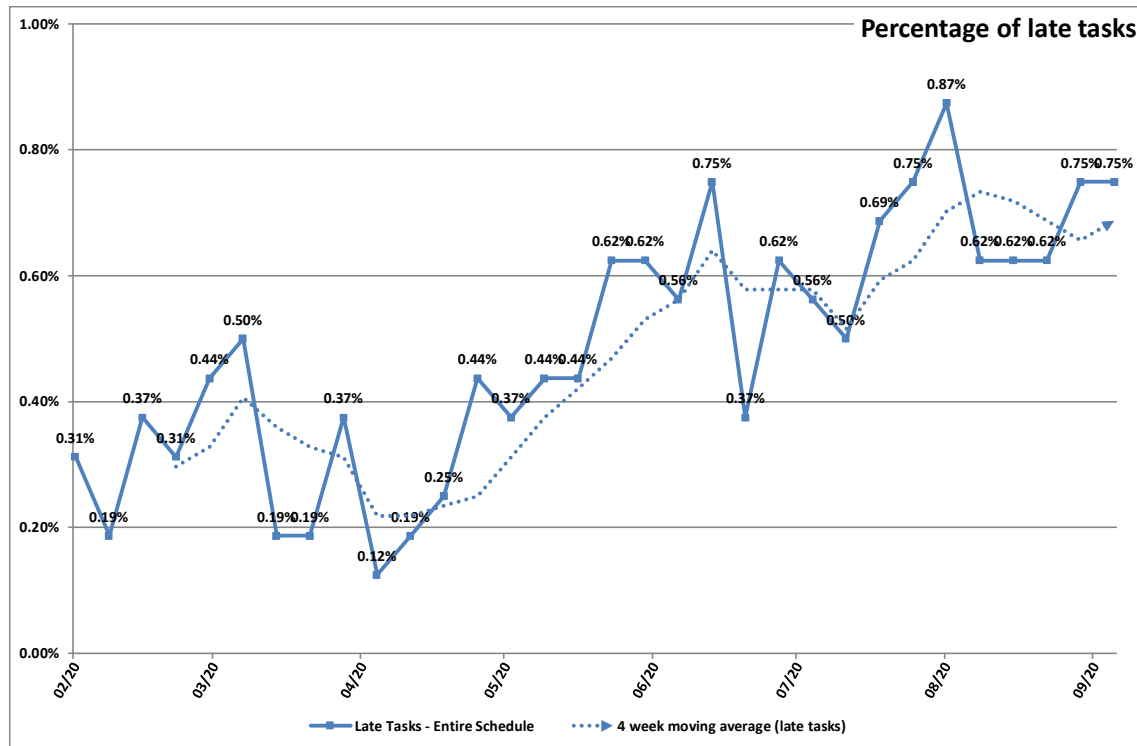5. Unable to forecast past milestone dates

MMP2-IVV-312BH Sep Status v2.0 Final - 20201029
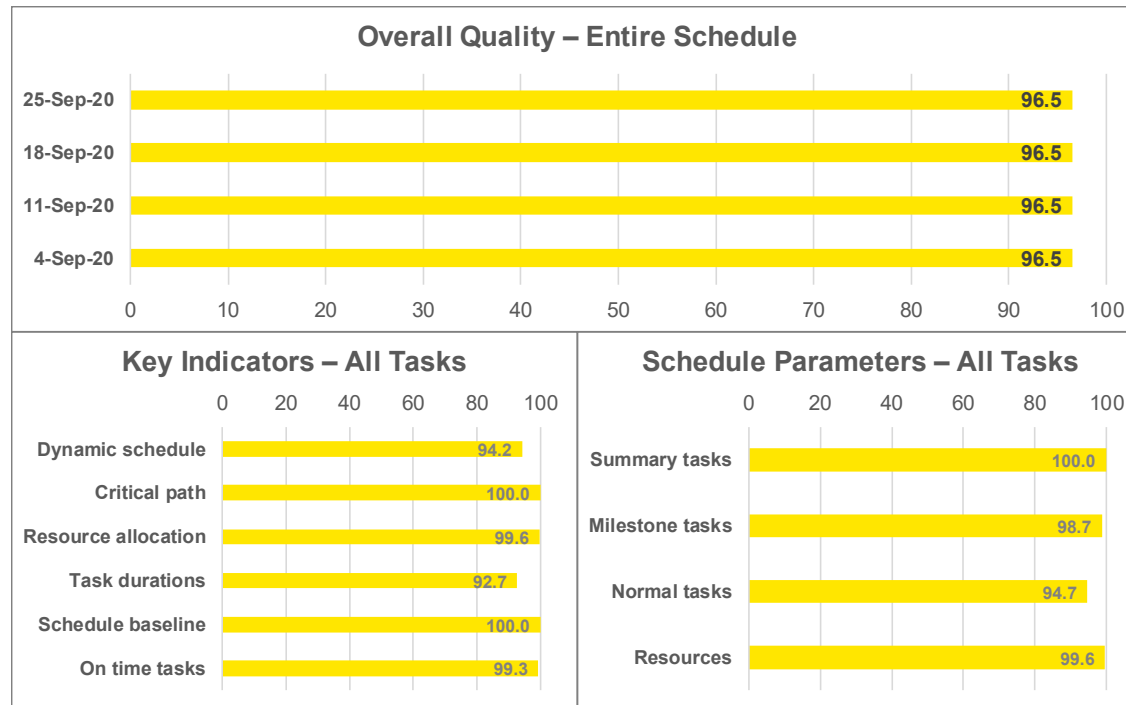
EY

