Monthly Assessment Report (MAR)

September 2024

Independent Verification and Validation (IV&V) Project

Motorist Modernization Program (MMP) Phase II, Part B (MMP2B)

State of Florida Highway Safety and Motor Vehicles (FLHSMV)

18 October 2024

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Monthly Assessment Report for Motorist Modernization Program Phase II IV&V Project

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We have completed our Monthly Assessment Report for the Motorist Modernization Program Phase II, Part B (MMP2B) Independent Verification and Validation effort. The Monthly Assessment Report was prepared in accordance with the following, and our procedures were limited to those documents:

- FLHSMV-RFQ-018-23 Motorist Modernization IV&V Services dated 12 April 2023
- EY Proposal to Serve dated 03 May 2023
- HSMV Contract No. HSMV-0528-23 dated 30 June 2023
- Purchase Order No. C224C2

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

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

Sincerely,

18 October 2024

Document Control

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Issue control					
Document reference	IVV-302AO	**Project**	Motorist Modernization Program Phase II, Part B		
Issue	2.0	**Date**	18 October 2024	**Author**	Ernst & Young
Document title	Monthly Assessment Report				

Revision history			
Issue	**Date**	**Author**	**Comment**
1.0	14 October 2024	Ernst & Young	Draft for review
2.0	18 October 2024	Ernst & Young	Final

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

Approval			
Name	**Title**	**Date**	**Signature**
Judy Moats	Contract Manager, Office of Motorist Modernization	October 21, 2024	DocuSigned by: 26279936640A44C...
Kristin Green	Acting Director, Office of Motorist Modernization	October 21, 2024	Signed by: Kristin Green 2AC0E9F2810A439...

Abstract	
Background	To gain an understanding of the risks associated with the Florida Highway Safety and Motor Vehicles (FLHSMV) Motorist Modernization (MM) Program Phase II (MMP2) Project, Ernst & Young (EY) conducts independent verification and validation (IV&V) reviews to identify key challenges and associated recommendations for FLHSMV management to consider for addressing the challenges.
Results	The following challenges have been identified that could impact the MMP2 Project and its ability to successfully achieve its objectives. 1. Lack of a sufficient resource pool
Implications	The above challenges, if not corrected, will adversely affect the MMP2 Project. Implications of these challenges may result in the following: 1. Increased risk in managing resource dependencies and constraints for the MMP2 project. 2. Over-allocation leads to personnel burn-out, loss in productivity and results in additional turnover. 3. The resource pool required for achieving project objectives is no longer sufficient given hiring and retention challenges, leading to overallocation, potential for delayed timelines or deferral of scope, and a risk to quality.
Recommendations	This MAR includes recommendations for addressing the identified challenges, which will decrease the risk of the MMP2 Project not achieving planned benefits and anticipated outcomes.

Table of Contents

List of Figures

List of Tables

1 Executive summary

This report is an assessment of the strengths, risk exposure and key issues that are associated with the Florida Highway Safety and Motor Vehicles (FLHSMV or Department) Motorist Modernization Program Phase II (MMP2).

IV&V has continued to monitor progress to schedule and resource allocation/capacity metrics following the implementation of CR47 and subsequent CRs. Schedule metrics have remained steady through the month of September, outside of the percentage of late tasks which has continued to increase since July, and status reporting reflects steady progress being made across the various teams.

The department's hiring freeze is still in effect and staffing vacancies remain consistent across developers, SEU, CVDS, and LDO. IV&V was made aware in July 2024 that while the hiring freeze still applies to previous program vacancies, the agency is now able to replace new vacancies. With the ability to rehire for these vacancies, the agency continues to address the ongoing resourcing deficiency. Additionally, IV&V was informed in October 2024 that ISA has approval to hire for a selection of vacation positions as a result of a recent Join Legislative Budget Commission meeting.

During the month of September, IV&V completed its review of the Cutover and Support facet which includes activities required for determining if the approach for cutting over and supporting the new system once it is implemented is adequate as well as the project team's ability to execute and follow the prescribed cutover and support procedures. IV&V was invited to attend new Statewide Rollout planning meetings and Knowledge Transfer meetings with members from HSMV, LDO, ISA, and Accenture. IV&V reviewed artifacts and deliverables from Motorist Modernization Phase II and interviewed key stakeholders from HSMV, LDO, ISA and Accenture for the review. In conclusion, IV&V did not discover or open any deficiencies related to Cutover and Support. However, through the interviews, new observations were added to IV&V's open risk on Human Resource Management, which can be reviewed in Section 4.1.

IV&V is retaining the heightened risk state related to HR Management, as well as the overall risk state of the Program, as Red (critical issues). We will continue to monitor the progress of the Program over the next few months for the ability to adhere to the re-baselined schedule.

The following table lists the key indicators for the MMP2 for the monthly reporting period.

Table 1. Key indicators

Indicator	Value	Comment
Is the project approach sound?	Steady	▸ The Overall risk state is Red (critical issues). ▸ IV&V has one (1) open deficiency for the project.
Is the project on time?	No	▸ The project is trending late: 8.4 days behind schedule. Delays noted from planned versus actual resource capacity analysis. ▸ HSMV and IV&V will continue to monitor the trends of the project schedule for impacts of resource constraints on the forecasted days late.
Is the project on budget?	Yes	▸ The project is tracking to budget.

Table 1. Key indicators		
Indicator	**Value**	**Comment**
Is scope being managed so there is no scope creep?	Yes	▸ Project scope is managed; Change Requests are reviewed and approved through the established change management process. ▸ IV&V reviews the change management process.
What are the project's future risks?	Steady	▸ Continued challenges with development staff retention; existing staffing methods as defined not sufficient to support the project. ▸ IV&V will continue to conduct analysis on the program schedule.
Are the project's risks increasing or decreasing?	Steady	▸ While the schedule has been adjusted to be more in line with the capacity of available resources, we will continue to monitor the progress of the Program over the next few months for the ability to adhere to the re-baselined schedule.

The following figure shows the overall risk ratings assigned to each area within the program governance, project management and technical solution dimensions. It also shows the risk state trending for each area (positive or negative).

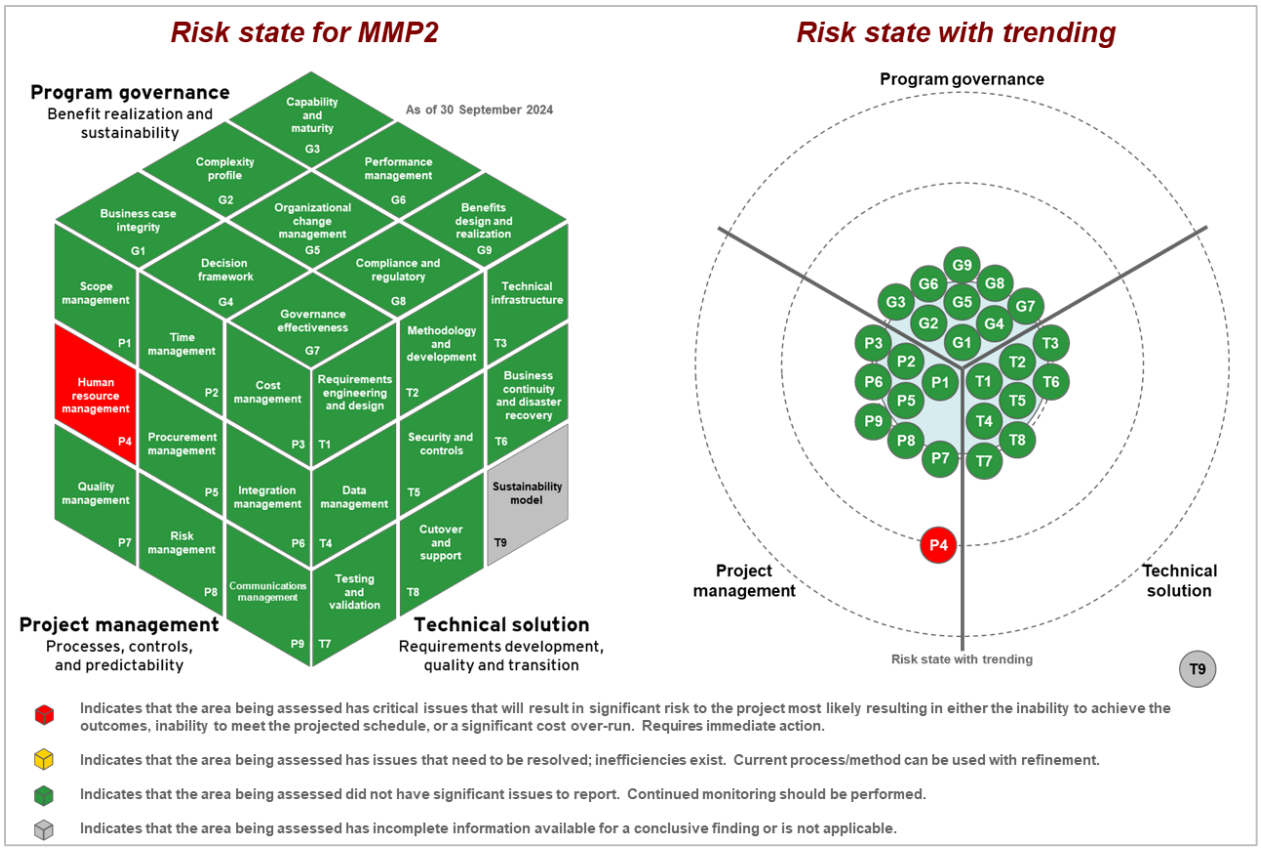

Figure 1. Overall risk state and trending

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

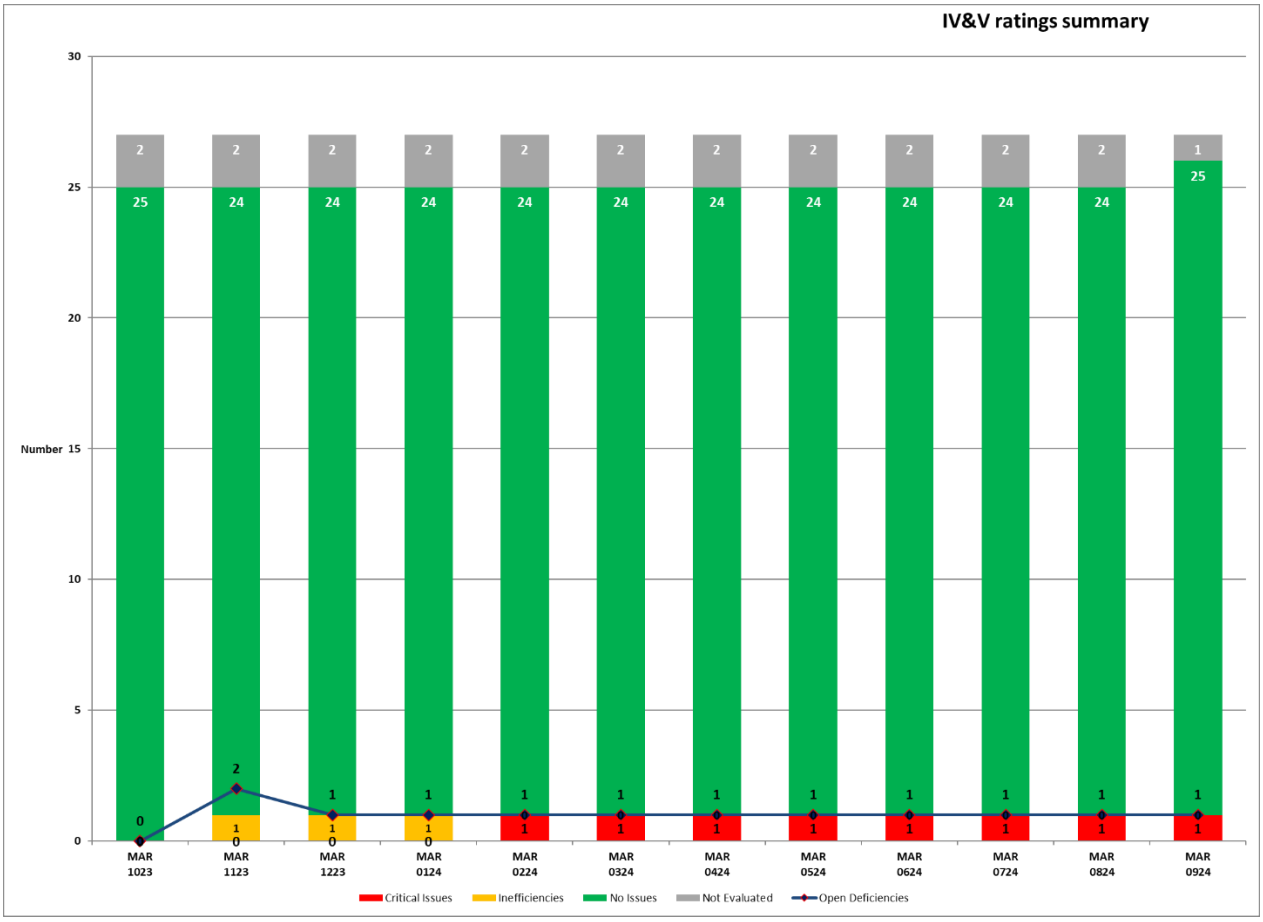

Figure 2. Summary of IV&V cube facet ratings and open deficiencies

Key items displayed in the above figure are as follows:

- There is one (1) open deficiency: P4D1 – Lack of a sufficient resource pool.

