DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES
OPERATIONAL WORK PLAN

FOR

MOTORIST MODERNIZATION – PHASE II

FY 2023-2024
4/12/2024

FISCAL YEAR 2023-2024
JULY 2023 – JUNE 2024

UPDATED ON 4/12/2024

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SECTION 1 – OVERALL PROJECT PLAN

I. Project Charter

The Department of Highway Safety and Motor Vehicles issues driver licenses and motor vehicle titles and registrations to the residents of Florida. The Department collects more than $2.5 billion a year, processing over five million driver licenses and 24.5 million registrations and titles. These revenues are distributed to General Revenue and state trust funds to support critical state services, such as roads and schools.

As Florida's credentialing agency, the Department's services are critically important to business and public safety. A state-issued driver license has become the primary form of identification that is used to engage in commerce and establish identity, age, and residency. In addition to issuing driver licenses and registering and titling vehicles, the Department serves as the information technology backbone that supports roadside law enforcement, dispatch for other state law enforcement agencies, and registration for organ donation, voting, and selective service.

Currently, the Department relies heavily on technology to manage the volume of transactions and data it must maintain for operations, as well as to connect with various external systems for compliance and efficiency purposes. The current technology environment is complex and difficult to support. Due to changing technology and increased business and customer needs, the current systems are no longer aligned with the business organization and needs. These antiquated systems are not agile enough to allow the Department to quickly respond to the environmental changes it is facing, including:

- Changing **population**: The State's population has increased 20% in the last decade.
- Changing **business model**: Tax collectors provide many direct issuance activities, and the Department needs to shift its focus to include more monitoring, auditing, and oversight.
- Changing **customer expectations**: The public has become accustomed to e-government and expects products and services to be available immediately online and/or via mobile devices.
- Changing **national expectations**: The Federal Government is more involved in credentialing. Data sharing and information exchange between states are now a major focus of anti-terrorism activities, and states are expected to participate or in many cases risk losing federal highway funds.

Deficiencies in current systems cause strain on information technology resources and business users. Limitations, such as not interfacing with external data sources real-time, are difficult to correct because of overall workload and the complexity of the systems, so the business must develop business processes around system limitations. This has resulted in time spent on activities that the system should handle, like manual error checking for known issues in posting insurance data to driver records. These routine activities take business resources away from functions that can help Florida businesses and enhance public safety.

A. Scope Statement

The Department intends to re-engineer all the motorist systems to better serve and support our customers. However, as many states that have attempted to replace their systems and failed, the Department has developed a multi-year phased plan to mitigate risks and provide improved functionality over time. The Department proposes a staged re-engineering and redevelopment effort by grouping the planned work into three phases: Driver Licenses, Motor Vehicles, and Licensing and Business Support systems.

Overall, the Department needs to reconfigure its legacy technology infrastructure to support its merged service environment. Until that is accomplished, the Department will be forced to implement additional workarounds and maintain those workarounds, which is a significant risk. The Department will be at risk of not meeting federal and legislative mandates because the systems and their workarounds are simply not able to perform a function.

Included in the scope of this program are the following:

- Continue to redesign the Database, creating a customer-centric database and implement data quality controls
- Replace the Florida Real-Time Vehicle Information System (FRVIS) and supporting systems
  - Titles
  - Registrations
  - Inventory
  - Vehicle Inspections
  - Disabled Persons Parking Permit Placards
  - International Fuel Tax Agreement / International Registration Plan
- Bulk Title and Registration System
- MyDMV Portal
- Florida Smart ID
- Enterprise Content Management

Phase II will include the following initiatives:

- **Continue to redesign database structure and implement data quality controls.** The Department recognizes the need to continue to implement controls to support data quality. By redesigning the database, the Department can eliminate inefficiencies, redundancies and discrepancies present in the current database implementations and build a central repository of accurate data, free of duplications and errors and available for reporting in a timely fashion.
- **Replace the Florida Real-Time Vehicle Information System (FRVIS) and supporting systems**. FRVIS is a client/server application used in GHQ and deployed in the tax collector and regional Department offices statewide to support the motor vehicle issuance process workflow. To stay interoperable with the changes to the underlying database, the batch processes that maintain motor vehicle records and FRVIS must be upgraded in unison. The FRVIS system includes these subsystems:

- **Titles:** Subsystem used to provide titling service such as original title, duplicate title and title transfers.
- **Registrations:** Subsystem used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.
- **Inventory:** Subsystem used to track and manage issuance of inventory, such as decals, title paper and license plates.
- **Vehicle Inspections:** Subsystem used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.
- **Disabled Persons Parking Permit Placards:** Subsystem used to provide original, temporary, or subsequent parking permit placards to customers.
- **International Fuel Tax Agreement / International Registration Plan (IFTA/IRP):** IFTA is the subsystem used to support an agreement between states and Canadian provinces to simplify the reporting of fuel use by motor carriers. IRP is the subsystem used to support the reciprocal agreement that authorizes the proportional registration among the jurisdictions (states) of commercial motor vehicles.

- **Bulk Title and Registration System.** The Department will create a new subsystem that will allow participants to manage the title and registration activities for all fleet vehicles (e.g., rental and leasing companies) electronically. These activities include renewing all expiring registrations at one time, title and register vehicles electronically, report vehicles sold and manage fleet records.
- **MyDMV Portal.** The Department replaced GoRenew.com, the self-service portal, with MyDMV Portal as part of Phase I of Motorist Modernization. During Phase II, the Department continues to provide motorists and citizens access to more services and greater opportunities to interact online via this self-service portal. Additional functionality will primarily focus on motor vehicle services; however, citizens have also been provided the ability to sign up and activate a Florida Smart ID.
- **Florida Smart ID.** The Department has implemented a mobile driver's license (mDL), which is a digital representation of the information contained in a physical DL, stored on or accessed with the help of a device (owned and controlled by the DL holder) such as a cell phone or tablet. In accordance with House Bill 079, this digital credential will be updated to display Registration and Insurance information. Florida Smart ID will also support identity management with additional use cases either in development or under consideration for future application releases.
- **Enterprise Content Management -** The Department has started the implementation of a standardized enterprise solution, OnBase, to assist in the effective collection and management of documents across its various systems. Documents generated by ORION during driver license transactions have already been transitioned to OnBase and work is underway to convert historical driver license and motor vehicle databases into OnBase. As the Department continues implementing OnBase, its ability to store, retrieve, manage, and disseminate documents in an efficient and more cost-effective manner will increase significantly.

B. Project Objectives and Business Benefits

The goal of Motorist Modernization is to remove the technical barriers that prevent the Department from effectively meeting its obligations. The objectives align with the Department's strategic goals as follows:

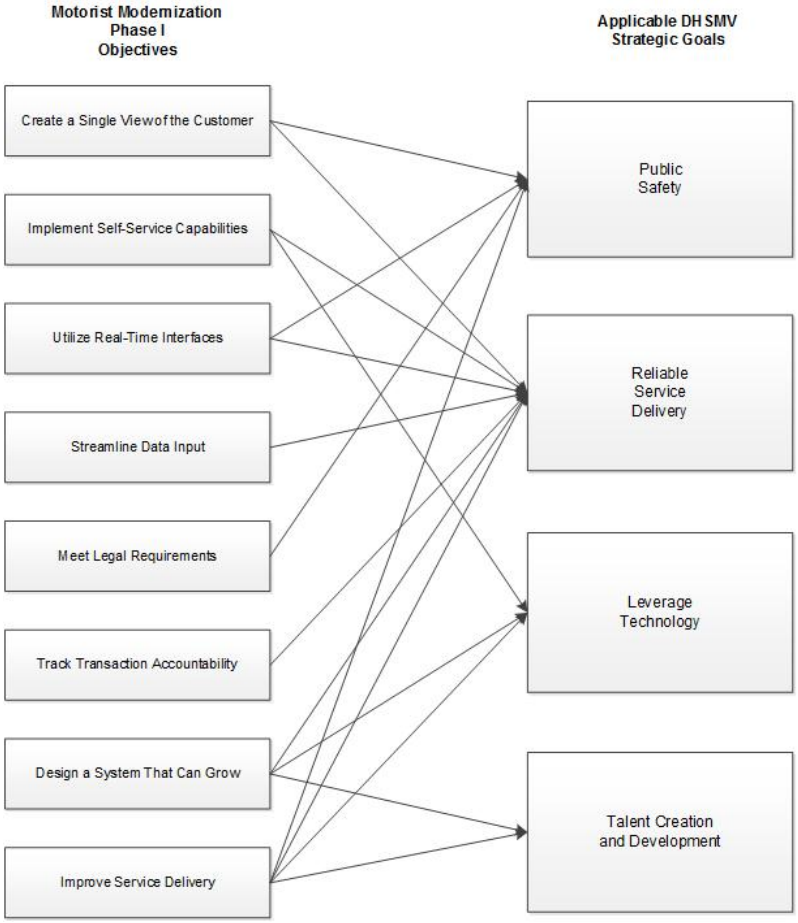

Figure 1-Objectives and Strategic Goals

a. Objective 1: Create a Single View of the Customer

The new issuance system should provide the ability to see or link to all the information the Department stores about a customer from one location. Today, information on an individual might be stored in many systems, and sometimes in multiple locations within a single system. Having a single view will help alleviate current risks that instances of non-compliance are not discovered, or revenue is not collected. It will also reduce processing time and opportunity for entry error by decreasing redundant data entry and will support the tax collectors' requests for a consolidated view. It will also give the customer more information up-front and reduce multiple interactions and/or communications from the Department, which increases expense and customer frustration.

b. Objective 2: Implement Self-Service Capabilities

Self-service capabilities will be supported for the public, for external reporting requests, data exchanges, and for internal reporting. Processes to initiate transactions, request reports and / or capture performance data are largely manual and rely on interaction with the technology group. Self service capabilities will also be supported by the implementation of a customer portal, mobile driver license and interface support for other self-service options. The self-service options provide customers prompt access to information and saves valuable time.

c. Objective 3: Utilize Real-Time Interfaces

Simplify or eliminate processes by establishing real-time lookup or data exchange relationships with third-party data providers. Currently, interfaces are manual or batch processes, which experience delays, do not always finish processing overnight, and are the least accurate method of processing. These overnight processes also result in multiple interactions with the same customer which increases expense and customer frustration.

d. Objective 4: Streamline Data Input

Streamlining processes to reduce duplication and/or to reuse existing data will assist in reducing data errors – created through either duplicate data entries or typographical errors. The reduction or elimination of any paper documents currently in use will also help streamline processes and reduce errors.

e. Objective 5: Meet Legal Requirements

The Department is subject to numerous state and federal legal requirements, in addition to public expectations regarding data privacy and security. The current environment has security risks due to its age and underlying architectures. Data integrity is also a risk due to the potential for data entry errors. Also, the batch processes are susceptible to timeouts and incomplete file transfers. Overall, the complexity of updating the current system restricts the ability of the Department to meet new mandates as laws and rules change.

f. Objective 6: Track Transaction Accountability

As the Department completes its transition of most driver license (DL) issuance activities to tax collectors, the functions retained will refocus on a monitor and oversight role, rather than over-the-counter delivery. Performing this role effectively will require the ability to track transactions executed by others on behalf of the Department. This takes several areas into consideration, including auditing within the application, establishing policies related to authentication credentials expectations and developing more robust error or exception reporting. Auditable data is not commonly captured by the system today, causing challenges with revenue reconciliation, error correction and issue resolution.

g. Objective 7: Design a System that Can Grow

It is important that the Department implement a system that is flexible and expandable. The Department exists in a highly regulated environment with rules that change frequently, and sometimes without much notice. A system that utilizes modern architecture and components such as configurable parameters and rules-based logic will better position the Department to locate and retain technical resources with the right skill sets and stay responsive to the needs of State and federal lawmakers.

h. Objective 8: Improve Service Delivery

System performance is key to improving service delivery. The new system must operate with the highest reliability during scheduled business hours and provide proactive real time communication to stakeholders when outages occur. The system must support all motorist service business processes and functions and align them with the technologies. The system must support multiple service delivery channels and the FLHSMV staff, Tax Collectors, Courts and other entities and agencies' personnel that access the system. The system must safeguard private information and manage data securely to ensure public trust.