Late tasks

Percentage of late tasks

- This chart shows the percentage of tasks that are late for the entire schedule.
- A task is automatically designated as "late" if it is not complete and the project status date is later than the baseline finish date for the task.
- Summary:
  - Revised baseline implemented with MM Phase II MASTER Project Schedule v110.1 (CR10 and CR11-Baseline1)
  - 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.

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

EY

Project schedule quality
MMP2 schedule

Overall Quality – Entire Schedule

Date	Value
25-Sep-20	96.5
18-Sep-20	96.5
11-Sep-20	96.5
4-Sep-20	96.5

(scale 0 to 100)

Key Indicators – All Tasks

Indicator	Value
Dynamic schedule	94.2
Critical path	100.0
Resource allocation	99.6
Task durations	92.7
Schedule baseline	100.0
On time tasks	99.3

Schedule Parameters – All Tasks

Parameter	Value
Summary tasks	100.0
Milestone tasks	98.7
Normal tasks	94.7
Resources	99.6

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

► Dynamic schedule – Task dependencies and constraints

► Critical path – Task dependencies

► Resource allocation –Resource assignments

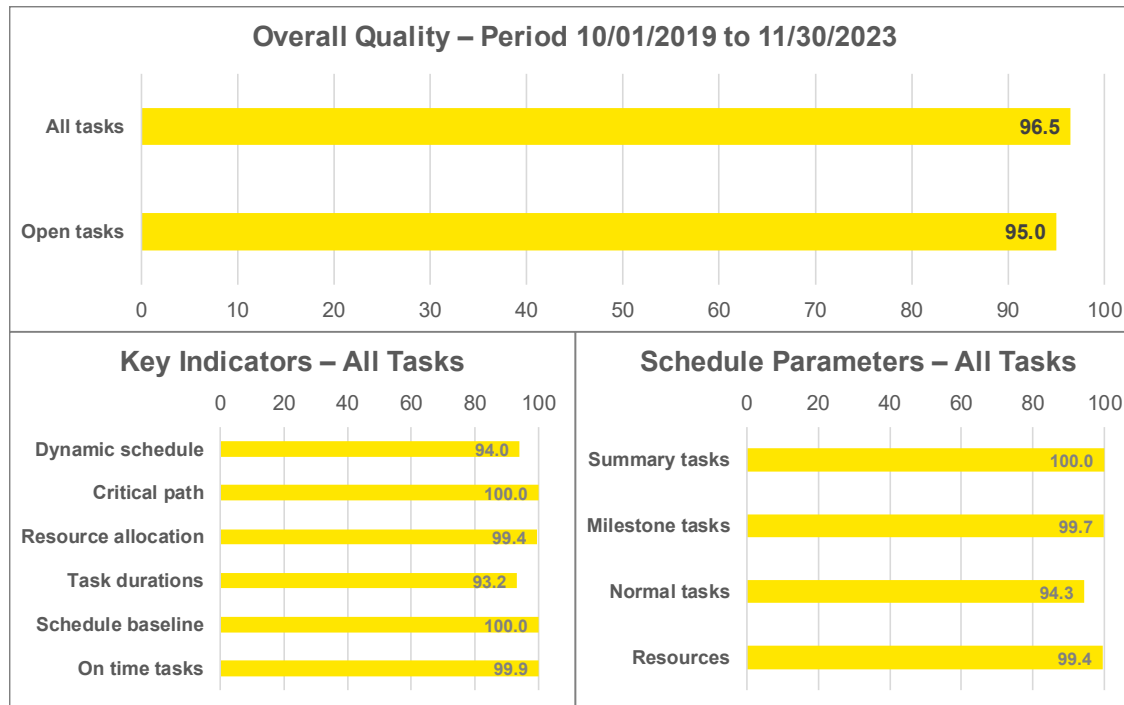► Task durations – Task durations other that 8 to 80 hours