1.1 Overall status and changes

The following table identifies the overall status and changes since the submission of the previous report.

Table 2. Overall status and summary of changes

Item	Description
IV&V risk state	▸ The overall IV&V risk state for the project is Red (critical issues). ▸ There is one (1) previous open IV&V deficiency. P4D1 – Lack of a sufficient resource pool. ▸ One (1) additional facet(s) evaluated: ▸ T8 - Cutover and Support ▸ There are no new deficiencies identified since the last report. ▸ Data contained in this MAR is as of 30 September 2024.
Schedule performance	▸ The MMP2 Project is within established schedule performance thresholds. ▸ The schedule performance index (SPI) is 0.998 and the four-week moving average is steady. ▸ 12 of 2,312 total tasks (0.52%) contained in the project schedule are late and the four-week moving average is decreasing. ▸ 7 of 259 total tasks (2.70%) for the current period are late. ▸ Schedule variance (SV) is currently -250.8 hours and the four-week moving average is steady. ▸ To complete schedule performance index (TSPI) is 1.014 and the four-week moving average is steady.
Cost performance	▸ The MMP2 Project is within established cost performance thresholds. ▸ The cost performance index (CPI) is 1.000 and the four-week moving average is steady. ▸ Cost variance (CV) is currently 47.5 hours and the four-week moving average is steady. ▸ The Program is currently on budget based on provided budget and spending information.
Milestone status	▸ The MMP2 Project is behind schedule. ▸ The Project completion date is forecast to be 30 June 2026, 8.4 days late. ▸ The finish variance (FV) is 0.0 days. ▸ The four-week moving average is steady.
Deficiencies addressed	▸ No deficiencies addressed since the last report. ▸ Refer to Section 4, Deficiencies, recommendations, and responses.
New deficiencies	▸ No new deficiencies identified since the last report. ▸ Refer to Section 3, Findings and recommendations.

Table 2. Overall status and summary of changes	
Item	**Description**
Process improvement recommendations addressed	▸ No process improvement recommendations addressed since the last report. ▸ Refer to Section 4, Deficiencies, recommendations, and responses.
New process improvement recommendations	▸ No new process improvement recommendations identified since the last report. ▸ Refer to Section 3, Findings and recommendations.
Risk ratings	▸ No new risk rating changes since the last report. ▸ Refer to Section 4, Deficiencies, recommendations, and responses.
Maturity ratings	▸ One (1) maturity rating change(s) since the last report; T8 – Cutover and Support. ▸ Refer to Appendix E, Maturity assessment results.
Interviews	▸ Three (3) interview(s) conducted since the last report. ▸ Refer to Appendix G, Interviews and artifacts.
Artifacts	▸ Numerous artifacts received. ▸ Refer to Appendix G, Interviews and artifacts.

1.2 Overall strengths

The following is a list of the strengths identified for the MMP2 Project:

- The MMP2 Project is using established State procedures including the development of a Schedule IV-B Feasibility Study to initiate and manage the project.
- Program leadership has fostered an open environment where team members feel comfortable to share risks and issues.
- Executive and program leadership is involved in weekly status meeting and is making the project a priority.
- Project team is committed to the success of the Project and has dedicated extra hours to meet project schedule commitments.
- Interviews indicated that team members feel like they are part of “one team,” regardless of whether they are FLHSMV or a vendor/contractor personnel.
- The team is using the Blueprint tool to collect, manage and trace requirements. Blueprint procedures have been developed and communicated to the team to drive consistency.
- Lessons learned from Phase I are being applied to Phase II, particularly in the areas of requirements development and communications.
- External stakeholders, such as Tax Collectors, are engaged and involved in the requirements and testing processes.
- The MMP2 team exercises flexibility in the hybrid working environment so that minimal disruption occurs.
- HSMV has engaged tax collector offices across the state to engage in User Acceptance Testing (UAT) to address resource challenges at the Department.

1.3 Key deficiencies and implications

The following table provides a summary of the key deficiencies impacting the MMP2 Project such that it has an increased risk of not achieving the planned benefits and anticipated outcomes. It also identifies the implications associated with each deficiency. A complete list of recommendations associated with each identified deficiency and actions taken by the Department is contained in Section 4, Deficiencies, recommendations, and responses.

Table 1. Key deficiencies and implications
Implications
P4D1 – Lack of a sufficient resource pool
▸ Increased risk in managing resource dependencies and constraints for the MMP2 project. ▸ Overallocation leads to personnel burn-out, loss in productivity and results in additional turnover. ▸ The resource pool required for achieving project objectives is no longer sufficient given hiring and retention challenges, leading to overallocation, potential for delayed timelines or deferral of scope, and a risk to quality.

1.4 Key deficiency recommendation status

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

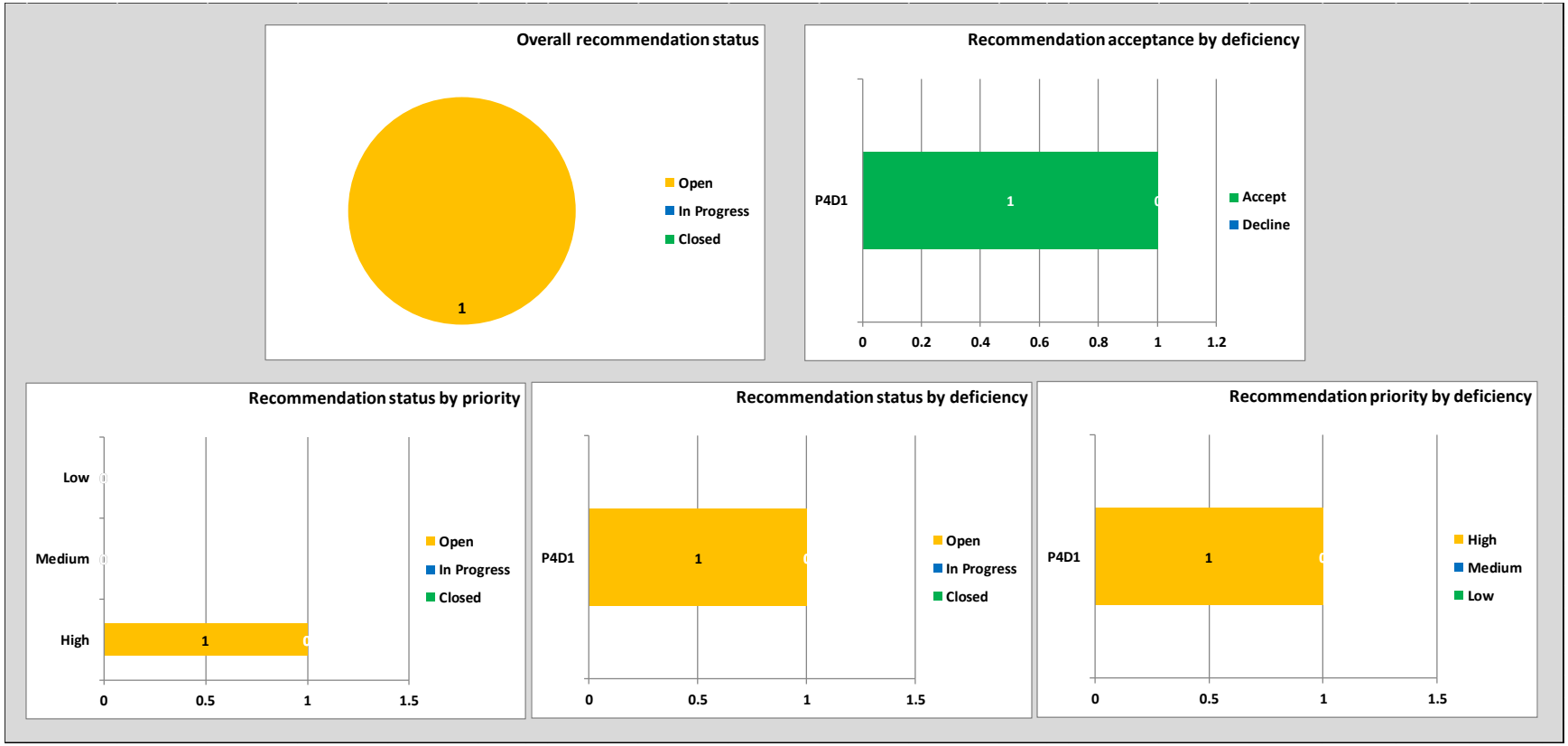

Figure 3. Status of deficiency recommendations

2 Introduction

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

2.1 Purpose

The purpose of this MAR is to provide the Department with a summary of findings regarding the MMP2 Project based on the analysis of project artifacts and the performance of monitoring activities. The monthly assessment includes an assessment of the project status, identifying strengths, deficiencies, and recommendations for correcting the deficiencies.

2.2 References

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

- FLHSMV-RFQ-018-23 Motorist Modernization IV&V Services dated 12 April 2023
- EY Proposal to Serve dated 03 May 2023
- HSMV Contract No. HSMV-0528-23 dated 30 June 2023
- Purchase Order: C224C2

2.3 Document organization

The IV&V MAR is organized as follows:

- **Executive summary** – Describes the major project characteristics, risks, findings, and the actions taken for addressing deficiencies.
- **Introduction** – A brief overview of the MMP2 Project and this MAR.
- **Findings and recommendations** – Contain findings, deficiencies, and associated suggestions including alternative approaches or solutions for correcting all identified project deficiencies. Also includes any process improvement recommendations.
- **Deficiencies, recommendations, and responses** – Used to track closed and open deficiencies along with the associated recommendations for each deficiency and responses from both the Department and IV&V Team.
- **Acronyms and abbreviations** – List of acronyms and abbreviations, along with their full description, used throughout this document.
- **IV&V assessment** – Contains the results of analyses conducted for additional areas of the IV&V framework because of ongoing monitoring activities.
- **Project milestones** – Contains the project milestones and associated forecasts based on Earned Schedule (ES) computations.
- **Project budget** – Contains several charts that show budget and actual amounts for each month of the project.
- **Maturity assessment results** – Contains the results of conducting a maturity assessment of the MMP2 Project.
- **Project schedule analysis results** – Contains the results of conducting an analysis of all project schedules provided in support of the assessment.
- **Interviewees and artifacts** – Contain the lists of personnel interviewed, and artifacts used as part of the assessment.
- **Meeting minutes and status reports** – Contains a summary of the meetings conducted and status reports submitted during the monthly reporting period.