C. Critical Success Factors

Critical success factors for the Motorist Modernization – Phase II Program are specific circumstances that must be in place to ensure delivery of the stated program objectives. These include:

- The program will be the Department's top priority under the direction of the Office of Motorist Modernization.
- FLHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.
- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in the *Motorist Modernization Program Management Plan*.
- Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.
- Required funding will be approved.
- The program will achieve stakeholder buy-in and support.
- The program team will meet key milestone deadlines set forth in the Integrated Master Schedule (IMS).
- The program team will follow the management procedures set forth in the *Motorist Modernization Program Management Plan*.

BENEFITS REALIZATION TABLE

#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	The new Motor Vehicle issuance system is estimated to take significantly less time to process registration transactions. These gains in efficiency	Customers	For every reduction in vehicle registration transaction time, customer wait times are reduced. As these transaction types are very common, all customers will see time savings.	FLHSMV measures transaction and wait times in its offices.	FY 2025-2026

BENEFITS REALIZATION TABLE					
	will save customers approximately 575,000 hours waiting in line. This time is estimated have a value in excess of **$11.5 million** to our customers.				
2	The new Motor Vehicle issuance system is estimated to take significantly less time to process transactions. These gains in efficiency will save customers approximately 195,000 hours waiting in line. This time is estimated to have a value in excess of **$4.0 million** to our customers.	Customers	For every reduction in title transaction time, customer wait times are reduced. As these transaction types are very common, all customers will see time savings.	FLHSMV measures transaction and wait times in its offices.	FY 2025-2026
3	Savings achieved through the implementation of on-line systems, reducing the travel costs and dedicated resources to maintain and service IT servers throughout the state. Cost to repair or replace servers eliminated.	FLHSMV	Elimination of servers throughout the state will effectively reduce equipment and maintenance costs in addition to the dedicated staff resources and travel that are required in order to maintain servers/	FLHSMV measures personnel costs, travel costs and equipment costs for each location.	FY 2025-2026
4	Customers will have to spend less time in Department or Tax Collector Offices or license plate agency locations due to efficiencies in the system and services available online.	Customers/Tax Collectors / License Plate Agencies / FLHSMV	Customers will spend less time in Department or Tax Collector Offices, due to the resolution of issues online or during a prior visit.	Transactions processed online are measurable and compared to the number of transactions being processed in offices around the state.	FY 2025-2026

BENEFITS REALIZATION TABLE					
5	Workload savings will be achieved through the implementation of the motor vehicle system. Based on gained efficiencies in registrations, title transactions, IFTA/IRP and Fleet Vehicle improvements and those services being moved online, there will be less need to increase the number of staff required to meet increasing service needs. Tax Collector's Offices throughout the state should be able to avoid future increased staffing costs of **$5.5 million**.	Tax Collectors	Workload Savings generated by system efficiency that shorten or eliminate transaction times. This will save FLHSMV and Tax Collectors offices from expanding their workforce as demand grows in coming years.	The Department monitors average transaction time and online transactions allowing for accurate comparison and measurement of gained efficiencies.	FY 2025-2026

D. Major Deliverables

Listed below are the major deliverables for FY 2023-2024.

Project	Description	Amount
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Jun 2023)	$510,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Jul 2023)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Jul 2023)	$615,000
Motor Vehicle Issuance	Statewide Roll-Out Implementation Plan – Increment 2 – Release 1	$73,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Aug 2023)	$23,000
Motor Vehicle Issuance	As-Built Solution Overview (Aug 2023)	$0
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Aug 2023)	$615,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Sep 2023)	$30,000
Motor Vehicle Issuance	Lessons Learned Report (Oct 2023)	$7,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Sep 2023)	$615,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Oct 2023)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Oct 2023)	$615,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Nov 2023)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Nov 2023)	$440,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Dec 2023)	$30,000
Motor Vehicle Issuance	As-Built Solution Overview (Nov 2023)	$0
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Dec 2023)	$440,000
Motor Vehicle Issuance	Statewide Roll-Out Implementation Plan – Increment 2 – Release 2	$73,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Jan 2024)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Jan 2024)	$440,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Feb 2024)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Feb 2024)	$440,000
Motor Vehicle	Monthly Legislative/Governance Status Report (Mar 2024)	$30,000

Issuance		
Motor Vehicle Issuance	As-Built Solution Overview (Feb 2024)	$0
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Mar 2024)	$440,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (Apr 2024)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Apr 2024)	$440,000
Motor Vehicle Issuance	Lessons Learned Report (April 2024)	$7,000
Motor Vehicle Issuance	Monthly Legislative/Governance Status Report (May 2024)	$30,000
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (May 2024)	$440,000
Motor Vehicle Issuance	As-Built Solution Overview (May 2024)	$0
Motor Vehicle Issuance	Motorist Modernization Milestone (MM) Release Report (Jun 2024)	$440,000
IFTA/IRP	Deliverable 21 – UAT Completion Report	$46,809
IFTA/IRP	Deliverable 22 – Training and Training Materials	$156,028.37
IFTA/IRP	Deliverable 23 – Final System and User Documentation	$156,028.37
IFTA/IRP	Deliverable 24 – Deployment Implementation Plan and Checklist	$46,808.51
IFTA/IRP	Deliverable 25 – Final Solution	$156,028.37
IFTA/IRP	Deliverable 26 – Post Implementation Acceptance	$46,808.51
IFTA/IRP	Deliverable 27 – Operations and Maintenance Plan	$78,014,16
IFTA/IRP	Deliverable 27 – Operations Transition Plan	$28,571.43
IFTA/IRP	Deliverable 33 – Requirement Traceability Verification Matrix - Second Iteration	$139,904.00
Florida Smart ID	Support and Maintenance	$400,000.00
Electronic Content Management	Deliverable 7 - Software Support and Maintenance	$107,847.70
Electronic Content Management	Deliverable 9 – OnBase Managed Services Level 3	$392,195.00

E. Major Milestones

Listed below are the major milestones for FY 2023-2024.

WBS	Task Name	Start	Finish
0	Motorist Modernization Phase II Project Plan	Mon 10/3/16	Fri 8/29/25
3	Execution and Monitoring & Control	Wed 5/24/17	Tue 8/12/25
3.2	Project Monitoring and Controlling	Wed 9/13/17	Fri 7/25/25
3.2.3.3	Deliverable 1 – Lessons Learned (Oct 2023)	Mon 9/18/23	Fri 10/20/23
3.2.3.4	Deliverable 1 – Lessons Learned (Apr 2024)	Fri 3/15/24	Mon 4/22/24
3.2.5	Deliverable 2 - Motorist Modernization Milestone (MM) Release Report	Tue 7/18/23	Fri 7/25/25
3.2.5.3	Deliverable 2 - Jul 2023	Thu 8/3/23	Fri 8/25/23
3.2.5.4	Deliverable 2 - Aug 2023	Thu 8/31/23	Mon 9/25/23
3.2.5.5	Deliverable 2 - Sep 2023	Tue 10/3/23	Wed 10/25/23
3.2.5.6	Deliverable 2 – Oct 2023	Thu 11/2/23	Wed 11/29/23
3.2.5.7	Deliverable 2 - Nov 2023	Fri 12/1/23	Tue 12/26/23
3.2.5.8	Deliverable 2 - Dec 2023	Wed 1/3/24	Fri 1/26/24
3.2.5.9	Deliverable 2 - Jan 2024	Fri 2/2/24	Mon 2/26/24
3.2.5.10	Deliverable 2 - Feb 2024	Fri 3/1/24	Mon 3/25/24
3.2.5.11	Deliverable 2 - Mar 2024	Wed 4/3/24	Thu 4/25/24
3.2.5.12	Deliverable 2 - Apr 2024	Fri 5/3/24	Tue 5/28/24
3.2.5.13	Deliverable 2 - May 2024	Mon 6/3/24	Tue 6/25/24
3.2.5.14	Deliverable 2 - Jun 2024	Tue 7/2/24	Thu 7/25/24
3.2.6	Deliverable 35 - Monthly Governance Status Reports	Wed 9/13/17	Wed 7/19/23
3.2.6.70	Deliverable 35 - Jun 2023	Thu 6/29/23	Wed 7/19/23
3.2.7	Deliverable 3 - Monthly Governance Status Reports	Tue 7/18/23	Mon 7/21/25
3.2.4.59	Deliverable 3 - Jul 2023	Wed 8/2/23	Fri 8/18/23
3.2.4.60	Deliverable 3 - Aug 2023	Fri 9/1/23	Wed 9/20/23
3.2.4.61	Deliverable 3 - Sep 2023	Mon 10/2/23	Wed 10/18/23
3.2.4.62	Deliverable 3 - Oct 2023	Thu 11/2/23	Tue 11/21/23
3.2.4.63	Deliverable 3 - Nov 2023	Fri 12/1/23	Tue 12/19/23
3.2.4.64	Deliverable 3 - Dec 2023	Tue 1/2/24	Fri 1/19/24
3.2.4.65	Deliverable 3 - Jan 2024	Thu 2/1/24	Mon 2/19/24
3.2.4.66	Deliverable 3 - Feb 2024	Fri 3/1/24	Tue 3/19/24
3.2.4.67	Deliverable 3 - Mar 2024	Tue 4/2/24	Thu 4/18/24
3.2.4.68	Deliverable 3 - Apr 2024	Thu 5/2/24	Mon 5/20/24
3.2.4.69	Deliverable 3 - May 2024	Fri 5/31/24	Tue 6/18/24
3.5	Design, Development, and	Wed 6/6/18	Tue 8/12/25