► Baseline – Full baseline defined for all tasks

► On time tasks – Tasks that are not late

Quality Value	
⬆	90 or greater
⬈	Between 75 and 90
➡	Between 60 and 75
⬊	Between 45 and 60
⬇	Less than 45

Project schedule quality
MMP2 period

Supporting information

Overall Quality – Period 10/01/2019 to 11/30/2023

- All tasks: 96.5
- Open tasks: 95.0

(scale 0 to 100)

Key Indicators – All Tasks

(scale 0 20 40 60 80 100)

- Dynamic schedule: 94.0
- Critical path: 100.0
- Resource allocation: 99.4
- Task durations: 93.2
- Schedule baseline: 100.0
- On time tasks: 99.9

Schedule Parameters – All Tasks

(scale 0 20 40 60 80 100)

- Summary tasks: 100.0
- Milestone tasks: 99.7
- Normal tasks: 94.3
- Resources: 99.4

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

► Dynamic schedule – Task dependencies and constraints

► Critical path – Task dependencies
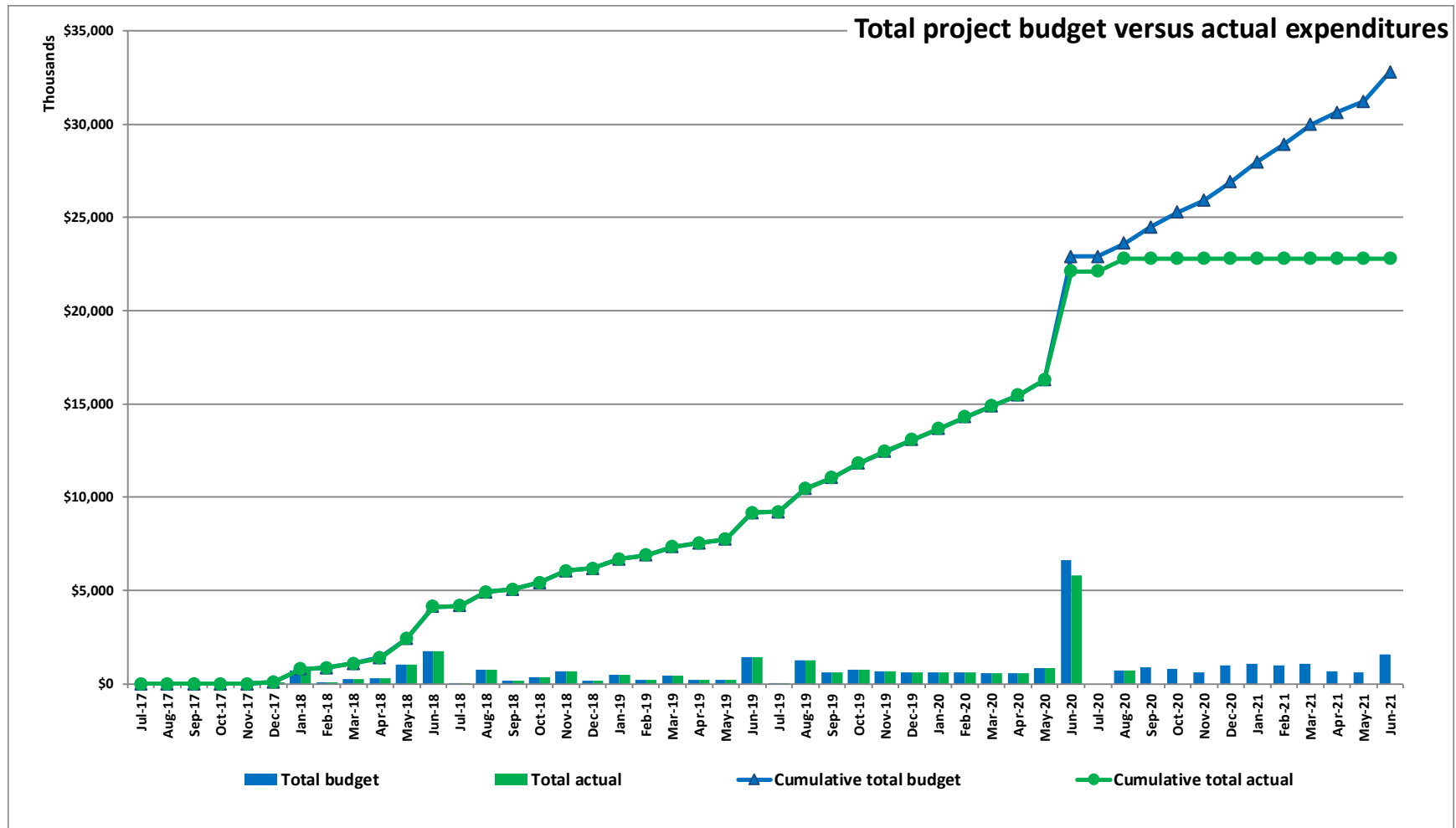
► Resource allocation –Resource assignments