3 Findings and recommendations

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

3.1 New deficiencies

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

Table 2. Summary of findings, implications, deficiencies, and recommendations		
Areas and implications	**Key findings**	**Recommendations**
No new deficiencies identified since the last report.		
▸	▸	▸

3.2 New process improvement recommendations

The following table identifies specific process improvement recommendations because of ongoing IV&V reviews.

Table 3. Process improvement recommendations			
No.	**Item and risks**	**Background**	**Recommendation**
No new process improvement recommendations identified since the last report			
	▸	▸	▸

4 Deficiencies, recommendations, and responses

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

4.1 Open deficiencies

The following tables provide information on each of the open deficiencies.

Table 4. Summary of open deficiencies, recommendations, and responses

Areas and Implications	Recommendation	Comments
P4D1 – Lack of a sufficient resource pool		

▸ Areas:
  ▸ P4 – Human Resource Management
▸ Implications:
  ▸ Increased risk in managing resource dependencies and constraints for the MMP2 project
  ▸ Over-allocation leads to personnel burn-out, loss in productivity, and results in additional turnover.
  ▸ The resource pool required for achieving project objectives is no longer sufficient given hiring and retention challenges, leading to overallocation, potential for delayed timelines or deferral of scope, and a risk to quality.
	▸ Update the Resource Management Plan within the PgMP to allow for alternative staffing methods outside preferred reliance on internal HSMV resources.
	▸ Consider having a tiered resourcing approach that allows for flexibility in hiring based on availability of the resources within each tier. For example:
	  a. Tier 1: Internal agency hires
	  b. Tier 2: Managed Services / Talent Organization with multi-position contracts
	  c. Tier 3: Individual Staff Augmentation contracts
	▸ Conduct a thorough evaluation of current resource capacity and remaining work. Based on the evaluation, consider the following options to address capacity issues:
	  a. Elongate implementation timeline to address resource constraints.
	  b. Identify areas for scope reduction and leverage the change management process to formalize and baseline the new scope.
		▸ IV&V (MAR – November 2023):
		  ▸ Deficiency opened.
		▸ IV&V (MAR – December 2023):
		  ▸ IV&V continues to monitor resource levels and allocations.
		▸ FLHSMV (MAR – December 2023):
		  ▸ An update to the MM Phase II PgMP's Resource Management Plan has been drafted for review as part of the document's next update. OMM Program Manager will forward the DRAFT updates for IVV review and feedback prior to routing for department approval.
		  ▸ FLHSMV currently utilizes a tiered approach for resourcing. Here is the current status for each hiring tier:
		  ▸ Tier 1: Internal agency hires – Outside of FHP, FLHSMV significantly curtailed hiring starting in April of 2023 due to ongoing budget shortfalls. This has caused the vacancy rate in ISA to materially increase over time. FLHSMV

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**
	c. Identify areas for scope deferral to future phases.	Executive Leadership has been working diligently with the Governor's Office of Policy and Budget and with appropriations staff in the House and Senate in an attempt to obtain a resolution to the Department's budget issues during the current legislative session. To address the 1 OMM FTE Planning Analyst vacancy, FLHSMV has been authorized to recruit and hire this position as of Dec 2023. To address the 5 OMM FTE developer vacancies, FLHSMV has been authorized to recruit and hire 5 Application System Programmers (ASP) Level III (Senior Level) as of Dec 2023. To address the 12 FTE tester vacancies, the Bureau of Issuance Oversight has been authorized to recruit and hire 3 testing resources. ▸ Tier 2: Managed Services / Talent Organization with multi-position contracts - the Agency has submitted a FY24-25 LBR for a comprehensive Staff Augmentation Contract to address resource needs across the information technology division. ▸ Tier 3: Individual Staff Augmentation Contracts - The program team leverages individual staff augmentation contracts (as per LBR). All identified positions are currently filled. Additional funding for individual staff augmentation contracts has not been requested in the FY24-25 Phase II LBR. ▸ IV&V (MAR – January 2024)

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**
		▸ FLHSMV staffing methods as defined in the Resource Management Plan have been updated to address the recommendations related to program documentation. ▸ Planned/actual resource capacity continues to be closely monitored. ▸ The deficiency will remain open given that the open development and testing positions persist, increasing the inherent risk of the program. ▸ IV&V (MAR – February 2024) ▸ The deficiency will remain open given that the open development and testing positions persist, increasing the inherent risk of the program. An additional recommendation is included to provide suggestions to address continued resource constraints. ▸ FLHSMV (MAR – February 2024): ▸ The program's Resource Management Plan was updated and approved in January 2024. ▸ FLHSMV Executive Leadership worked diligently with the Governor's Office of Policy and Budget and with appropriations staff in the House and Senate in an attempt to obtain a resolution to the Department's budget and staffing issues during the most recent legislative session; however, no resolution was achieved. The agency is not authorized to recruit or hire staff until 1 July 2024. Efforts will be ongoing to assess and mitigate impacts to the Phase II implementation timeline. ▸ The Legislative Budget Request submitted for FY24-25 for a Comprehensive Staff Augmentation

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**

		Contract was not picked up by committees in the House or Senate.
		▸ IV&V (MAR – March 2024):
		  ▸ Options to address capacity issues are being discussed amongst the Program team. These options are being vetted and escalated through the established Governance process; however, resolution has not yet been reached. IV&V will continue to monitor progress over the next reporting period.
		▸ IV&V (MAR – April 2024):
		  ▸ The ESC approved CR47, which shifted the overall program dates out based on the alignment of current resources to prioritized requirements remaining for the Phase II Program. IV&V will continue to monitor the progress of the Program over the next few months for the ability to adhere to the re-baselined schedule
		▸ IV&V (MAR – May 2024):
		  ▸ IV&V continued to monitor the progress of the Program against the re-baselined schedule. While the Program continues to struggle with resourcing, IV&V has observed that the Program demonstrated the ability to adhere to the re-baselined schedule.
		▸ FLHSMV (MAR – May 2024):
		  ▸ In April 2024, the FLHSMV Executive Steering Committee approved Change Request #47. This change request updated the Phase II Integrated Master Schedule to account for changes in program scope (both additions and removal),

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**
		addresses impacts resulting from ongoing staffing challenges and delays with the National Motor Vehicle Title Information System (NMVTIS) structured testing conducted with the American Association of Motor Vehicle Administrators (AAMVA). Change Request #47 extends the Motor Vehicle Issuance Pilot (Release 2) to April 2025 (4 months), extends the ORION Statewide Implementation (Release 4) to November 2025 (5 months) and extends remaining releases 5 & 6 to late 2025 / early 2026. ▸ There are ongoing discussions with Executive Leadership to determine solutions for reigning the timeline back in and/or additional funding requests needed to support remaining activities in FY 2025-26. ▸ IV&V (MAR – June 2024): ▸ IV&V continued to monitor the progress of the Program against the re-baselined schedule. While the Program continues to struggle with resourcing, IV&V has observed that the Program continues to demonstrate the ability to adhere to the re-baselined schedule. ▸ FLHSMV (MAR – June 2024): ▸ Discussions continue with Executive Leadership to determine solutions for reigning the timeline back in and/or additional funding requests needed to support remaining activities in FY 2025-26. The agency has received permission to advertise and hire for positions vacated due to resignation or retirement since the end of May. This change should provide some stability with our resource

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**
		capacity while we await further guidance. OMM advertised to replace a recently retired ASP III developer and a replacement developer was selected and a hiring packet sent to HR. ▸ IV&V (MAR – July 2024): ▸ IV&V continued to monitor the progress of the Program against the re-baselined schedule. With permission to hire for positions vacated by resignation or retirement, the agency continues to address the ongoing resourcing deficiency. ▸ FLHSMV (MAR – July 2024): ▸ Discussions continue with Executive Leadership regarding the Phase II timeline and additional funding requests needed to support remaining activities in FY 2025-26. At this time, there are no additional funding requests planned to support remaining Phase II activities. The agency is still able to advertise/hire one for one as positions are vacated. OMM completed the hiring process to replace an ASP III developer who is scheduled to start on 8/15/2024. This will reduce the FTE developer vacancy count to 5. The Business Analyst vacancy count remains at 2, while the Tester vacancy count is currently 11. ▸ IV&V (MAR – August 2024): ▸ IV&V continued to monitor the progress of the Program against the re-baselined schedule. The agency continues to address the ongoing resourcing deficiency. ▸ IV&V (MAR – September 2024):

Table 4. Summary of open deficiencies, recommendations, and responses		
Areas and Implications	**Recommendation**	**Comments**
		▸ IV&V continued to monitor the progress of the Program against the re-baselined schedule. The agency continues to address the ongoing resourcing deficiency. IV&V completed its review of the Cutover and Support facet in the month of September. While IV&V did not discover or open any deficiencies related to Cutover and Support, interviews with stakeholders from ISA and LDO described a common issue: There are fewer personnel with knowledge in the Motor Vehicles domain than there are in the Drivers License domain. ▸ LDO: A key training resource with extensive knowledge in MV left the agency recently. The agency recognizes that a replacement is needed and has prioritized hiring for it. The resource did cross train other trainers prior to their departure, but the other trainers have less experience in MV. ▸ ISA: Developers are currently trained to work on the DLI team or the FRVIS/MVI team. ISA is planning to establish a cutoff date for new hires in which they will be trained on both. ▸ IV&V was informed that ISA has approval to hire for a selection of vacant positions as a result of a recent Joint Legislative Budget Commission meeting.

4.2 Closed deficiencies

The following table lists the deficiencies that have been closed.

Table 5. Summary of closed deficiencies, recommendations, and responses

No.	Deficiency	Reference
P2D1	▸ Incomplete program governance	▸ Refer to the September 2018 MAR for detailed information
P2D2	▸ Incomplete program management discipline	▸ Refer to the May 2018 MAR for detailed information
P2D3	▸ Lack of an integrated WBS	▸ Refer to the January 2021 MAR for detailed information
P2D4	▸ Lack of an IMS	▸ Refer to the January 2021 MAR for detailed information
P2D5	▸ Lack of an integrated resource pool	▸ Refer to the February 2022 MAR for detailed information
P2D6	▸ Lack of an integrated performance management system	▸ Refer to the December 2020 MAR for detailed information
P4D2	▸ Insufficient reporting of resource constraints	▸ This item was closed during the December 2023 MAR reporting period.

4.3 Open process improvement recommendations

The following tables provide information on each of the open process improvement recommendations.

Table 6. Summary of open process improvement recommendations	
Progress update / resolution	**Status**
There are no open process improvement recommendations	
▸	

4.4 Closed process improvement recommendations

The following tables provide information on each of the open process improvement recommendations.