	Implementation		
3.5.16	Development	Wed 1/2/19	Fri 9/6/24
3.5.16.1.5	Software Development	Tue 9/3/19	Fri 9/6/24
3.5.16.1.5.16	Milestone O	Wed 5/3/23	Thu 7/27/23
3.5.16.1.5.17	Milestone P	Wed 7/26/23	Thu 11/2/23
3.5.16.1.5.18	Milestone Q	Wed 11/1/23	Thu 1/25/24
3.5.16.1.5.19	Milestone R	Wed 1/24/24	Thu 4/11/24
3.5.16.1.5.16	Milestone S	Wed 4/10/24	Thu 7/25/24
3.5.17	Release 1 - ORION Common/MVI Inquiry	Fri 5/1/20	Mon 12/11/23
3.5.17.3.1	Training	Fri 5/1/20	Thu 8/15/24
3.5.17.4	User Guides for ORION Common/MVI Inquiry	Mon 9/21/20	Thu 9/14/23
3.5.17.5	Implement Release 1 - ORION Common/MVI Inquiry	Thu 10/5/23	Fri 12/8/23
3.5.18	Release 2 - ORION Pilot	Wed 3/3/21	Tue 12/24/24
3.5.18.5	Testing	Wed 3/3/21	Thu 3/14/24
3.5.18.5.2	NMVTIS Structured Testing	Thu 9/14/23	Thu 3/14/24
3.5.18.5.3	Conduct Enterprise System Testing	Fri 3/24/23	Mon 2/26/24
3.5.18.6	Develop and Conduct Release 2 - ORION Pilot Training & Release 3 IFTA/IRP/Audit	Mon 1/23/23	Mon 12/23/24
3.5.18.6.4	Pilot Release - Launch online training	Mon 2/12/24	Fri 8/2/24
3.5.18.6.5	Complete Hands-on Training Pre-Deployment and Deployment Tasks for Release 2 - ORION Pilot Training & Release 3 IFTA/IRP/Audit	Thu 1/11/24	Fri 10/18/24
3.5.18.7	Policies and Procedures and User Guides	Wed 7/6/22	Tue 9/17/24
3.5.18.8	Implementation	Mon 2/28/22	Tue 12/24/24
3.5.18.8.4	Release 2 - ORION Pilot	Thu 3/14/24	Mon 12/23/24
3.5.18.8.4.1	Release 2a	Thu 3/14/24	Mon 4/22/24
3.5.18.8.4.2	Release 2b	Wed 5/22/24	Mon 8/5/24
3.5.19.3	Implementation	Tue 3/15/22	Mon 8/11/25
3.5.19.3.3	Del 5 - Statewide Roll-Out Implementation Plan - Increment 2	Wed 7/19/23	Mon 2/17/25
3.5.19.3.3.3	Del 5 - Statewide Roll-Out Implementation Plan - Increment 2 (Release 1)	Thu 8/17/23	Mon 9/18/23
3.5.19.3.3.4	Del 5 - Statewide Roll-Out Implementation Plan - Increment 2 (Release 2)	Wed 1/17/24	Thu 2/15/24
3.5.20	Release 3 - IFTA/IRP/Audit Project	Thu 6/18/20	Fri 6/28/24
3.5.20.2	Infrastructure in Florida Environment	Tue 1/19/21	Thu 1/25/24
3.5.20.8	IRP/IFTA/Audit/Enterprise Configuration and Customization	Wed 2/22/23	Mon 9/18/23
3.5.20.10	Deliverable 21 – UAT Completion Report	Mon 10/23/23	Mon 10/23/23

3.5.20.11	**Deliverable 22 – Training and Training Materials**	**Mon 2/12/24**	**Mon 2/12/24**
3.5.20.12	**Deliverable 23 – Final System and User Documentation**	**Fri 2/23/24**	**Fri 2/23/24**
3.5.20.14	**Deliverable 24 – Deployment Implementation Plan and Checklist**	**Mon 4/23/24**	**Mon 4/23/24**
3.5.20.15	**Deliverable 25 – Final Solution**	**Mon 6/10/24**	**Mon 6/10/24**
3.5.20.17	**Deliverable 27 – Operations and Maintenance Plan**	**Tue 6/11/24**	**Tue 6/11/24**
3.5.20.18	**Deliverable 27 – Operations Transition Plan**	**Tue 6/11/24**	**Tue 6/11/24**
3.5.20.19	**Policies and Procedures and User Guides**	**Mon 8/7/23**	**Tue 5/21/24**

F. Key Stakeholders

Customers/Users	Function Performed by Department
Citizens and Businesses	Deliver Motorist Services
Mobile home manufacturers	License business and inspect manufacturing
Other states & jurisdictions	Provide information on driver and vehicle records received in Florida, receive information on driver and vehicle records received outside of Florida, and information exchange related to law enforcement and homeland security
Car manufacturers	License manufacturers in Florida and receive/process Manufacturer Certificate of Origin (MCO) in order to title vehicle
Rebuilt manufacturers	Inspect rebuilt vehicles and issue rebuilt titles if appropriate, allowing vehicles to be sold
Mobile home installers	License installers, inspect installations
Ignition interlock providers	License providers, track program completion and compliance
Driving Under the Influence (DUI) Programs	Approve and monitor DUI programs
Commercial driving schools	Approve applications from owners and instructors
Motorcycle training schools	License and train providers
Researchers	Provide data used for research
Commercial fleet manager / independent owner-operators	Issue Commercial Driver License (CDL), International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP)
Specialty plate entities	Sell specialty tags and send revenues in accordance with statute
Non-profit Organizations	Distribute voluntary contributions received in accordance with statute
Tax Collectors	Provide data in order to issue driver licenses, title and registration transactions on behalf of the Department
License Plates Agents	Provide equipment, systems, procedures, and data in order to issue title and registration transactions on behalf of the Tax Collectors/Department in accordance with state laws and policies.

Customers/Users	Function Performed by Department
Car dealers	License dealers to do business in Florida
Electronic Filing System Vendors	Support use of an interface for dealerships to have real time access to vehicle registration and title information from the Department
Commercial data purchasers / entities with MOUs with Department	Provide/Sell data
Fleet Companies	Deliver Motorist Services to companies registered in the Fleet program
Wire Services	Issue permits to commercial carriers
Physicians	Issues certificates of certification for disabled parking placards
Carrier Service Providers	Provide title and registration services on behalf of Commercial Carriers
Other Federal, state, and local entities, e.g.: • Florida Department of Revenue • Florida Department of Business and Professional Regulation • Florida Department of State • Florida Department of Transportation • Federal Department of Transportation • United States Department of Transportation/ Motor Carrier Safety Administration and Federal Highway Administration • Social Security Administration • Federal Department of Homeland Security	Perform data exchange
Selective Service Administration	Register people eligible for the draft
Donate Life Florida	Register people for organ donation
Supervisor of Elections	Provide voter registration information

Customers/Users	Function Performed by Department
Courts	Enforce sanctions or judgments
Department of Revenue/Children of noncustodial parents	Suspend driver licenses of noncustodial parents that do not meet their court-ordered child support obligation
Florida Highway Patrol (FHP) / Law Enforcement	Provide access in order to lookup identity information and other information related to maintaining public safety
Florida Department of Law Enforcement (FDLE)	Report changes of address for offenders
Department Vendors (e.g., PRIDE, etc.)	Provide Commodities, equipment, and or services
American Association of Motor Vehicle Administrators (AAMVA)	Perform data exchange related to driver license and motor vehicle information
IFTA / IRP Inc.	Perform data exchange related to International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP), which distributes fuel taxes and registration fees to states based on use
Electronic Lien and Title Vendors	Support use of an interface for financial institutions to have real time access to vehicle registration information
Insurance Companies	Perform verification of driver insurance information

G. Significant Project Assumptions and Constraints

The Department operates in a regulated environment and is subject to numerous State and Federal statutes and rules, as well as professional standards relating to data protections and integrity. These requirements will need to be carefully considered during requirement analysis and eventual system selection.

Project Assumptions

1. The program objectives will be one of the Department's top priorities under the direction of the Office of Motorist Modernization.
2. The business partners in FLHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.
3. This program will have executive and senior level management support.
4. The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section **Error! Reference source not found.**.
5. Any changes that introduce risk to the program must be approved by the ESC. All changes will be reported to Department Governance and documented and stored with program artifacts.

6. This program will use a combination of Department staff and contracted support.
7. This program will use a blended waterfall-agile project management methodology.
8. Required funding will be approved.
9. The Motorist Modernization Program will use a service-oriented architecture (SOA) in a Microsoft .NET framework.
10. Filling vacancies supporting the Motorist Modernization Program will continue to be a top priority for the Department.
11. Resource availability will improve following the Phase I rollout.

Project Constraints

1. There are several other projects that will compete for resource availability.
2. The Motorist Modernization Program depends upon the successful and timely completion of associated projects.
3. Difficulty obtaining funding for the program, resource constraints and general economic disturbances could restrict the ability of the team to complete the scope of this program during the desired time frame.
4. Resource availability due to high rate of attrition within the Department.
5. Implementation of program objectives will be heavily dependent on the acquisition of knowledgeable resources and/or training provided to bring current resources up to speed.
6. Priority shifts and/or legislative mandates could have an impact on the ability of the program to achieve stated objectives.
7. Dependency on the cooperation and availability of external stakeholders may impact the ability of the program to achieve stated objectives.
8. Advances in technology can cause program delays due to lack of knowledge of the new technology, availability of training or availability of resources with experience in the new technology.

H. Work Breakdown Structure

Figure 2 - Work Breakdown Structure (WBS) illustrates the hierarchical structure of the tasks required to meet the program objectives and detailed in the IMS.