► Task durations – Task durations other that 8 to 80 hours

► Baseline – Full baseline defined for all tasks

► On time tasks – Tasks that are not late

Quality Value	
⬆	90 or greater
⬈	Between 75 and 90
➡	Between 60 and 75
⬊	Between 45 and 60
⬇	Less than 45

Page 25   MMP2-IVV-312BH Sep Status v2.0 Final - 20201029   EY

Project budget
Total project funding

Total project budget versus actual expenditures

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

EY

Ernst & Young

Assurance | Tax | Transactions | Advisory

About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 144,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

For more information, please visit www.ey.com.

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients.

© 2020 Ernst & Young LLP.

All Rights Reserved.

0911-1106924

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither Ernst & Young LLP nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.

Phase II - Milestone B (Jan 22 - Apr 30 2020)
as of 11/9/2020

Team A - T&R Issuance

Current Activity:	Sprint 17
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	84	1,148	100.0%
Blocked	-	-	0.0%
Total:	84	1,148	

Team B - MV Globals

Current Activity:	N/A (Complete)
Development:	N/A (Complete)
Testing:	N/A (Complete)
Business Actions:	N/A (Complete)
Technical Debt:	N/A (Complete)
Backlog Health:	N/A (Complete)

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	64	452	100.0%
Blocked	-	-	0.0%
Total:	64	452	

Portal/Fleet

Current Activity:	N/A (Complete)
Development:	N/A (Complete)
Testing:	N/A (Complete)
Business Actions:	N/A (Complete)
Technical Debt:	N/A (Complete)
Backlog Health:	N/A (Complete)

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	12	120	100.0%
Blocked	-	-	0.0%
Total:	12	120	

IFTA/IRP

Current Activity:	N/A
Development:	N/A
Testing:	N/A
Business Actions:	N/A
Technical Debt:	N/A
Backlog Health:	N/A

	#stories	est dev hrs	
Not Started	-	-	-
Refinement	-	-	-
Development	-	-	-
Testing	-	-	-
Done	-	-	-
Blocked	-	-	-
Total:	-	-	

Enterprise

Current Activity:	N/A
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	n/a	-
Refinement	-	n/a	-
Development	-	n/a	-
Testing	-	n/a	-
Done	6	n/a	-
Blocked	-	n/a	-
Total:	6		

SUMMARY - ALL TEAMS

Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	-	-	0.0%
Testing	-	-	0.0%
Done	160	1,720	100.0%
Blocked	-	-	0.0%
Total:	160	1,720	

Development – Application Development (current sprint)
  Green: Remaining sprint work can be completed within capacity
  Red: Remaining sprint work cannot be completed within capacity
Testing – Application Testing (current sprint)
  Green: Remaining sprint work can be completed within capacity
  Red: Remaining sprint work cannot be completed within capacity
Business Actions – Dependencies on the business (requirements clarification, decisions, etc.)
  Green: input from the business is not blocking team progress
  Yellow: input from the business is taking longer than expected; no delays
  Red: delays in input from the business has caused work to be late

Technical Debt – Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
  Green: Tech dependencies not impacting schedule
  Yellow: Some delays in tech dependencies, not impacting schedule
  Red: delays in tech dependencies have impacted schedule
Backlog Health – Refinement of user stories ahead of development sprints
  Green: > 2 sprints worth of user stories refined
  Yellow: < 2 sprints worth of user stories refined (>1)
  Red: < 1 sprint worth of user stories refined
  Percentages(%): by count of user stories for this Milestone

---

Phase II - Milestone C (Apr 29 - July 16, 2020)
as of 11/9/2020

Team A - T&R Issuance

Current Activity:	Sprint 17
Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	25	480	30.9%
Refinement	8	84	9.9%
Development	14	348	17.3%
Testing	31	312	38.3%
Done	-	-	0.0%
Blocked	3	32	3.7%
Total:	81	1,256	