Table 7. Summary of closed process improvement recommendations		
No.	**Recommendation**	**Reference**
P2I1	▸ The program team should perform a level of effort analysis on the remaining UNIFACE tasks and update the MMP2 Project Schedule to provide an accurate reflection of the remaining work, allocated resources, and adjusted timeline.	▸ Refer to the December 2019 MAR for detailed information
P2I2	▸ Provide role-specific training to individuals assigned to a team	▸ Refer to the November 2020 MAR for detailed information
P2I3	▸ Fully define each role and associated responsibilities within a team. ▸ Enforce the defined team structure and hold team members accountable to perform their assigned duties.	▸ Refer to the March 2020 MAR for detailed information
P2I4	▸ Complete reverse engineering prior to grooming user stories.	▸ Refer to the March 2020 MAR for detailed information

Appendix A. Acronyms and abbreviations

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

Table 8. Acronyms and abbreviations

Acronym / Abbreviation	Meaning
AC	Actual Cost
ASAP	As Soon as Possible
BA	Business Analyst
BAC	Budget at Completion
BC	Business Continuity
BIA	Business Impact Analysis
BIO	Bureau of Issuance Oversight
COVID	Corona Virus Disease
COTS	Commercial Off-the-Shelf
CPI	Cost Performance Index
CR	Critical Ratio
CSP	Credential Service Provider
CV	Cost Variance
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DMS	Department of Managed Services
DR	Disaster Recovery
DST	Division of State Technology
EAC	Estimate at Completion
ECM	Enterprise Content Management
ES	Earned Schedule
ESC	Executive Steering Committee
ETC	Estimate to Complete

Table 8. Acronyms and abbreviations	
Acronym / Abbreviation	**Meaning**
EV	Earned Value
EVM	Earned Value Management
EY	Ernst & Young
F.A.C.	Florida Administrative Code
FLHSMV	Florida Highway Safety and Motor Vehicles
FV	Finish Variance
HR	Human Resource
IFTA	International Fuel Tax Agreement
IMS	Integrated Master Schedule
IRP	International Registration Plan
ISA	Information Systems Administration
ISM	Information Security Manager
IT	Information Technology
ITAC	IT Application Controls
ITGC	IT General Controls
IV&V	Independent Verification and Validation
LCL	Lower Control Limit
LOE	Level of Effort
MAR	Monthly Assessment Report
mDL	Mobile Driver’s License
MM	Motorist Modernization
MMP2	Motorist Modernization Program Phase II
MTM	Microsoft Test Manager
MV	Motor Vehicle
NA	Not Applicable
OCO	Operating Capital Outlay
OCM	Organizational Change Management

Table 8. Acronyms and abbreviations	
Acronym / Abbreviation	**Meaning**
OMM	Office of Motorist Modernization
ORION	On-line Registration and Identity Operating Network
PMB	Performance Measurement Baseline
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Plan
PO	Product Owner
PV	Planned Value
QA	Quality Assurance
RFQ	Request for Quotation
RTM	Requirements Traceability Matrix
SEU	Systems Evaluation Unit
SOC	System and Organization Controls
SPI	Schedule Performance Index
SV	Schedule Variance
T&R	Title and Registration
TFS	Team Foundation Server
TSPI	To Complete Schedule Performance Index
UAT	User Acceptance Testing
UCL	Upper Control Limit
WBS	Work Breakdown Structure

Appendix B. IV&V assessment

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

Table 9. IV&V assessment areas

Program governance	Project management	Technical solution
▸ G1 – Business case integrity ▸ G2 – Complexity profile ▸ G3 – Capability and maturity ▸ G4 – Decision framework ▸ G5 – Organizational change management (OCM) ▸ G6 – Performance management ▸ G7 – Governance effectiveness ▸ G8 – Compliance and regulatory ▸ G9 – Benefits design and realization	▸ P1 – Scope management ▸ P2 – Time management ▸ P3 – Cost management ▸ P4 – Human resource (HR) management ▸ P5 – Procurement management ▸ P6 – Integration management ▸ P7 – Quality management ▸ P8 – Risk management ▸ P9 – Communications management	▸ T1 – Requirements engineering and design ▸ T2 – Methodology and development ▸ T3 – Technical infrastructure ▸ T4 – Data management ▸ T5 – Security and controls ▸ T6 – Business continuity (BC) and disaster recovery (DR) ▸ T7 – Testing and validation ▸ T8 – Cutover and support ▸ T9 – Sustainability model

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

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

The following areas were evaluated since the last report:

- T8 – Cutover and Support

B.1.1 T8 – Cutover and support

The cutover and support facet includes the activities required for determining if the approach for cutting over and supporting the new system once it is implemented is adequate. It also includes a review of the project team's ability to execute and follow the prescribed cutover and support procedures.

Lack of an appropriate cutover and support process increases the risk the new system will not support the needs of the business. This could result in the user community not adopting and using the new system, implementation of non-standard and unsupported systems and workarounds, ineffective business processes, less than favorable customer experiences, user attrition, and an overall reduction in benefits realization.

The following table identifies the expectations, findings, and observations and recommendations as a result of the analysis.

Table 10. T8 – Cutover and support		Green
Expectations	**Findings and observations**	**Gaps and recommendations**
Methodology and approach		

▸ The cutover and support methodology is clearly defined, agreed upon, and established for all project phases.
▸ Rigor for adhering to the established cutover and support methodology is enforced across all teams.
▸ The project team is experienced in executing the cutover and support methodology.
▸ An organizational structure and support strategy has been established to manage the new system implementation.
▸ A maintenance strategy is developed to manage modification, migration, and retirement of legacy products.
▸ A contingency plan has been established prior to system go-live and input from both functional and technical teams are incorporated as necessary.
	▸ A cutover and support methodology has been clearly defined, agreed upon, and established for the MM Project.
	▸ The Phase II Statewide Implementation Plan outlines the approach for implementation and cutover for the scheduled deployments for the ORION system.
	▸ The Phase II Statewide Implementation Plan defines the key stakeholder groups impacted by each release, such as the FLHSMV Internal offices, the Tax Collector offices, and the License Plate Agency and Dealer Services offices.
	▸ The Plan contains the following:
	  ▸ Business objectives & scope
	  ▸ Implementation Approach
	  ▸ Assumptions and Constraints
	  ▸ Organizational Change Readiness
	  ▸ ORION Technical Environment
	  ▸ Testing
	  ▸ Admin / Security Setup
		▸ None

Table 10. T8 – Cutover and support		Green
Expectations	**Findings and observations**	**Gaps and recommendations**
	▸ Pre-Implementation Activities / Tasks ▸ Implementation Activities / Tasks ▸ Post Implementation Activities / Tasks ▸ Rollback and Recovery Strategy ▸ OMM Implementation meetings are conducted to review Implementation Checklists and discuss deployment readiness. These meetings discuss implementation areas and upcoming tasks, changes needed (such as data model changes), testing needs, risks and issues, and operations support. ▸ FLHSMV is building a Knowledge Transfer Plan to outline key activities related to turning over the system to operations, including conducting planning meetings and workshops.	
Templates and tools		
▸ Cutover and support methodology contains appropriate templates which are reviewed, approved, and communicated to team members. ▸ Cutover and support methodology contains appropriate tools including reporting and analytical tools, portals and repositories, which are reviewed, approved, and communicated to team members.	▸ The Statewide Implementation Plan contains checklists and tracking templates such as meetings, dependencies, and implementation schedules. ▸ Meeting minutes are tracked for the deployment meetings and the checklists are reviewed at each implementation meeting.	▸ None
Work products		
▸ A deployment plan is established and activities are logically grouped into appropriate phases	▸ The Statewide Implementation Plan contains checklists and tracking templates such as	▸ None

Table 10. T8 – Cutover and support		Green
Expectations	**Findings and observations**	**Gaps and recommendations**
▸ Implementation milestones are coordinated and timed, and dependencies are identified. ▸ A cutover plan has been established to foster the successful execution of each cutover task, which includes associated timelines and resources. ▸ The cutover schedule captures an adequate level of detail and is separate from data conversion and reconciliation activities.	meetings, dependencies, and implementation schedules. ▸ Implementation milestones are tracked in the MM Phase II MASTER Program Schedule in appropriate detail for Pilot and the Releases, including decision points, approvals, rollout, enterprise testing, and technical readiness.	
Communication and coordination		
▸ The team is made familiar with the cutover and support methodology at the beginning of the project by project team management. ▸ Clarification around the cutover and support methodology is communicated to the team when necessary. ▸ Cutover and support roles and responsibilities are defined and communicated to the team.	▸ The project team has a demonstrated track record of utilizing and adhering to the cutover and support methodology. ▸ Implementation meetings are conducted on a regular basis to coordinate activities across key groups required for statewide rollout. ▸ Implementation activities are outlined in weekly internal status reports, as well as Legislative status reports for external stakeholders. ▸ Additionally, the MM Program has a Communications teams that is responsible for understanding communication needs across stakeholder groups, and then drafting and disseminating necessary information to these groups.	▸ None
Execute, monitor and control		
▸ The project cutover and support readiness methodology defined for the project. ▸ Gaps in skill sets and potential resource shortages are identified and appropriately mitigated.	▸ The project team has a demonstrated track record of utilizing and adhering to the cutover and support methodology.	▸ A deficiency remains open in the Human Resource Management facet to address the continued challenges with hiring and retaining resources for the MM Program and Operations.

Table 10. T8 – Cutover and support		Green
Expectations	**Findings and observations**	**Gaps and recommendations**
	▸ Through Knowledge Transfer Planning meetings, FLHSMV is identifying skills gaps in operations by understanding how required skillsets will change from the current state system to the new ORION system. ▸ Vacancies in ISA, LDO, and SEU continue to pose risks to the successful implementation of the MM Program. These risks and issues are being tracked in the weekly status reports and Legislative status reports.	

Appendix C. Project milestones

This section contains the project milestones and associated forecasts based on ES computations.

C.1 Major project milestones

The following is a list of the major project milestones including their planned, forecast, and actual completion dates, as well as the number of days late or early. The forecast completion dates only include work effort loaded into the Phase II Master Schedule managed by Accenture. They do not include work effort loaded into the OCM, Florida Smart ID, IFTA/IRP, and ECM schedules.

Table 11. Major project milestones

WBS	Title	Completion date			Days late / (early)
		Baseline	Forecast	Actual	
0	Motorist Modernization Phase II Project Plan	06/22/26	06/30/26		8.4
3	Execution and Monitoring & Control	06/03/26	06/11/26		8.4
3.2	Project Monitoring and Controlling	04/02/26	04/10/26		8.2
3.5	Design, Development and Implementation	06/03/26	06/11/26		8.4
3.5.16	Development	04/24/25	05/01/25		7.3
3.5.17	Release 1 - ORION Common/MVI Inquiry	12/11/23	Finished Late	12/29/23	18.0
3.5.18	Release 2 - ORION Pilot	04/10/25	04/17/25		7.2
3.5.19	Release 4 - ORION Statewide	01/05/26	01/13/26		8.0
3.5.20	Release 3 - IFTA/IRP/Audit Project	07/01/24	Finished Late	7/26/24	25.0
3.5.21	Release 5 - Portal/Fleet	10/21/25	10/28/25		7.8
3.5.22	Release 6 - Batch, Back Office, Remaining functionality	06/03/26	06/11/26		8.4
3.6	Execution and Monitoring & Control Phase Complete	06/03/26	06/11/26		8.4
4	Project Closeout	06/22/26	06/30/26		8.4
5	Project Complete	06/22/26	06/30/26		8.4

Notes:

1. Legend:
   a. Green: On Schedule / Complete
   b. Amber: Behind Schedule
   c. Red: Past Due / Finished Late
   d. Blue: Ahead of Schedule
2. Baseline – Scheduled completion date based on the latest schedule baseline
3. Forecast – Based on ES calculations and the current SPI
4. Actual – The actual completion date
5. Days late/early – Difference between planned and forecast or actual completion dates
6. Unable to forecast past due completion dates

C.2 Release milestones

The following is a list of the release milestones including their planned, forecast, and actual completion dates, as well as the number of days late or early.