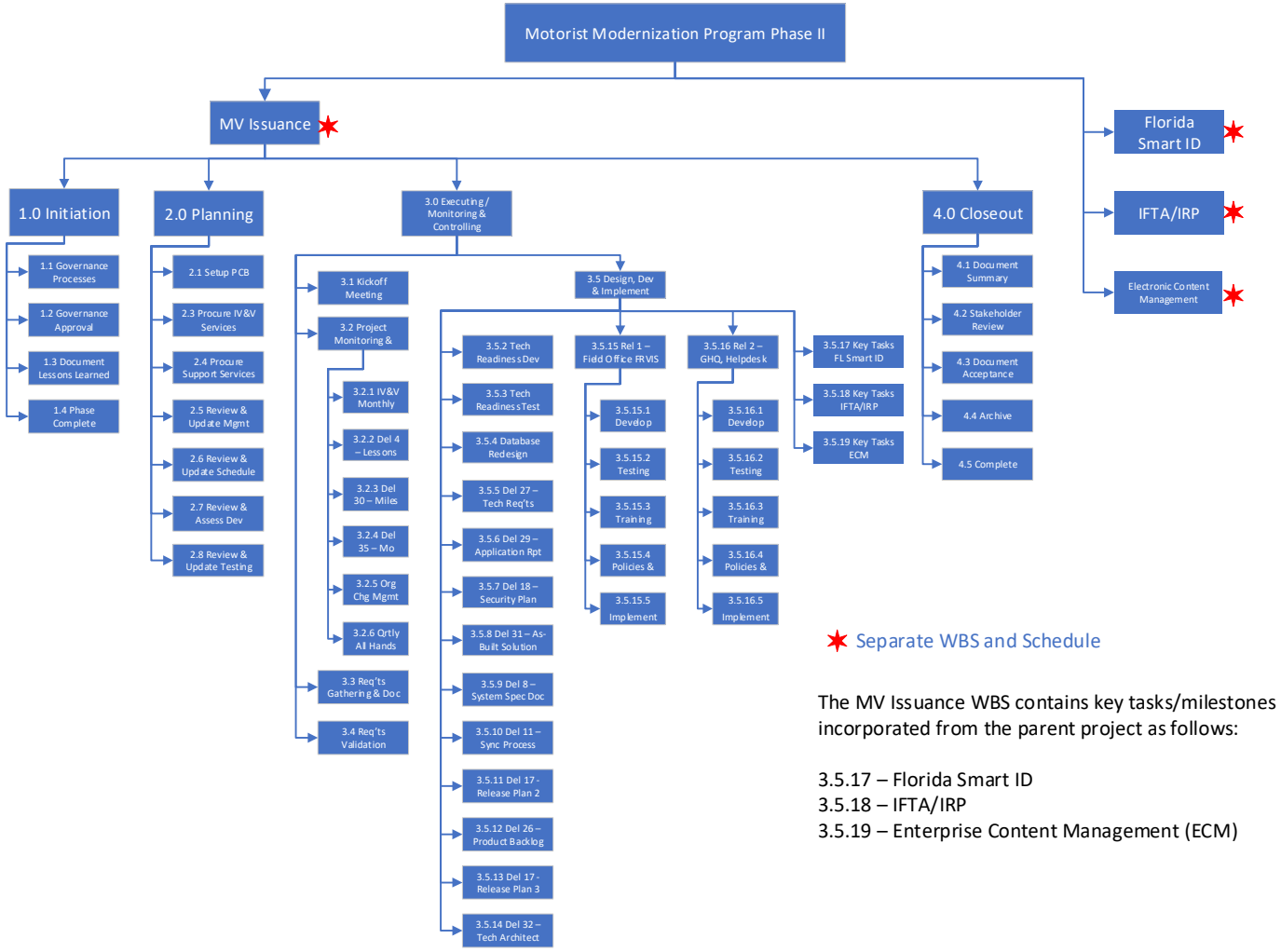

Figure 2 – High Level Work Breakdown Structure

II. *Resource Loaded Project Schedule*

The Master Program Schedule for FY 2023-2024 is updated weekly. The file below represents the schedule as of April 5, 2024.

MM Phase II
MASTER Program Sc

III. *Project Spending Plan*

Motorist Modernization – Phase II for FY 2023-2024 centers on development for all components. As such, the spend plan has been revised to align with established deliverables contracted through FY 2023-2024.

09 - 2023-24 MM
Phase II Spend Plan

IV. Program Organization and Methodology

This section details the high-level program organization, roles, and responsibilities, and details the high-level program team structure. The program blends dedicated full-time staff with staff augmentation to address both the short-term objectives and the long-term support of the program.

A. Program Organizational Chart

Figure 3 shows the program organization and the relationship between its components.

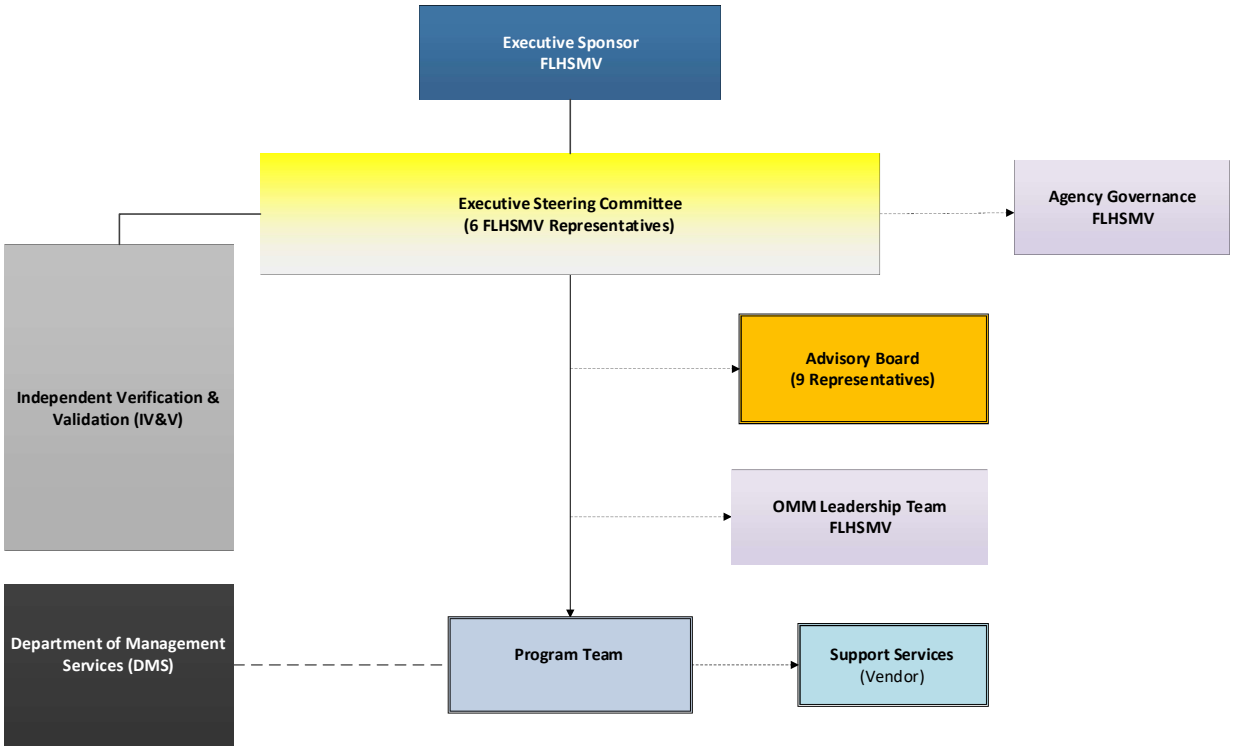

Figure 3

B. Executive Steering Committee

Figure 5 illustrates the Executive Steering Committee members.

Figure 4

C. Program Advisory Board

Figure 5 illustrates the Advisory Board members.

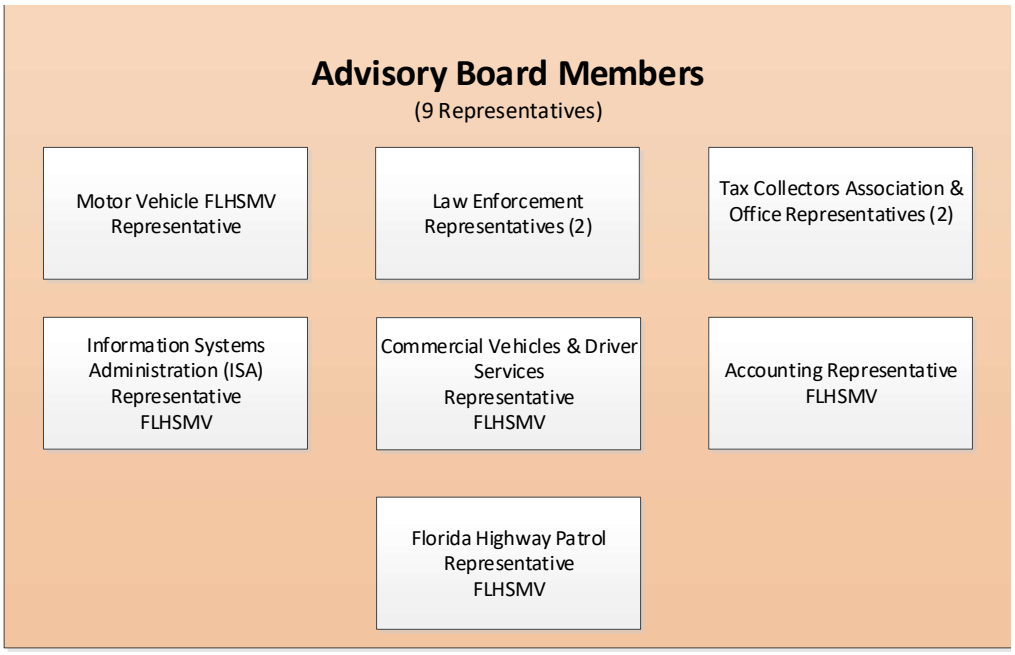

Figure 5

D. OMM Leadership Team

Figure 6 illustrates the OMM Leadership Team members.

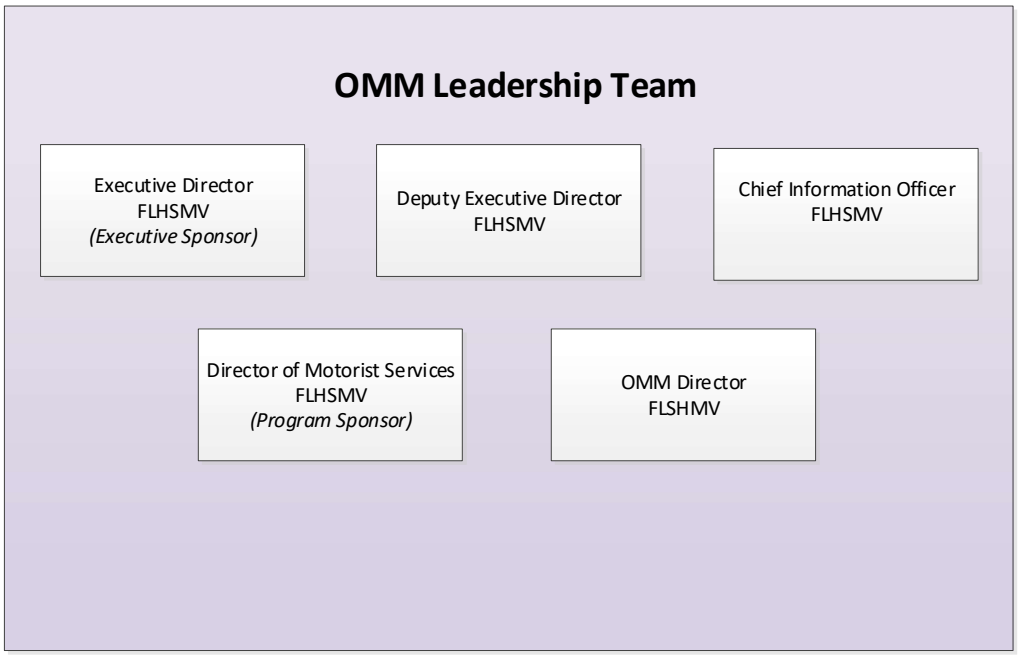

Figure 6

E. Program Team

Figure 7 shows the program team organization and the relationship to the overall program organization structure. Product owners from the business, while not shown in this chart, have been assigned to each of the functional areas listed under business analysis. As the team is subject to changes, the most current version of this chart will be stored in the PCB.