Team B - MV Globals

Current Activity:	Sprint 17
Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	-	0.0%
Refinement	-	-	0.0%
Development	8	232	14.8%
Testing	5	40	9.3%
Done	39	408	72.2%
Blocked	2	40	3.7%
Total:	54	720	

Portal/Fleet

Current Activity:	Sprint 12
Development:	Red
Testing:	Red
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	orig dev est	
Not Started	-	-	0.0%
Refinement	13	64	14.1%
Development	19	132	20.7%
Testing	31	356	33.7%
Done	29	184	31.5%
Blocked	-	-	0.0%
Total:	92	736	

IFTA/IRP

Current Activity:	Sprint 0
Development:	Green
Testing:	N/A
Business Actions:	Yellow
Technical Debt:	Yellow
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	-	-	-
Refinement	-	-	-
Development	-	-	-
Testing	-	-	-
Done	-	-	-
Blocked	-	-	-
Total:	-	-	

Enterprise

Current Activity:	Sprint 17
Development:	Green
Testing:	Green
Business Actions:	Green
Technical Debt:	Green
Backlog Health:	Green

	#stories	est dev hrs	
Not Started	1	n/a	-
Refinement	-	n/a	-
Development	2	n/a	-
Testing	1	n/a	-
Done	-	n/a	-
Blocked	-	n/a	-
Total:	4		

SUMMARY - ALL TEAMS

Development:	Red
Testing:	Red
Business Actions:	Yellow
Technical Debt:	Yellow
Backlog Health:	Red

	#stories	est dev hrs	
Not Started	25	480	11.0%
Refinement	21	148	9.3%
Development	41	712	18.1%
Testing	67	708	29.5%
Done	68	592	30.0%
Blocked	5	72	2.2%
Total:	227	2,712	

Development – Application Development (current sprint)
  Green: Remaining sprint work can be completed within capacity
  Red: Remaining sprint work cannot be completed within capacity
Testing – Application Testing (current sprint)
  Green: Remaining sprint work can be completed within capacity
  Red: Remaining sprint work cannot be completed within capacity
Business Actions – Dependencies on the business (requirements clarification, decisions, etc.)
  Green: input from the business is not blocking team progress
  Yellow: input from the business is taking longer than expected; no delays
  Red: delays in input from the business has caused work to be late

Technical Debt – Dependencies on infrastructure and associated processes (data model, enterprise code, legacy changes, etc.)
  Green: Tech dependencies not impacting schedule
  Yellow: Some delays in tech dependencies, not impacting schedule
  Red: delays in tech dependencies have impacted schedule
Backlog Health – Refinement of user stories ahead of development sprints
  Green: > 2 sprints worth of user stories refined
  Yellow: < 2 sprints worth of user stories refined (>1)
  Red: < 1 sprint worth of user stories refined
  Percentages(%): 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
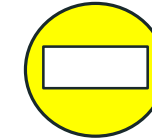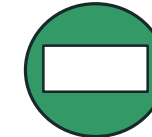
- Business Actions
- COTS Configuration
- ORION Integration
- Data Conversion
- Scope / Schedule
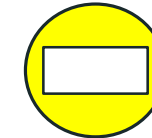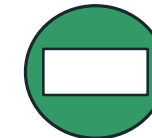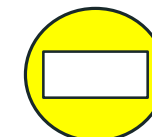
Florida Smart ID Project Update

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
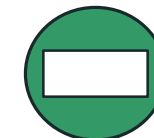# Developers: 1.5
Testers: 2+
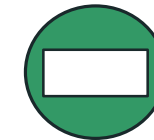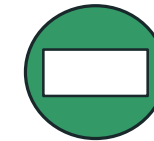
- Business Actions
- Florida SMART ID Configuration
- FLHSMV Integration
- Security / Technology
- Scope / Schedule
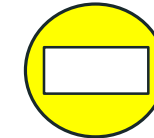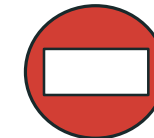
Enterprise Content Management (ECM) Project Update

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
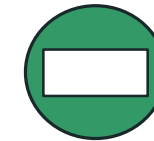
- *None at this time*

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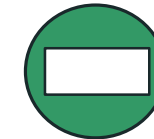*# User Stories: N/A*
 # Developers: TBD
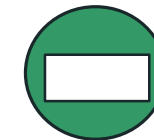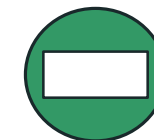*# Testers: TBD*
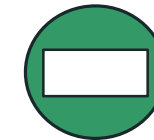
- Business Actions

- ECM Configuration

- ORION Integration

- Security / Technology

- Scope / Schedule

FLHSMV

ORION
ONLINE REGISTRATION AND
IDENTITY OPERATING NETWORK