Table 12. Release milestones

WBS	Milestone	Completion date			Days late / (early)
		Baseline	Forecast	Actual	
3.5.15.5.2	Milestone A	04/30/20	Complete	01/22/20	(99.0)
3.5.15.5.3	Milestone B	04/29/20	Complete	11/06/20	191.0
3.5.15.5.4	Milestone C	07/16/20	Complete	12/24/21	526.0
3.5.15.5.5	Milestone D	10/22/20	Complete	10/22/20	0.0
3.5.15.5.6	Milestone E	01/21/21	Complete	01/21/21	0.0
3.5.15.5.7	Milestone F	05/06/21	Complete	05/06/21	0.0
3.5.15.5.8	Milestone G	08/12/21	Complete	08/12/21	0.0
3.5.15.5.9	Milestone H	10/28/21	Complete	10/28/21	0.0
3.5.15.5.10	Milestone I	01/20/22	Complete	04/21/23	456.0
3.5.15.5.11	Milestone J	04/28/22	Complete	04/21/23	358.0
3.5.15.5.12	Milestone K	08/04/22	Complete	04/21/23	260.0
3.5.15.5.13	Milestone L	10/20/22	Complete	04/21/23	183.0
3.5.15.5.14	Milestone M	01/26/23	Complete	04/21/23	85.0
3.5.15.5.15	Milestone N	05/04/23	Complete	08/04/23	92.0
3.5.15.5.16	Milestone O	07/27/23	Complete	08/04/23	8.0
3.5.15.5.17	Milestone P	11/02/23	Complete	04/26/24	176.0
3.5.15.5.18	Milestone Q	01/25/24	Complete	04/26/24	92.0
3.5.15.5.19	Milestone R	04/11/24	Complete	04/26/24	**15.0**
3.5.15.5.20	Milestone S	07/25/24	**Past Due**		**64.0**
3.5.15.5.21	Milestone T	10/31/24	11/06/24		6.8
3.5.15.5.22	Milestone U	01/30/25	02/06/25		7.1
3.5.15.5.23	Milestone V	04/24/25	05/01/25		7.3
3.5.15.5.24	Reverse Engineering	04/24/25	05/01/25		7.3

Table 12. Release milestones						
WBS		Milestone	Completion date			Days late / (early)
			Baseline	Forecast	Actual	
Notes:	**1.** Legend: a. **Green**: On Schedule / Complete b. **Amber**: Behind Schedule c. **Red**: Past Due / Finished Late d. **Blue**: Ahead of Schedule **2.** Baseline – Scheduled completion date based on the latest schedule baseline		**3.** Forecast – Based on ES calculations and the current SPI **4.** Actual – The actual completion date **5.** Days late/early – Difference between planned and forecast or actual completion dates **6.** Unable to forecast past due completion dates			

C.3 Forecast completion

The forecast calculation is based on the Earned Schedule (ES) concept which provides the ability to predict project completion dates and is the bridge for performing meaningful schedule analysis from Earned Value Management (EVM) data. It uses the time-based measures while integrating both EVM and the integrated schedule analysis. The trend of forecast slippage will be monitored as an indicator of potential risk. The following figure shows the forecast slippage of the project complete milestone using the performance data received from the Project Management Office (PMO).

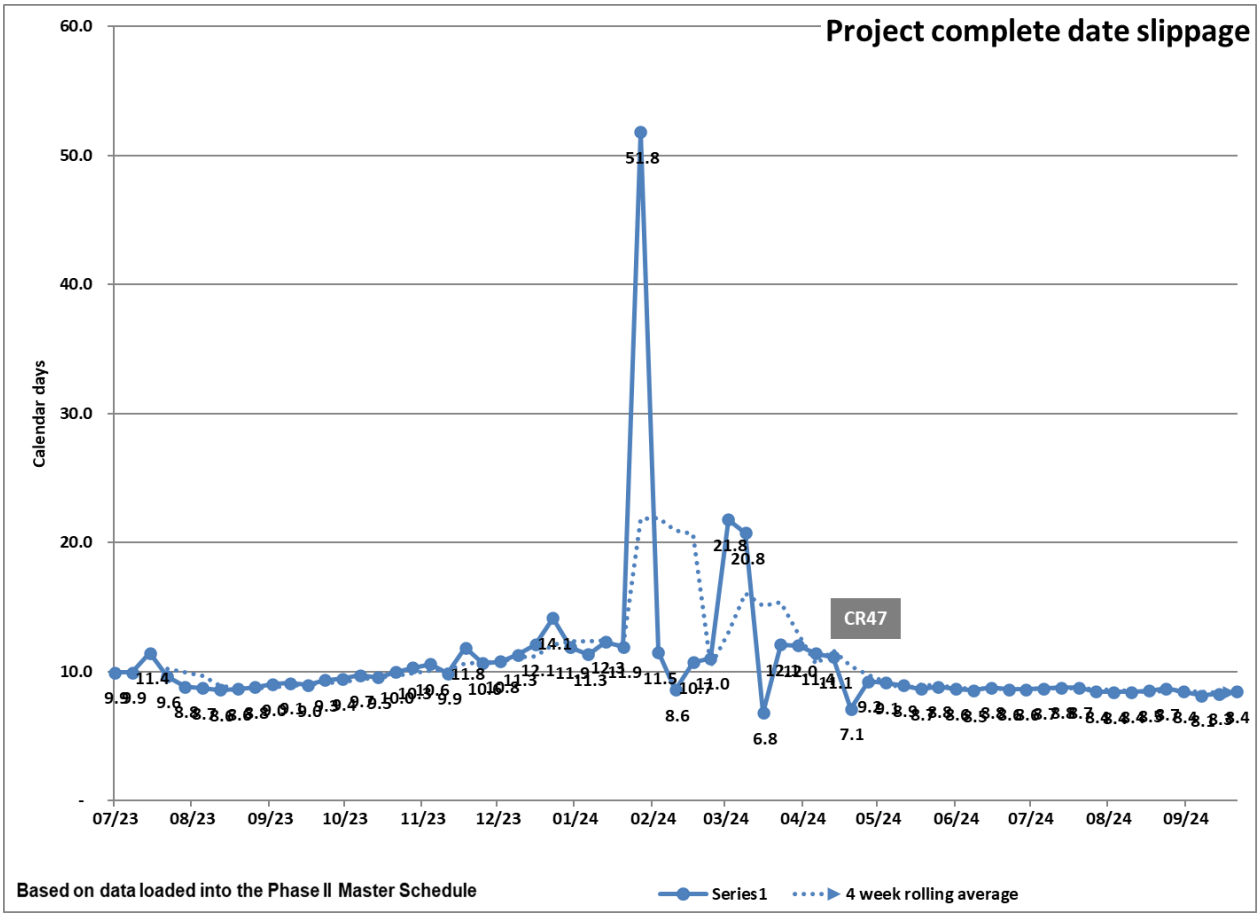

Figure 4. Forecast project complete milestone slippage

Key items displayed in the above figure are as follows:

- The Project completion date is forecast to be 30 June 2026, 8.4 days late.
- The four-week moving average is ***steady***.
- The Project is behind schedule.

C.4 Late tasks

The following figure 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.

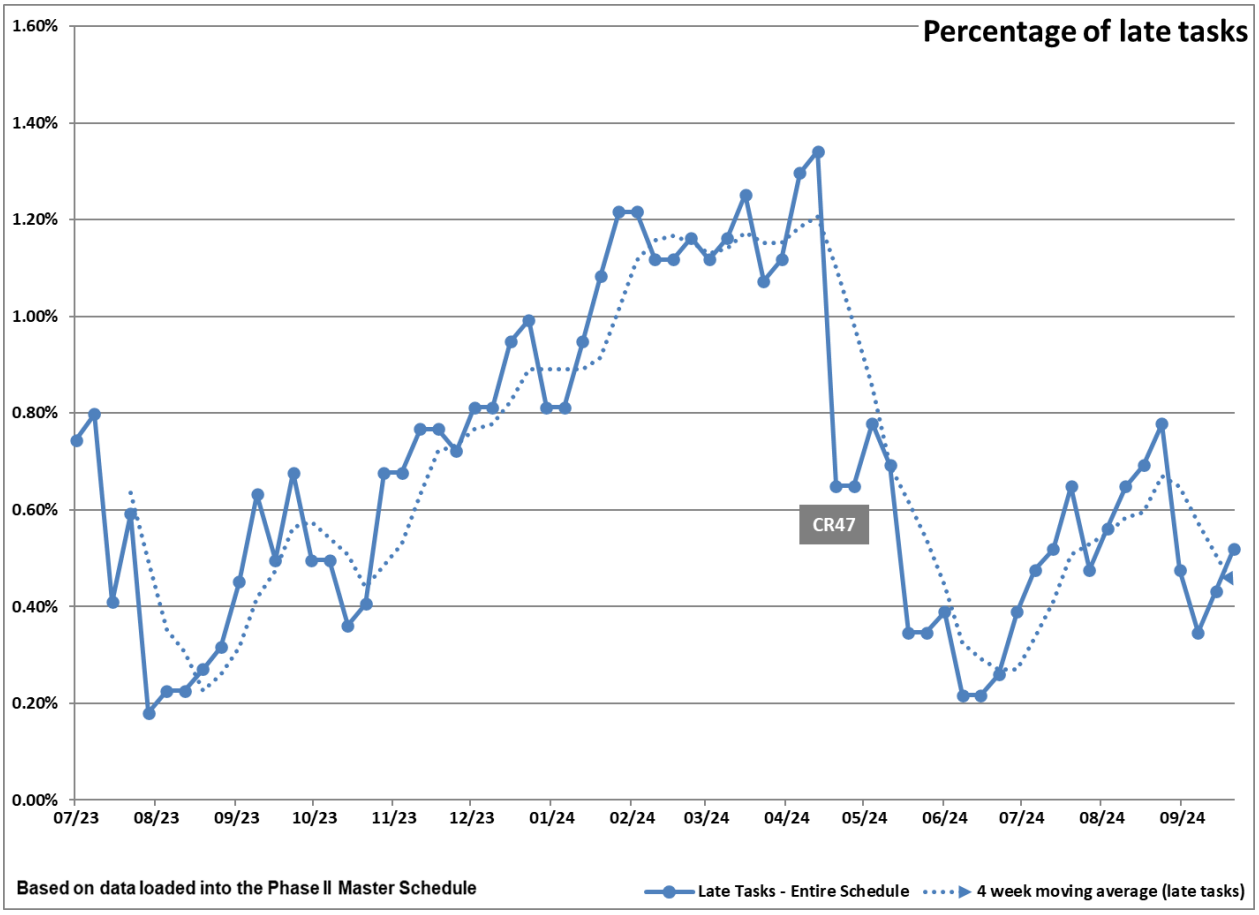

Figure 5. Percentage of late tasks

Key items displayed in the above figure are as follows:

- The total number of tasks designated as late is 0.52% of the total number of tasks.
- The four-week moving average is ***decreasing***.
- The MMP2 Project is behind schedule.

C.5 Finish variance

Finish Variance (FV) is the amount of time that represents the difference between the baseline finish date of a task or assignment and its current finish date. It is a measure of how ahead or behind the project is based on the baseline.

If the FV is a negative number, the task is scheduled to finish earlier than planned. If the FV is a positive number, the task is scheduled to finish later than planned. If the FV is zero, the task is scheduled to finish exactly when planned.

The following figure shows the FV of the project using the latest project schedule received from the PMO.