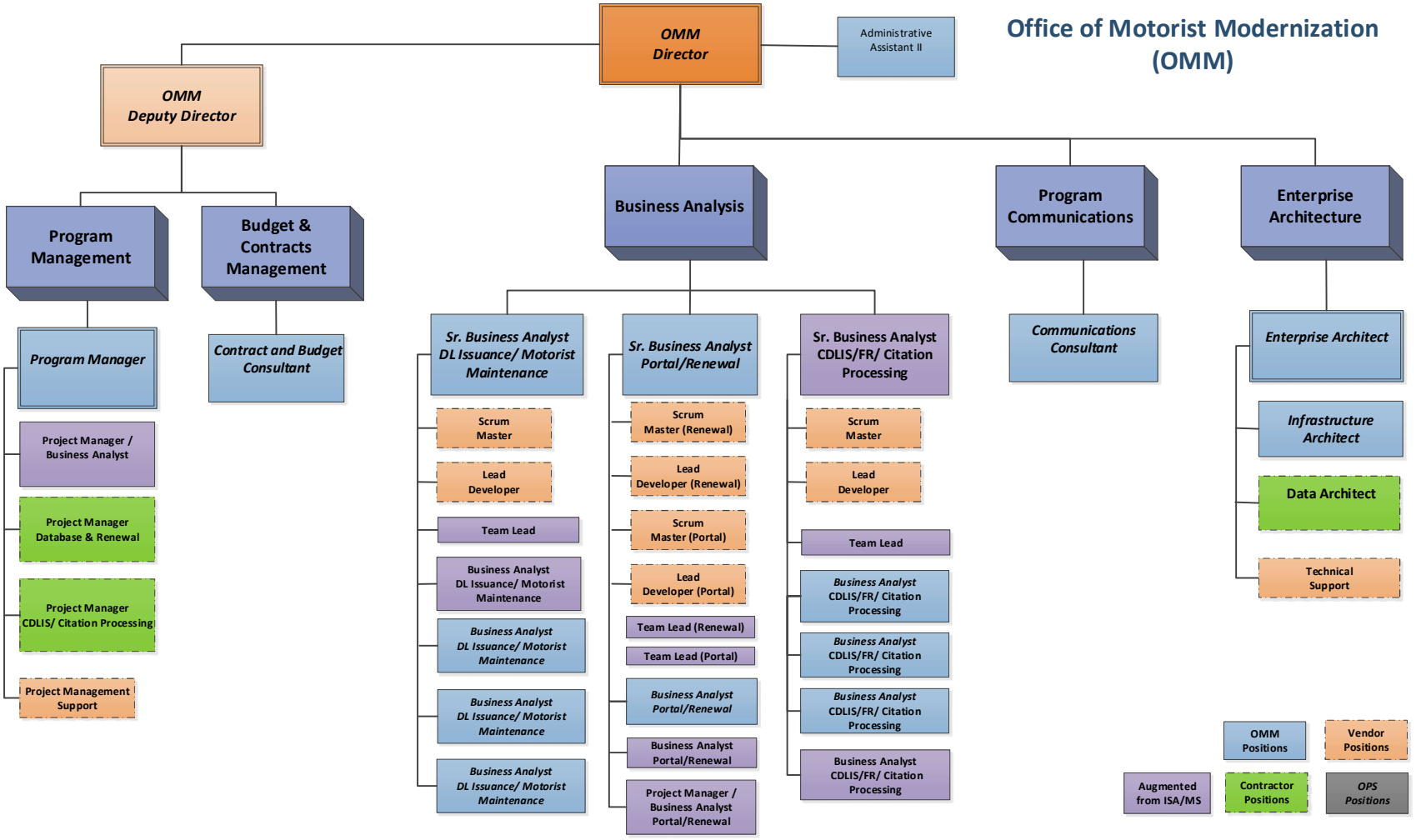
Office of Motorist Modernization (OMM)
OMM Director
Administrative Assistant II
OMM Deputy Director
Program Management
Budget & Contracts Management
Business Analysis
Program Communications
Enterprise Architecture
Program Manager
Project Manager / Business Analyst
Project Manager Database & Renewal
Project Manager CDLIS/ Citation Processing
Project Management Support
Contract and Budget Consultant
Sr. Business Analyst DL Issuance/ Motorist Maintenance
Scrum Master
Lead Developer
Team Lead
Business Analyst DL Issuance/ Motorist Maintenance
Business Analyst DL Issuance/ Motorist Maintenance
Business Analyst DL Issuance/ Motorist Maintenance
Business Analyst DL Issuance/ Motorist Maintenance
Sr. Business Analyst Portal/Renewal
Scrum Master (Renewal)
Lead Developer (Renewal)
Scrum Master (Portal)
Lead Developer (Portal)
Team Lead (Renewal)
Team Lead (Portal)
Business Analyst Portal/Renewal
Business Analyst Portal/Renewal
Project Manager / Business Analyst Portal/Renewal
Sr. Business Analyst CDLIS/FR/ Citation Processing
Scrum Master
Lead Developer
Team Lead
Business Analyst CDLIS/FR/ Citation Processing
Business Analyst CDLIS/FR/ Citation Processing
Business Analyst CDLIS/FR/ Citation Processing
Business Analyst CDLIS/FR/ Citation Processing
Communications Consultant
Enterprise Architect
Infrastructure Architect
Data Architect
Technical Support
OMM Positions
Vendor Positions
Augmented from ISA/MS
Contractor Positions
OPS Positions

Figure 7

F. Project Roles and Responsibilities

Independent Verification and Validation (IV&V)	Perform independent assessment of the program to ensure that the deliverables meet defined requirements / specifications in accordance with industry leading practices, the Scope of Services document and the Deliverable Expectation Document.
OMM Leadership Team 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Program Director	1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives. 2. Provide input and strategic guidance to the Office of Motorist Modernization leadership. 3. Members should advise, assist, and support OMM programs/projects, including the Driver Related Information and Vehicle Enhancements (DRIVE) project and Motorist Modernization Program

Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Program Director)	1. Serve as the Director of the Office of Motorist Modernization. 2. Has overall responsibility for the successful development and implementation of the Motorist Modernization – Phase I Initiative. 3. Oversee the development and implementation of Motorist Modernization – Phase I Projects. 4. Liaison with the program sponsor for business resources and day-to-day activities. 5. Report to OMM Weekly Leadership. 6. Present monthly program status to the ESC which includes: a. Planned vs. actual program costs; b. An assessment of the status of major milestones and deliverables; c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution; d. Identification of risks that must be managed; and e. Identification of and recommendations regarding necessary changes in the program's scope, schedule, or costs. All recommendations must be reviewed by stakeholders before submission to the ESC in order to ensure that the recommendations meet required acceptance criteria.
Deputy Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Deputy Program Director)	1. Assist the Director of the Office of Motorist Modernization. 2. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase II Initiative. 3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase II Projects. 4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase II budget and contracts. 5. Assist with reporting to OMM Weekly Leadership and other governing bodies.
Program Manager	1. Document program charter (objective/scope/etc.). 2. Develop program management plans. 3. Consolidate project plans into program plan. 4. Report program status. 5. Maintain program financials. 6. Manage integrated program change control. 7. Manage program risks, issues, and actions. 8. Facilitate team communication. 9. Coordinate with Project Management Office and work with Project Managers. 10. Report to Deputy Program Director. 11. Provide daily planning, management, and oversight of the program. 12. Prepare the operational work plan with the budget amendment and provide requested updates to that plan to the ESC. The plan must specify project milestones, deliverables, and expenditures.

Enterprise Architect	Develop and oversee the overall design, architecture, and development of program deliverables and enterprise architect plan.
Software Architect	Reports to the Enterprise Architect and is responsible for the planning and coordination of the ORION software development activities and development resources assigned to the Motorist Modernization program.
Data Architect	Responsible for working with the Enterprise Architect and coordinating database redesign activities in support of the program.
Infrastructure Architect	Reports to Enterprise Architect and is responsible for the planning and coordination of infrastructure related activities to support the Motorist Modernization program.
Project Manager(s)	1. Document project charter (objective/scope/etc.). 2. Develop project management plans. 3. Monitor project progress. 4. Report project status. 5. Maintain project financials. 6. Manage project change control. 7. Manage project risks, issues and actions. 8. Facilitate team communication.
Business Analyst Solutions Manager Senior Business Analysts	The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following: 1. Coordinate with business stakeholders; and Provide expertise and coaching during requirement definition and validation, Quality Assurance, Design, Development and Testing efforts.

Team Leads	The Functional Area Team Leads responsible for the following: 1. Work with the Business Analyst and Project Manager to set overall direction for the team. 2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst. 3. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc. 4. Manage the work assigned to members of their team(s).
Contract and Budget Consultant	1. Prepare, negotiate, manage, and administer all contractual agreements associated with the Motorist Modernization program. 2. Track and monitor the Motorist Modernization – Phase II Program budget.
Communications Consultant	1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization – Phase I Program. 2. Manage all aspects of program communications. 3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders. 4. Perform formatting and proofreading of communication documents prior to release internally or externally, to ensure that they are accurate and convey the right message to recipients.
Administrative Assistant	1. Assist with the administration of the Motorist Modernization program. 2. Perform daily administrative tasks such as maintaining information files and creating various documents and reports. 3. Coordinate recruitment and selection processes for OMM vacancies.
Product Owner(s) Alternate Product Owner(s)	The Product Owner is responsible for the following: 1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master; 2. Maintain and prioritize the product backlog; 3. Provide resolution and clarification on the finalized business requirements; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; and 1. Participate in sprint retrospectives and provide sign-off on retrospective outcomes.

Business Analyst(s) / Scrum Master(s)	Technical business analysts responsible for coordinating with stakeholders and providing program expertise through Requirements Development, Quality Assurance, Design, Development and Testing. It is the responsibility of the Scrum Master to: 1. Analyze, review and refine the business requirements and user stories; 2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning; 3. Maintain requirement updates; 4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; 5. Manage the daily development of the product in accordance with ISA/Service Development standards; 6. Escalate project and product issues and/or risks to the Project Manager; 7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset; 8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect; 9. Identify, remove, or escalate developer impediments to the project manager; and 1. Help the project team research consensus.
Lead Developer(s)	It is the responsibility of the Lead Developer to: 1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements; 2. Perform development foundation tasks in preparation for full-time product development; 3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and 4. Provide assistance with knowledge transition.
Technical Subject Matter Experts	Work closely with the Enterprise Architect and Technical / Development Lead to contribute to the technical deliverables of the program and provide final recommendation for approval to the Program Director.
Technical / Development Lead	Responsible for the planning and coordination of ORION development effort in coordination with the Software Architect, Enterprise Architect, Technical Subject Matter Experts, Scrum Masters, Project Managers, and Developers.
Department of Management Services (DMS)	Provide monitoring and oversight.
Support Services Vendor	Provide professional consulting services as outlined in the Scope of Services agreement.
Organizational Change Management Team	It is the responsibility of the Organizational Change Management Team to: 1. Lead and implement change initiatives related to business processes and technologies.