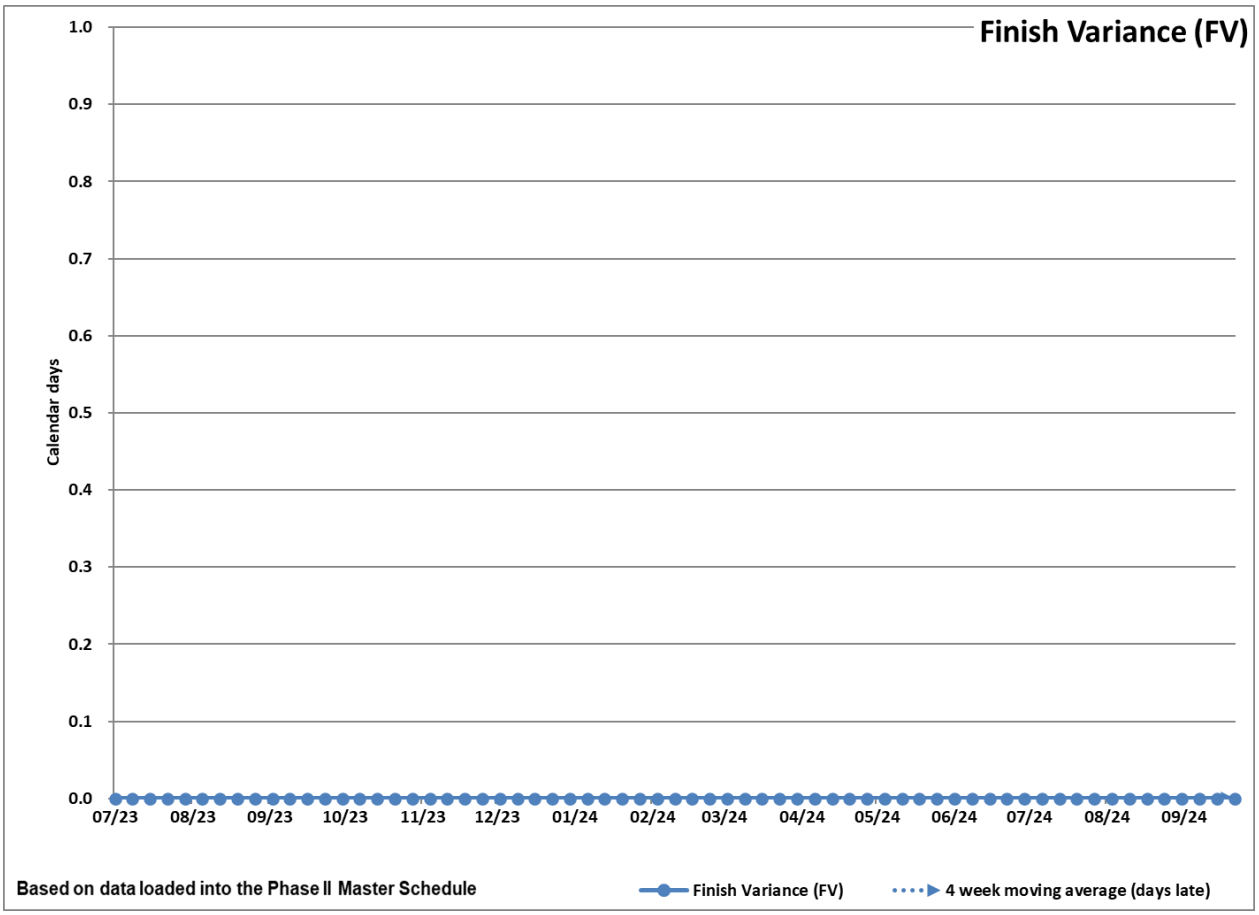

Figure 6. Finish variance

Key items displayed in the above figure are as follows:

- The project has an overall FV of 0.0 days.

Appendix D. Project budget

This section contains several charts that show budget and actual amounts for each month of the project. The data used to generate these charts was derived from the MMP2 Project Spending Plan. Each chart includes the following information:

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

D.1 Project funding

The chart below shows the total funding for the MMP2 Project, including budget and actual expenditures.

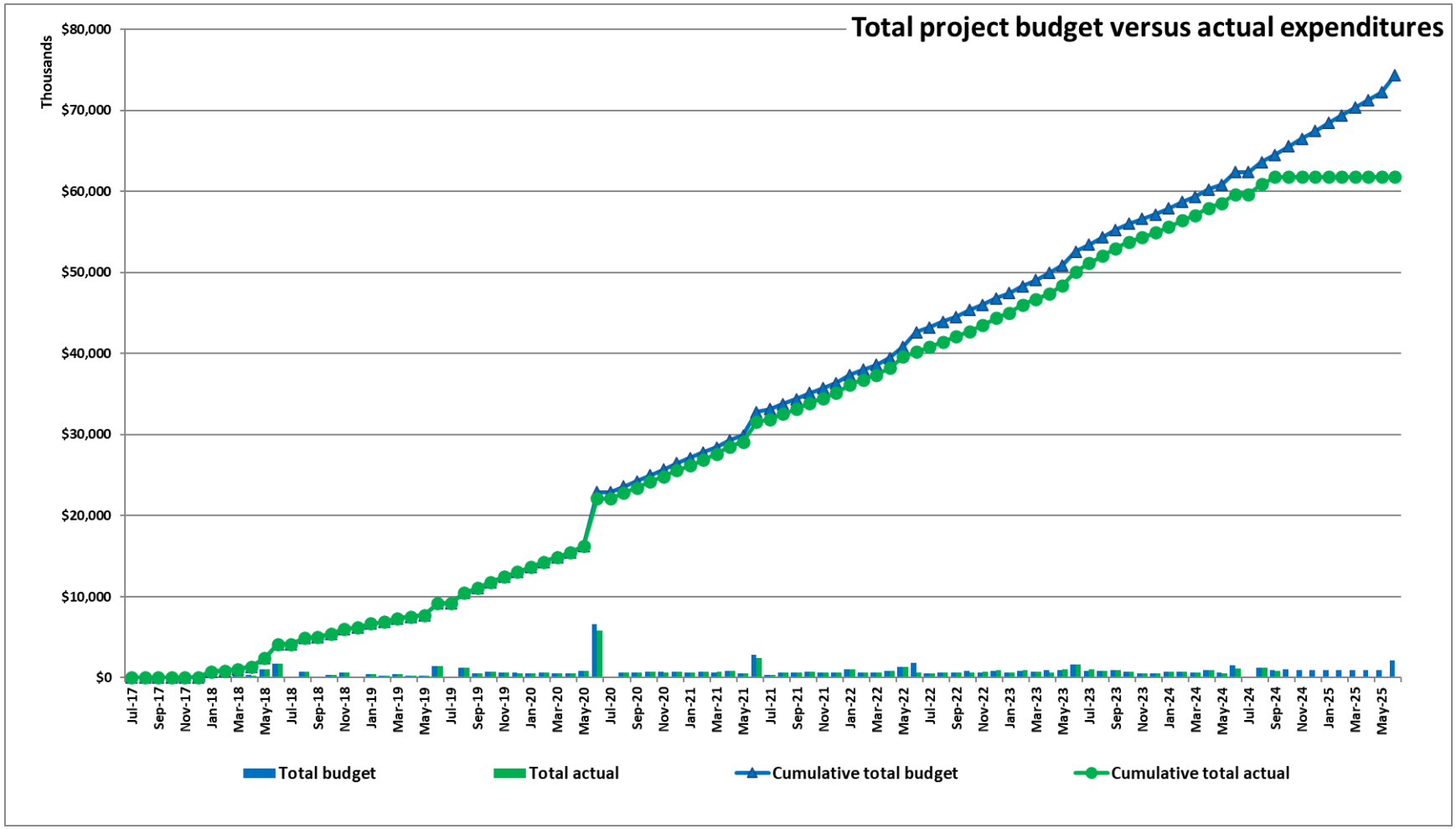

Figure 7. Total project budget versus actual expenditures

D.2 FLHSMV staff funding

The chart below shows the FLHSMV staff funding for the MMP2 Project.

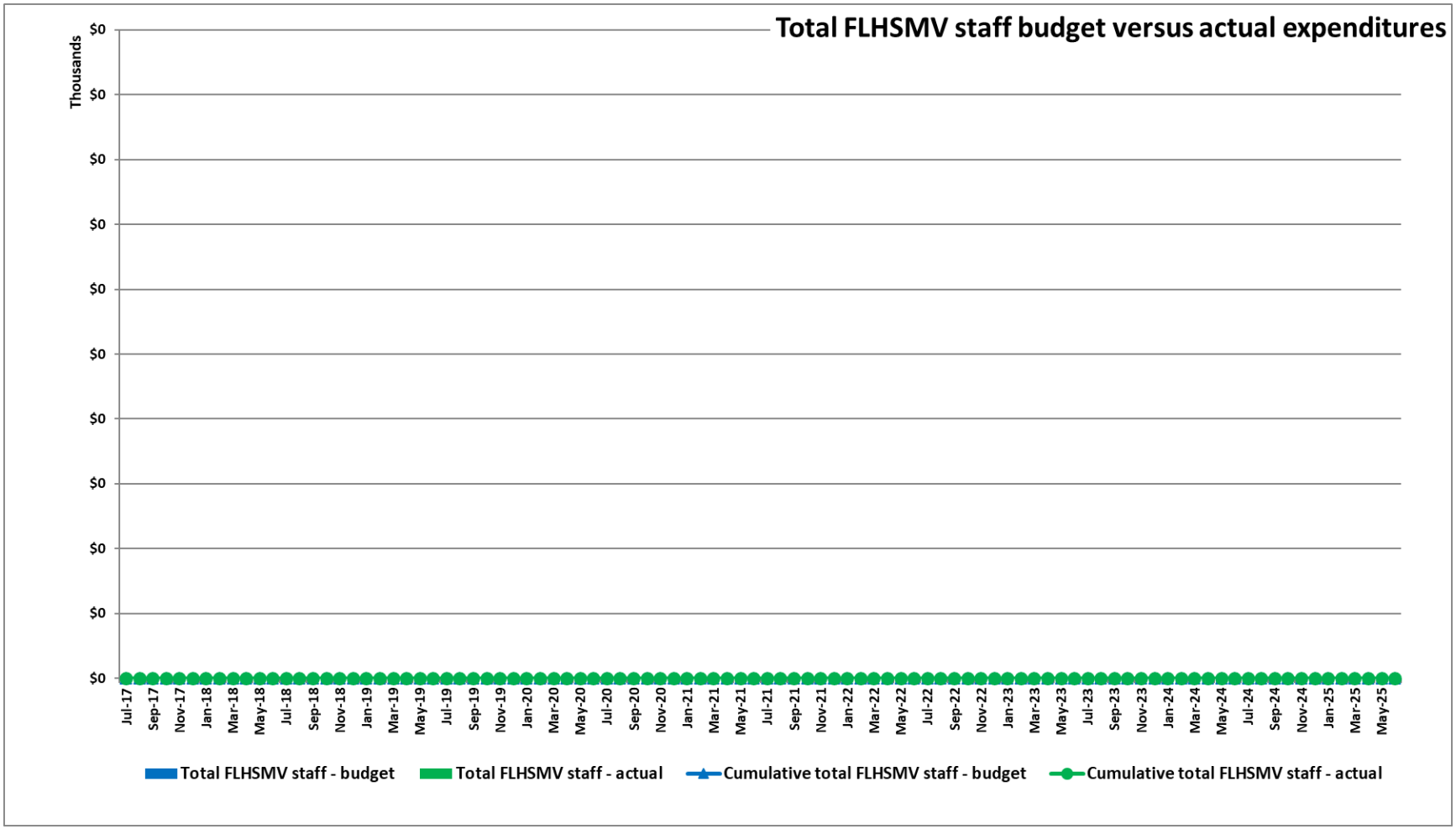

Figure 8. Total FLHSMV staff budget versus actual expenditures

D.3 Contract staff funding

The chart below shows the contract staff funding for the MMP2 Project.

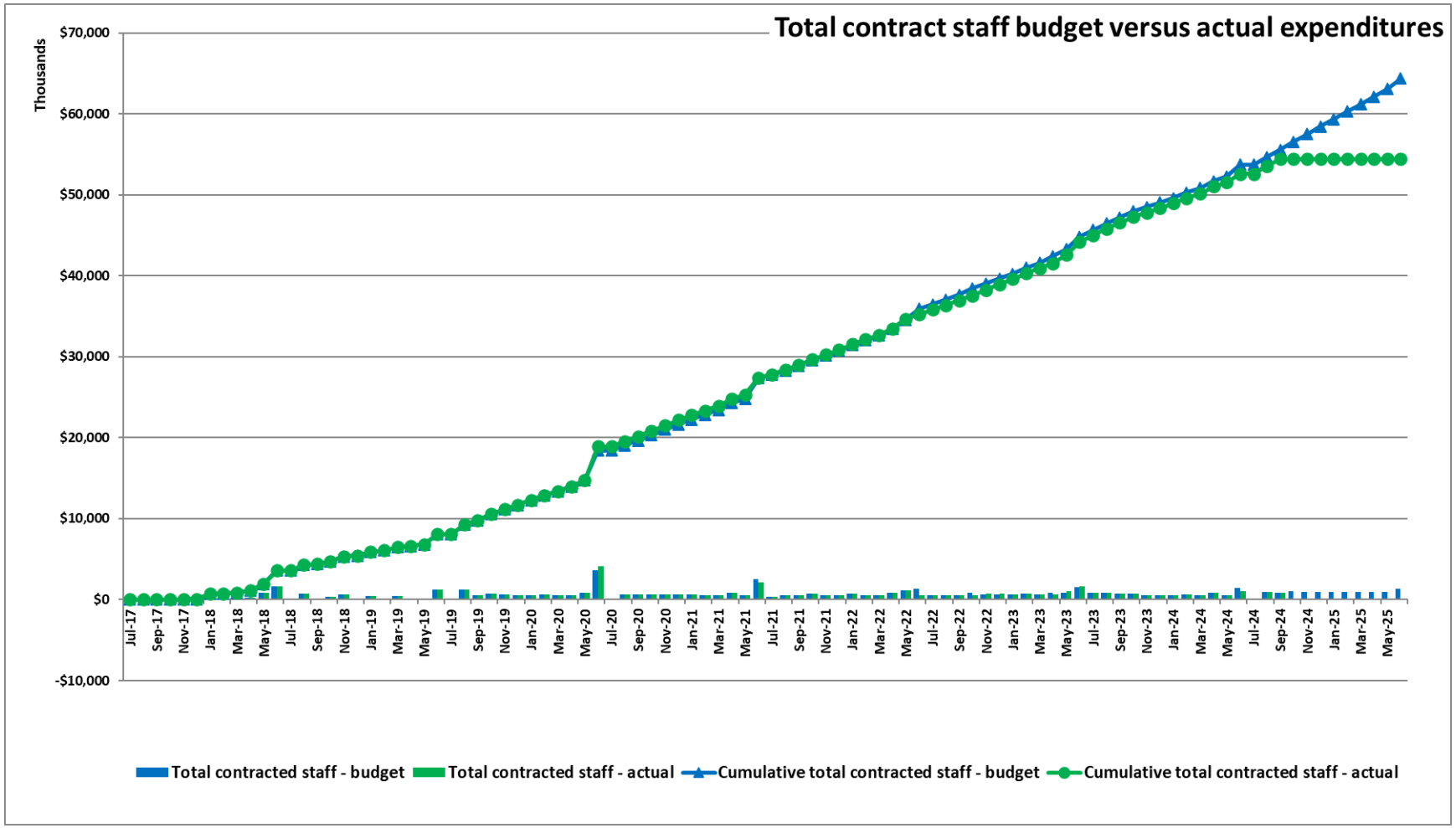

Figure 9. Total contract staff budget versus actual expenditures

D.4 Expense funding

The chart below shows the expense funding including travel, training, and software for the MMP2 Project.

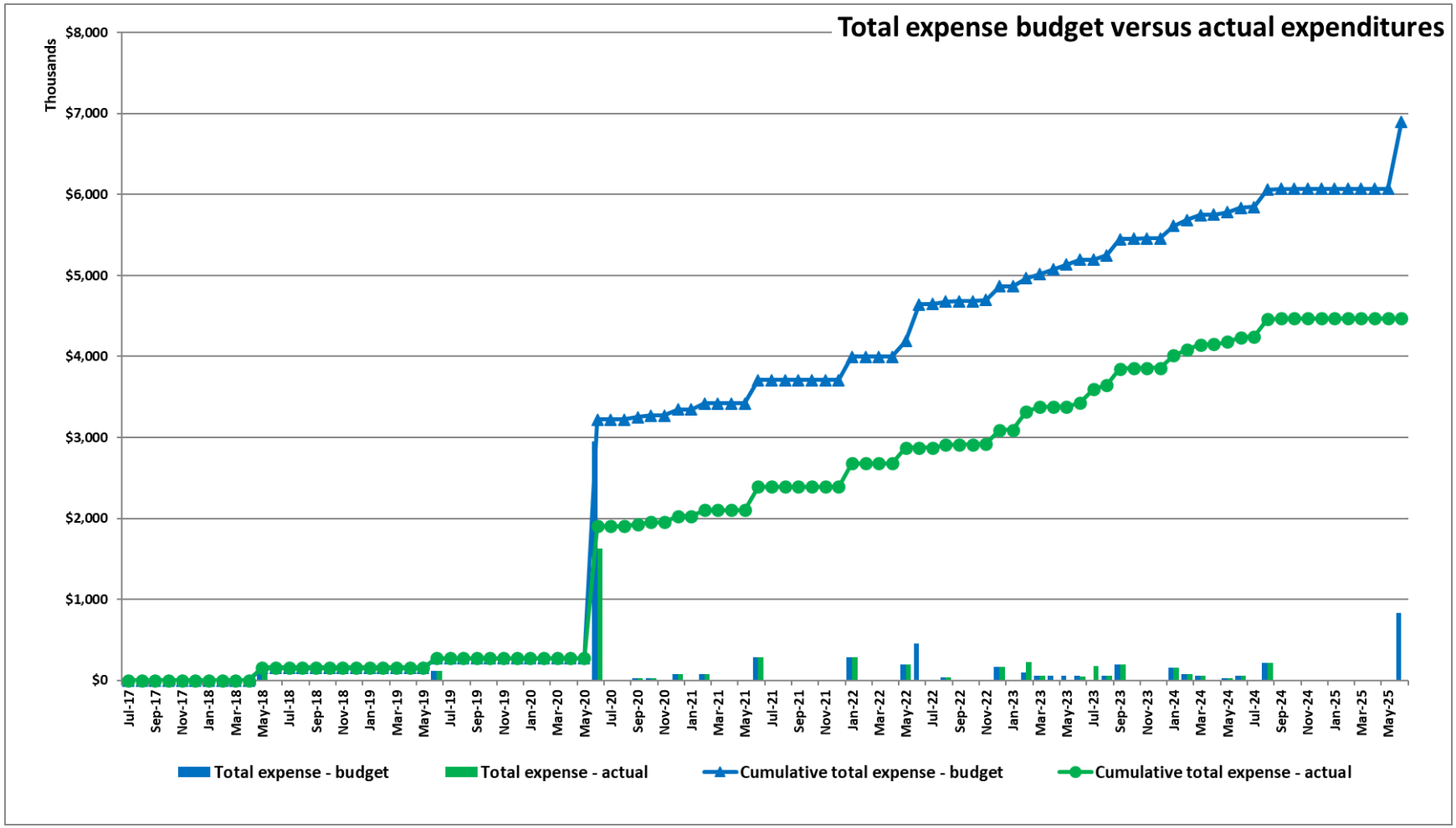

Figure 10. Total expense budget versus actual expenditures

D.5 OCO funding

The chart below shows the operating capital outlay (OCO) funding for the MMP2 Project.

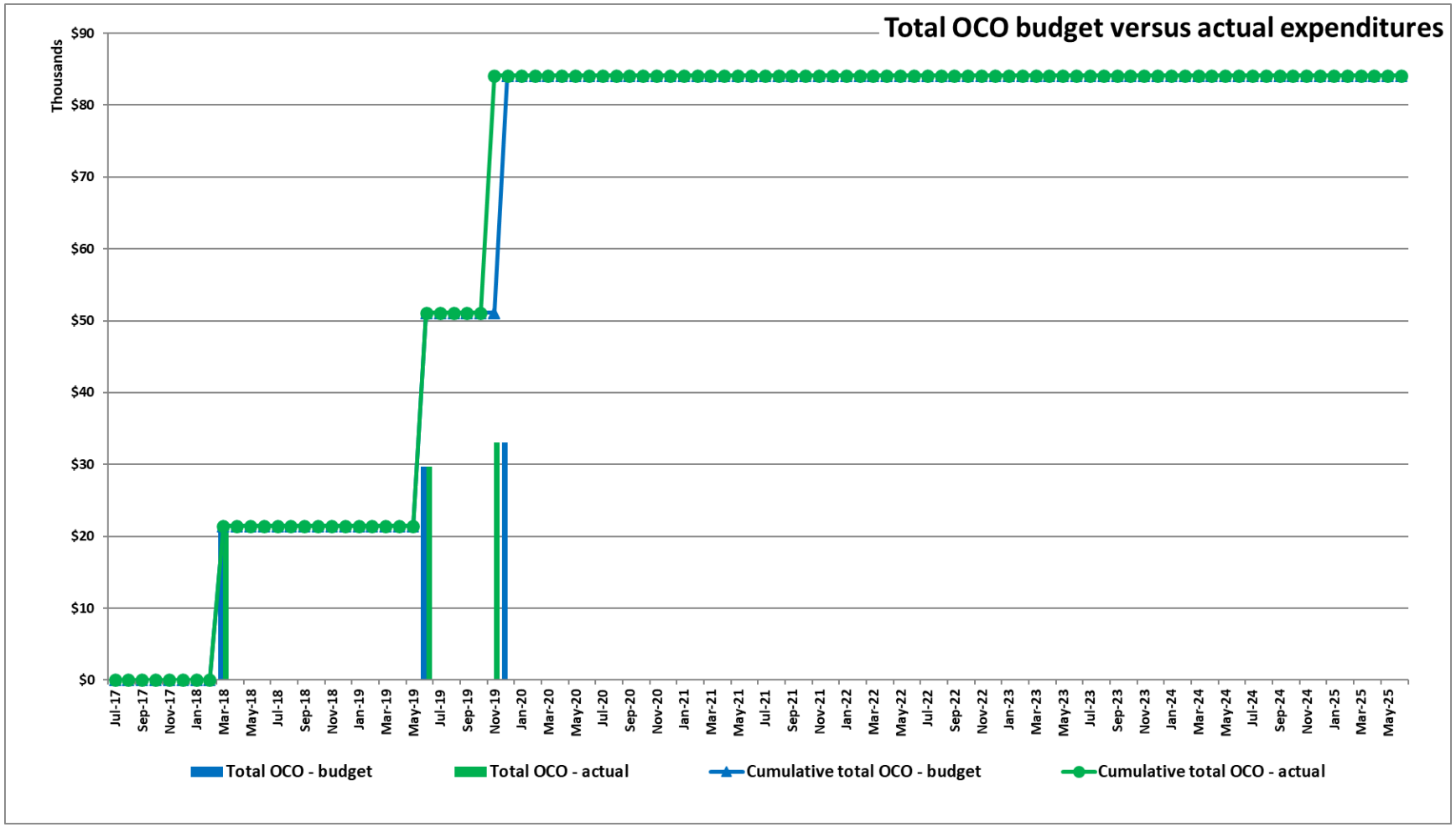

Figure 11. Total OCO budget versus actual expenditures

D.6 Other items funding

The chart below shows the other items funding for the MMP2 Project.