	2. Develop project strategies and plans, including stakeholder assessment, communications, organization transition, change readiness, knowledge transfer, and end-user training. 3. Facilitate change management activities with cross-functional team members and stakeholders to understand and ensure adoption 4. Provide support and coaching to change champions as they help their areas through the transition

Table 1 - Program Roles identifies the team roles within the program organization and a summary of their responsibilities.

Role	Responsibility
Executive Sponsor (member of ESC)	Champion the program while providing leadership and guidance in the overall success of the program.
Program Sponsor (member of ESC)	1. Initiate and provide overall business support for the program. 1. Act as an advocate for the program, the Program Director and project teams.
Executive Steering Committee (ESC) 1. Executive Director (Executive Sponsor) 2. Deputy Executive Director 3. Director, Motorist Services (Program Sponsor) 4. Chief Information Officer 5. Manager, Strategic Management Office 6. Motor Vehicle Representative	Ensure the program meets overall objectives and: 1. Provide management direction and support to the program management team; 2. Assess the program's alignment with the strategic goals of the department; 3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs; 4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and 5. Recommend suspension or termination of the program (or any of its sub-project initiatives) to the Governor, the President of the Senate, and the Speaker of the House of Representatives if determined that the primary objectives cannot be achieved.
Advisory Board	Provide input and strategic guidance to the Program Director and the Executive Steering Committee to assist in decision making. Members should advise, assist, support and advocate the program.
Information Security Manager (ISM)	Provide timely enterprise security management policy, procedures, requirements, and program guidance and/or decisions as it relates to the Driver License Issuance project's enterprise security management aspects.
Independent Verification and Validation (IV&V)	Perform independent assessment of the program to ensure that the deliverables meet defined requirements / specifications in accordance with industry leading practices, the Scope of Services document and the Deliverable Expectation Document.
OMM Leadership Team 6. Executive Director (Executive Sponsor) 7. Deputy Executive Director 8. Director, Motorist	4. Review status, resolve issues, and mitigate risks for OMM programs and initiatives. 5. Provide input and strategic guidance to the Office of Motorist Modernization leadership. 6. Members should advise, assist, and support OMM programs/projects,

Role	Responsibility
Services (Program Sponsor) 9. Chief Information Officer 10. Program Director	including the Driver Related Information and Vehicle Enhancements (DRIVE) project and Motorist Modernization Program

Role	Responsibility
Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Program Director)	7. Serve as the Director of the Office of Motorist Modernization. 8. Has overall responsibility for the successful development and implementation of the Motorist Modernization – Phase I Initiative. 9. Oversee the development and implementation of Motorist Modernization – Phase I Projects. 10. Liaison with the program sponsor for business resources and day-to-day activities. 11. Report to OMM Weekly Leadership. 12. Present monthly program status to the ESC which includes: a. Planned vs. actual program costs; b. An assessment of the status of major milestones and deliverables; c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution; d. Identification of risks that must be managed; and e. Identification of and recommendations regarding necessary changes in the program's scope, schedule, or costs. All recommendations must be reviewed by stakeholders before submission to the ESC in order to ensure that the recommendations meet required acceptance criteria.
Deputy Program Director (may also be referred to as the Office of Motorist Modernization (OMM) Deputy Program Director)	6. Assist the Director of the Office of Motorist Modernization. 7. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase II Initiative. 8. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase II Projects. 9. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization – Phase II budget and contracts. 10. Assist with reporting to OMM Weekly Leadership and other governing bodies.
Program Manager	13. Document program charter (objective/scope/etc.). 14. Develop program management plans. 15. Consolidate project plans into program plan. 16. Report program status. 17. Maintain program financials. 18. Manage integrated program change control. 19. Manage program risks, issues, and actions. 20. Facilitate team communication. 21. Coordinate with Project Management Office and work with Project Managers. 22. Report to Deputy Program Director. 23. Provide daily planning, management, and oversight of the program. 24. Prepare the operational work plan with the budget amendment and provide requested updates to that plan to the ESC. The plan must specify project

Role	Responsibility
	milestones, deliverables, and expenditures.
Enterprise Architect	Develop and oversee the overall design, architecture, and development of program deliverables and enterprise architect plan.
Software Architect	Reports to the Enterprise Architect and is responsible for the planning and coordination of the ORION software development activities and development resources assigned to the Motorist Modernization program.
Data Architect	Responsible for working with the Enterprise Architect and coordinating database redesign activities in support of the program.
Infrastructure Architect	Reports to Enterprise Architect and is responsible for the planning and coordination of infrastructure related activities to support the Motorist Modernization program.
Project Manager(s)	9. Document project charter (objective/scope/etc.). 10. Develop project management plans. 11. Monitor project progress. 12. Report project status. 13. Maintain project financials. 14. Manage project change control. 15. Manage project risks, issues and actions. 16. Facilitate team communication.
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Role	Responsibility
Team Leads	The Functional Area Team Leads responsible for the following: 5. Work with the Business Analyst and Project Manager to set overall direction for the team. 6. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst. 7. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc. 8. Manage the work assigned to members of their team(s).
Contract and Budget Consultant	3. Prepare, negotiate, manage, and administer all contractual agreements associated with the Motorist Modernization program. 4. Track and monitor the Motorist Modernization – Phase II Program budget.
Communications Consultant	5. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization – Phase I Program. 6. Manage all aspects of program communications. 7. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders. 8. Perform formatting and proofreading of communication documents prior to release internally or externally, to ensure that they are accurate and convey the right message to recipients.
Administrative Assistant	4. Assist with the administration of the Motorist Modernization program. 5. Perform daily administrative tasks such as maintaining information files and creating various documents and reports. 6. Coordinate recruitment and selection processes for OMM vacancies.
Product Owner(s) Alternate Product Owner(s)	The Product Owner is responsible for the following: 5. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master; 6. Maintain and prioritize the product backlog; 7. Provide resolution and clarification on the finalized business requirements; 8. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; and 2. Participate in sprint retrospectives and provide sign-off on retrospective outcomes.

Role	Responsibility
Business Analyst(s) / Scrum Master(s)	Technical business analysts responsible for coordinating with stakeholders and providing program expertise through Requirements Development, Quality Assurance, Design, Development and Testing. It is the responsibility of the Scrum Master to: 10. Analyze, review and refine the business requirements and user stories; 11. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning; 12. Maintain requirement updates; 13. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; 14. Manage the daily development of the product in accordance with ISA/Service Development standards; 15. Escalate project and product issues and/or risks to the Project Manager; 16. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset; 17. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect; 18. Identify, remove, or escalate developer impediments to the project manager; and 2. Help the project team research consensus.
Lead Developer(s)	It is the responsibility of the Lead Developer to: 5. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements; 6. Perform development foundation tasks in preparation for full-time product development; 7. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and 8. Provide assistance with knowledge transition.
Technical Subject Matter Experts	Work closely with the Enterprise Architect and Technical / Development Lead to contribute to the technical deliverables of the program and provide final recommendation for approval to the Program Director.
Technical / Development Lead	Responsible for the planning and coordination of ORION development effort in coordination with the Software Architect, Enterprise Architect, Technical Subject Matter Experts, Scrum Masters, Project Managers, and Developers.
Department of Management Services (DMS)	Provide monitoring and oversight.
Support Services Vendor	Provide professional consulting services as outlined in the Scope of Services agreement.
Organizational Change Management Team	It is the responsibility of the Organizational Change Management Team to:

Role	Responsibility
	5. Lead and implement change initiatives related to business processes and technologies. 6. Develop project strategies and plans, including stakeholder assessment, communications, organization transition, change readiness, knowledge transfer, and end-user training. 7. Facilitate change management activities with cross-functional team members and stakeholders to understand and ensure adoption 8. Provide support and coaching to change champions as they help their areas through the transition

Table 1 - Program Roles

G. Project Management Methodology

PM Methodology

V. Business Process Organizational Change Management Plan

The goal of change is to improve the organization by altering what and/or how work is done. The re-engineering of the Motorist Services technology environment will affect business processes, skill sets, roles, and responsibilities. Two types of change activities are integral to the success of the program.

Organizational change management outlines the activities necessary to ensure staff participation in process development and improvement, skill set changes, and technology acceptance. Examples of these activities are the communication of program goals and benefits, documentation and communication of solution vendor/Department roles/responsibilities, development and communication of new process maps/roles, development and communication of a skills gap analysis, and the development and communication of a training plan.

Program change control is the set of activities and templates used to request and manage changes to accepted program scope, timelines, deliverables and/or costs. This will facilitate communication about requested changes among the stakeholders of the project, provide a common process for resolving requested changes, and reduce the uncertainty around the existence, state, and outcome of a requested change.

The Department has worked with the contracted vendor to establish organizational change management activities and deliverables for FY 2023-2024.

VI. Project Risk Management Plan

A. Defining a Risk

The risk and issue management plans are critical procedures for the Motorist Modernization – Phase II Program and all related projects. A risk can be defined as an uncertain event or condition that, if it occurs, has a positive or negative impact on program's objectives. Risks and issues will be managed at the project level as detailed in this plan. However, risks and issues pertinent to the overall Program will be maintained in a separate risk register and issue log in the PPM tool for program monitoring and reporting.

The Program Manager will monitor all program risks on an ongoing basis and maintain the risk register in the PPM tool which includes the following information:

Risk Details	Description
Risk ID	The auto-generated numeric ID assigned upon entry into the PPM tool.
Risk Name*	The short risk names **Note**: In the case of Program level risks, the name will be "Risk #" which may or may not match the Risk ID. The intent is to have the identifier available on printed reports.
Risk Status*	Auto-populated field noting the status of the mitigation plan: **New:** Default value. Leave until initial risk review has occurred. **Mitigation Plan Defined**: Status of all risks actively accepted or being mitigated. **Risk Became Issue:** Status of risks escalated as an issue. Record the associated Issue Number in the Resolution field. **Closed:** Status of resolved risks that were not escalated to issues.
Assigned To*	The person assigned for overall risk responsibility
Risk Description	A detailed description of the risk Risks should be documented using an "If…then…" framework to clearly capture the potential risk and impact in the statement.
Impacted Areas*	Areas the risk could impact—check all that apply—budget, equipment, management, physical, schedule, scope, staffing
Date Logged	The auto-generated date and time stamp the risk is entered into the PPM tool
Probability of Occurrence*	Ranking the potential for risk occurrence: **Low:** <10% chance of risk realization **Medium:** 10%-60% chance of realization **High:** >60% chance of risk realization

Risk Details	Description
Mitigation Approach*	The risk response: **Accept:** This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated **Avoid:** This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk. **Transfer:** This approach reflects a risk that is transferred to another entity not associated with the Motorist Modernization Program of Driver License Issuance project. **Mitigate:** This approach reflects a risk that has one to many identified actions that can be taken to reduce the probability and/or impact should the risk be realized.
Impact*	The probable impact on the Project the risk would have if realized. Some risks could have a high probability, but the impact be low and vice versa. **Low:** Variance to impacted area is anticipated to be < 10% **Medium:** Variance to impacted area between 10%-25% **High:** Variance to impacted area is anticipated to be > 25%
Mitigation Description	Detailed risk response
Anticipated Resolution Date*	The latest date in the mitigation plan's anticipated action completion. If there is no mitigation plan yet documented OR the risk is merely "accepted", record the Wednesday 2 weeks out from the current date.
Actual Resolution Date	The actual resolution date when the risk is either closed, transferred or escalated to an issue.
Resolution	A chronological history of the activities taken to manage this risk. Latest entry should be listed at top. Each entry should begin as follows: **<MM-DD-YYYY> author of update (i.e., First Initial. Last Name)**
Logged By	The person entering the risk into the PPM tool

**Fields with an asterisk are required in the PPM tool.*

Table 2 - Risk Details

B. Risk Management Strategy

Risk Identification Process

Risks for the program may be identified by any stakeholder, end user, management personnel or external source. A newly identified risk must be documented in written format (via e-mail, memo, or documented in meeting minutes) and provided to the Program Manager, who will then add the item to the risk register in the PPM tool. All risks (new and existing) are reviewed weekly and presented at the weekly status meeting for progress tracking. The Program Manager will review the risk register and discuss identified risks with the Deputy Program

Director as needed. All risks will be managed according to the Decision Escalation Matrix referenced in the *Motorist Modernization Program Management Plan*.

Risk Evaluation and Scoring

Risk probability is a measure of the likelihood that a certain risk will occur. The probability of occurrence for the risk can be defined on a level from 1-5. Risk impact is a measure of the expected degree of impact that the risk, if it occurs, will have on the program. The degree of impact for the risk can be defined on a level from 1-5. The Program Manager will calculate the risk score as the product of the risk probability score and impact score when both are multiplied. Each program risk shall be scored and included in the weekly review and presentation at the weekly status meeting for progress monitoring and tracking. Figure 8 illustrates the priority matrix once the probability and impact for each individual risk has been assessed.

Probability		
What is the probability the Precursor Condition to the Risk will happen?		
Level	Approach and Processes	
1	Not Likely	0-20% Probability of Occurrence
2	Low Likelihood	20-40% Probability of Occurrence
3	Likely	40-60% Probability of Occurrence
4	Highly Likely	60-80% Probability of Occurrence
5	Near Certainty	80-100% Probability of Occurrence

Impact			
Given the Risk realized, what would be the magnitude of the impact?			
Level	Quality/Scope	Schedule/Time	Budget/Cost
1	Minimal or no impact	Minimal or no impact	Minimal: < 5%
2	Minor	Slight delay < 1 month	Minor: > 6% - 10%
3	Moderate	Minor schedule slip (1 to 3 months)	Moderate: 11% -15%
4	Major	Major schedule slip (3 to 6 months)	Major 16% - 20%
5	Unacceptable	Unacceptable schedule delay (> 6 months)	Significant >20%

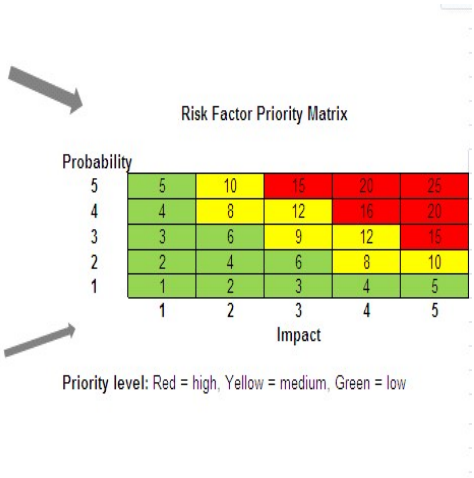

Figure 8 – Risk Scoring Matrix

For high risks, mitigation plans will be developed to eliminate the risk or the potential impacts to the program. All high-level risks will be documented and communicated to the ESC for review and evaluation.

Risk Plan Maintenance

The Program Manager meets weekly with the Program Team to discuss any new risks or issues and review ongoing risk mitigation plans. After the meeting, the Program Manager will update the risk details in the PPM tool as necessary and include in weekly reporting to OMM Leadership.

Figure 9 and Figure 10 both illustrate the Motorist Modernization – Phase II Program Risk Management Process.

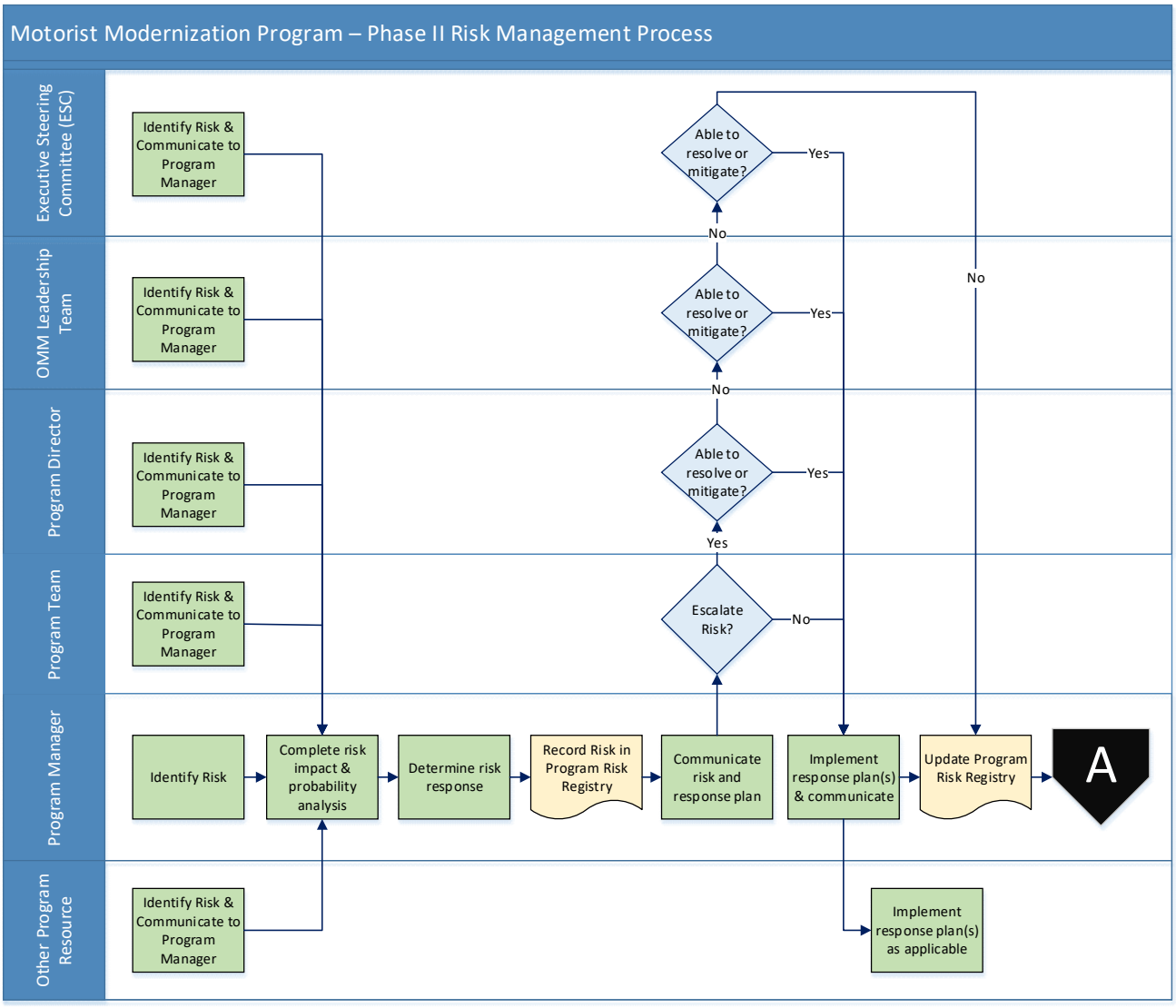

Figure 9 – Risk Management Process (1 of 2)

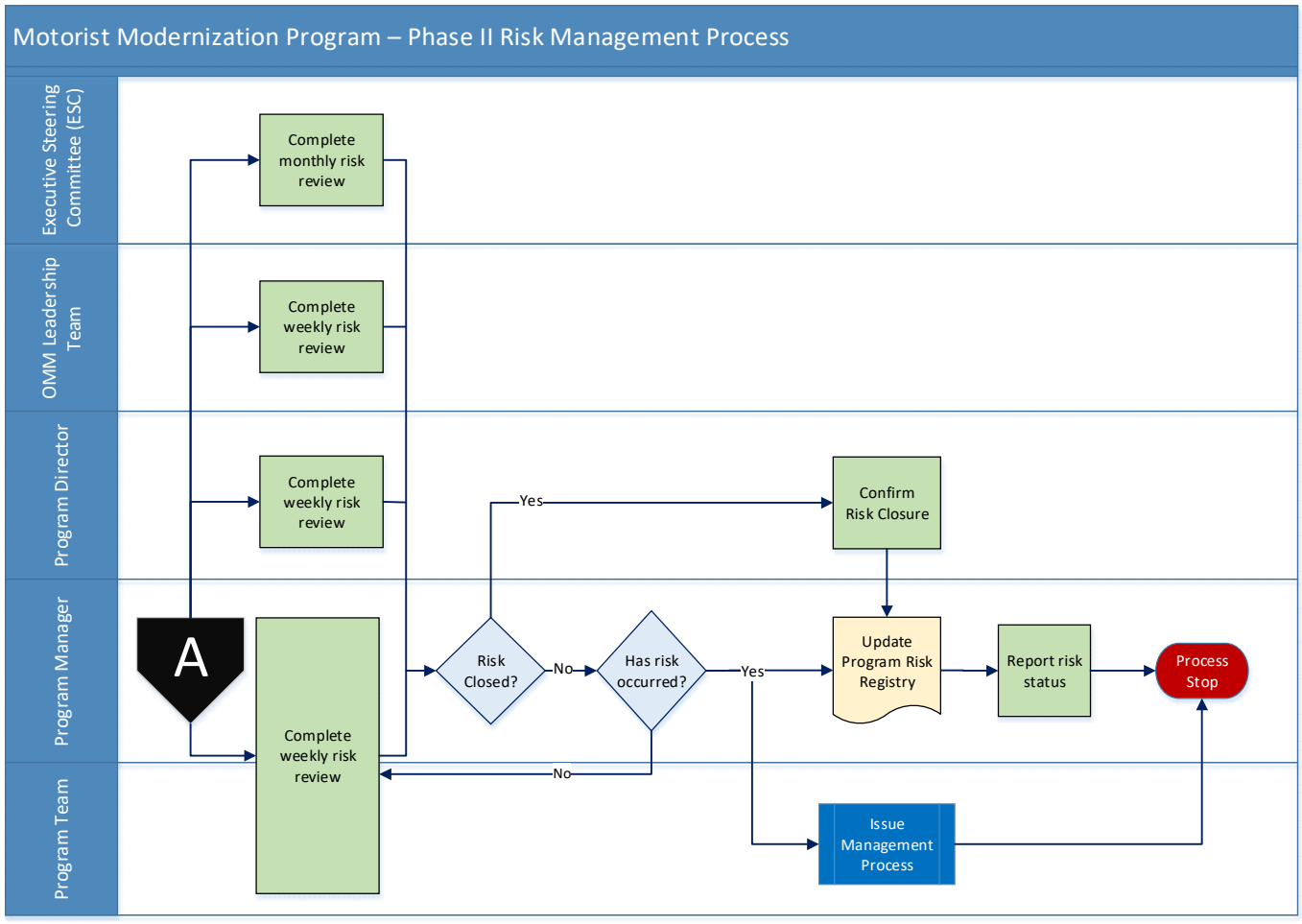

Figure 10 – Risk Management Process (2 of 2)

C. Current MM Phase II Risk Register

Risk ID	Risk Name	Risk Description	Probability of Occurrence	Impact	Status
1	Yearly budgetary funding for MM Phase II	If the Department does not receive budgetary funding for MM Phase II each year, then the Department will not be able to continue Phase II activities.	Low	High	Active
2	Effectively manage program communications	If program communications are not managed effectively for the extensive internal and external visibility, then service and functionality issues may lead to negative publicity and erode program support.	Low	High	Active
4	Competing technology initiatives	If there are other technology initiatives that compete in priority, or represent dependencies or integration points with OMM Phase II, then this may impact Phase II timeline and costs.	Medium	High	Active
5	Unidentified program expenditures	If all program expenditures have not been identified, then unanticipated program needs may increase the overall budget and impact the schedule.	Low	High	Active
6	Managing multiple Vendors	If the Department contracts with multiple vendors for Phase II Program, then IT personnel turnover can occur and the inability to retain skilled personnel could impact the program timeline.	Medium	Medium	Active
7	IT personnel turnover	If the Department incurs full time IT personnel turnover, then the inability to retain skilled personnel could impact the program schedule.	Medium	Medium	Active
8	Missed requirements	If additional requirements or missing requirements are identified, then this may elongate timelines, increase costs, or contribute to program/project failure.	High	High	Active
13	Lack of availability of key OMM resources	IF there is a lack of availability of key OMM resources, THEN the competing needs for their time could impact completion of deliverables causing a delay in the project schedule	Medium	Medium	Active
16	Teams use inconsistent processes	IF the Phase II teams do not use consistent processes for documenting requirements, THEN there may be missed requirements and inconsistent levels of detail.	Low	Low	Active

18	Legacy system changes	IF there are changes to the legacy/operational systems after the start of requirements analysis for Phase II (legislative changes, WRAPs, etc.), THEN there may be an impact to Phase II requirements.	Medium	Medium	Active
29	PO Availability	IF Product Owners or Alternate Product Owners are not available for Phase II Team meetings, THEN the Teams will not be able to meet and make decisions, causing schedule slippage.	Medium	Medium	Active
70	PO review of requirement refinement	IF POs waits until the demo to review a story and/or point out issues/requested changes to the story, THEN it could result in not signing off on the story and scope changes which could impact the schedule.	Medium	Medium	Active
71	Legacy system business rules knowledge gap	IF the business rules from legacy systems are not fully documented and understood, THEN there could be missed business rules in the new system.	Medium	Medium	Active
72	Refinement participation	IF the appropriate subject matter experts do not participate in requirement refinement sessions, THEN there could be missed business rules in the new system.	Medium	Medium	Active
76	System Changes Awareness	IF Business Units are not aware of new, revised business process changes prior to ORION training and rollout, THEN the modernized MM Phase II may not reach its full potential in efficiencies, there could be user frustration and/or an impact on customer service.	Low	Low	Active
77	Reuse of enterprise code	IF Developers don't use existing enterprise code for shared rules, THEN it could result in rework/additional work and impact the schedule.	Medium	Medium	Active
101	ECM Documents for Phase 2	IF NPS isn't able to quickly configure new documents to be added to the ECM as they are identified and refined by the Phase II Team, THEN it could impact the schedule as the team waits for implementation of the new document in the ECM.	Medium	Medium	Active
110	New Scope Impacting Schedule	IF the Phase 2 teams are given competing priorities or other scope changes, THEN it could impact the ability to complete planned milestone work and impact the Program schedule.	Medium	High	Active
119	PO Change Requests	IF Product Owners approve too many changes in scope using the new PO CR Log, THEN it could result in an impact to the schedule.	Low	Medium	Active
128	Monitor Blueprint – TFS	IF the synchronization between Blueprint and TFS is not monitored	Low	Medium	Active

	Sync	THEN it could result in inaccurate reporting on the number and status of stories.			
129	After Hours Support for IFTA/IRP Vendor	IF problems arise in the IFTA/IRP Vendor development environment after FLHSMV normal business hours, THEN the delay caused awaiting remediation could impact the Vendor's overall go live schedule.	Medium	Medium	Active
130	Screenshots for User Guides	IF screenshots for the User Guides and Policy and Procedures Manual are not incorporated into the documents in a timely manner, THEN the User Guide and Policy and Procedures Manual will not be complete and available for the Phase II Pilot or Go-Live.	Medium	Medium	Active
131	NMVTIS Data Sync Resource availability	IF developer resource split time between the NMVTIS data sync file creation and other projects THEN the NMVTIS data sync timeline will be impacted.	Medium	Medium	Active
134	SEU Motor Vehicle Knowledge & Backlog	IF SEU members lack of experience with MV business processes and large backlog impacts testing velocity THEN it could result in missed requirements and not completing MVI testing per the schedule.	High	High	Active
139	NMVTIS State Updates	IF OMM needs to add scope to complete new requirement raised by AAMVA on 07/06/2023 to handle mass state updates THEN it could impact Phase II Go-Live schedule.	High	High	Active
140	Phase II Support	IF Service Development is not able to train/bring on staff with the appropriate skillsets (.NET and Motor Vehicle) to support the Phase II rollout THEN it could force OMM resources to support post stabilization and impact the OMM Team's ability to work on new scope after the stabilization period and could impact future releases.	High	High	Active
141	Phase II Portal Fleet Developers	If an additional FTE isn't hired to replace the lone FTE on the Portal/Fleet Team soon there will not be adequate time for knowledge transfer and all application knowledge of Phase II Portal/Fleet will be held by contracting staff.	Medium	Medium	Active
142	IFTA/IPR Data Quality	IF data quality activities are not completed on the production data set before May 2024, THEN existing customer converted records may run into cross system validation errors requiring unplanned data cleansing activities impacting the customer experience in renewals/modifications at go live.	High	High	Active

143	DB Changes and Standards	IF the DBA group does not review DB changes for adherence to standards when deploying to TEST, THEN the deployment to Production could be impacted by having to redo the changes and retest the applications.	High	High	Active
145	Couchbase Upgrade	IF production update of Couchbase does NOT happen prior to Release 2 THEN if there is a dependency on upgraded Couchbase application in lower environment for Pilot code it could result in issues during the implementation and impact the schedule.	Medium	High	Active
146	Phase II Support Model	IF FLHSMV doesn't have a documented, repeatable approach to manage issues raised by end users (e.g., Tax Collectors and LPAs) during the rollout of ORION Phase II applications THEN it could result in inability to address issues thereby increasing end-user frustration and volume of support requests which overwhelm OMM support resources.	High	High	Active
147	Phase II Experience for Support	IF FLHSMV doesn't have experienced resources within the support network to manage issues raised by end users (e.g., Tax Collectors and LPAs) during the rollout of ORION Phase II applications THEN it could result in inability to address issues thereby increasing end-user frustration and volume of support requests which overwhelm OMM and Operational support resources.	High	High	Active
148	Release 2 Hands-On Training	IF LDO has to use Stage environment for Hands-on Training for the 1st and 2nd Pilot Groups THEN it will require unplanned work for LDO training developers to create training data and scenarios in both the Stage and Training environments and could impact other LDO tasks (e.g., DL new hire sessions).	High	High	Active
149	LDO Vacancies	IF LDO vacant positions are not filled THEN it could impact training development and training delivery and could impact the overall schedule.	High	High	Active
150	NMVTIS Structured Testing	IF NMVTIS Structured Testing doesn't complete by the beginning of March 2024 THEN it will impact deployment of the NMVTIS web service for EFS and FRVIS and could impact the start of the ORION Phase II Pilot.	High	High	Active

151	Competing Operational Priorities	IF ISA has competing initiatives that are prioritized higher than work supporting OMM THEN it could impact the Phase II schedule.	High	High	Active
152	Multiple Versions of Content Service	IF the old version of the Content Service isn't retired THEN support will be required for 2 versions of the content service by Operations and there could be license usage collisions if not retired timely.	High	Medium	Active
153	IFTA/IRP PM	IF a replacement for the IFTA/IRP Project Manager is not identified and onboarded prior to the PM leaving THEN there will not be adequate knowledge transfer and a possible gap in knowledge which could result in incomplete/inadequate preparations for the June 2024 IFTA/IRP Go-Live.	High	High	Active
154	NMVTIS Business Support	IF BIO doesn't understand the business rules related to NMVTIS integration with FRVIS, EFS and ORION THEN it could result in missed requirements and inaccurate business processes once the NMVTIS Web Service is used.	High	High	Active
155	FRVIS Data Model Changes	IF FRVIS Model changes are not deployed Statewide prior to 4/3, THEN OMM will not be able to deploy Release 2a on time.	High	High	Active

VII. Capacity Plan

Capacity planning is the discipline to ensure the IT infrastructure and applications are in place at the right time to provide the right services at the right price. All new applications should be architected to plan for future Motorist Systems modernization projects, developed utilizing modern, standards-based platforms, and built for maximum flexibility and expansion.

Most capacity metrics based on the existing technical architecture are not applicable to the new Service Oriented Architecture that will be used for implementing this first phase of Motorist Modernization. The field client server architecture that supports current FDLIS functionality will be eliminated. The existing server and database platforms housed in the data centers is, in most cases, over four years old and needs to be replaced. In collaboration with the state data centers, the Department has recently started an initiative to replace the aging hardware as well as leverage newer modern hardware architectures and virtualization.

It is assumed that the high-level business processes (and therefore the number of transactions) will not vary as part of this modernization phase. The new applications are being developed to work within the current network WAN architectures and available bandwidth. Where applicable, existing network usage has been calculated and considered with the design of the new system.

The new services will be developed to be hosted on the Department's current .NET application clusters. These clusters are virtualized and hosted at the NSRC. The platforms have been configured to easily scale out by adding additional servers to the clusters as needed. These clusters are being refreshed to the latest available Windows Server operating system and configured with enough capacity to support any foreseeable Department initiatives.

This first phase of motorist modernization will initially require a separate Oracle database instance for development purpose. The initial capacity requirements to support development and test will be minimal but are expected to increase as development progresses and additional services are transitioned from the legacy client server system to the new SOA architecture. The Department's Enterprise Oracle infrastructure is nearing end of life and planning is underway to replace this infrastructure and migrate systems in the near future. It is anticipated that the development environment for Motorist Modernization will be migrated to this new platform prior to go live of the new system.