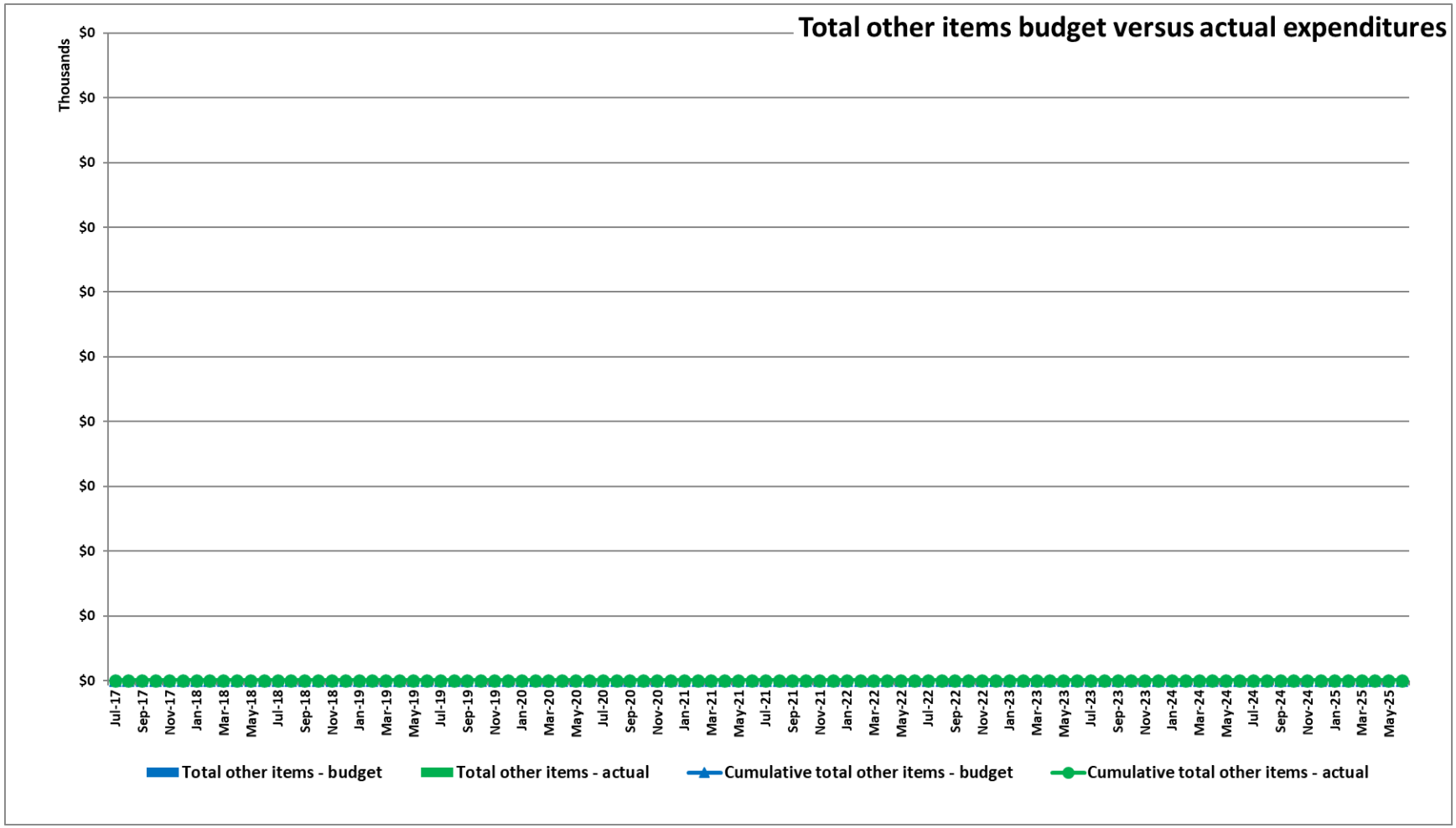

Figure 12. Total other items budget versus actual expenditures

D.7 IV&V services funding

The chart below shows the IV&V services funding for the MMP2 Project.

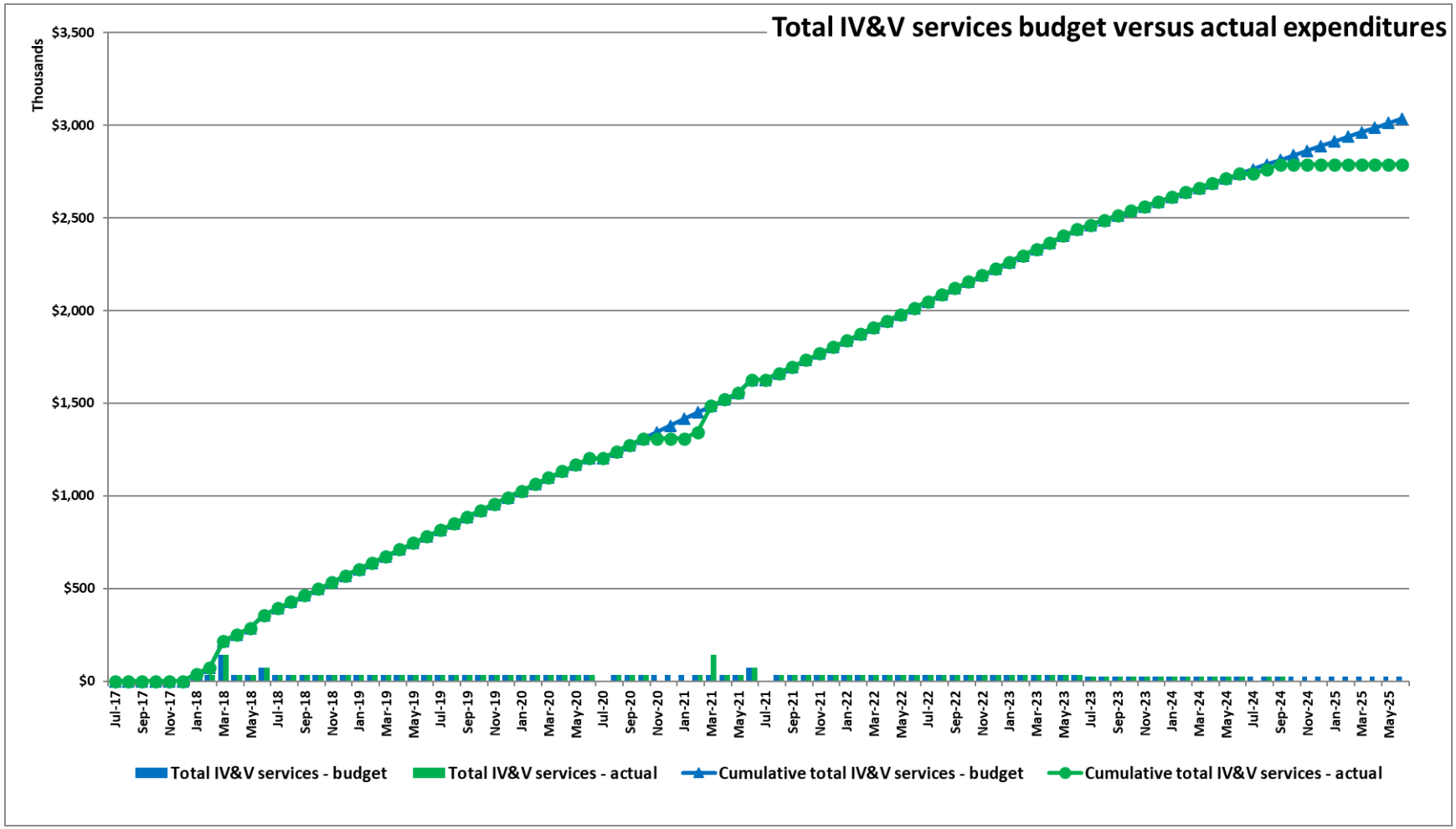

Figure 13. Total IV&V services budget versus actual expenditures

D.8 Budget and actual distribution

The charts below show the distribution of budget and actual expenditures for the MMP2 Project, as well as actual versus remaining amounts.

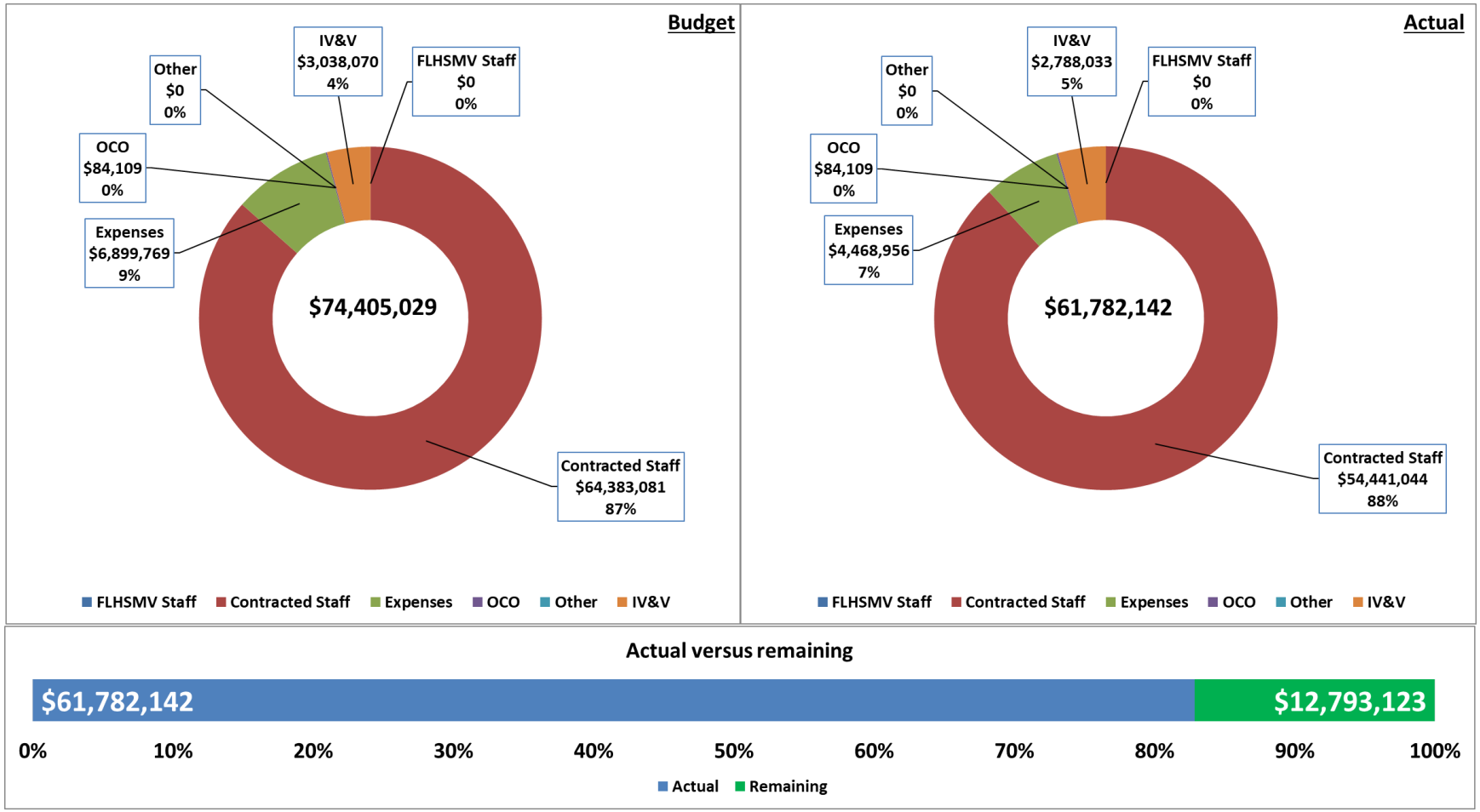

Figure 14. Total budget and actual distribution

Appendix E. Maturity assessment results

This section contains the maturity scorecards for the MMP2 Project. The maturity rating for each area was determined as follows:

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

E.1 Maturity scorecard – program governance

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

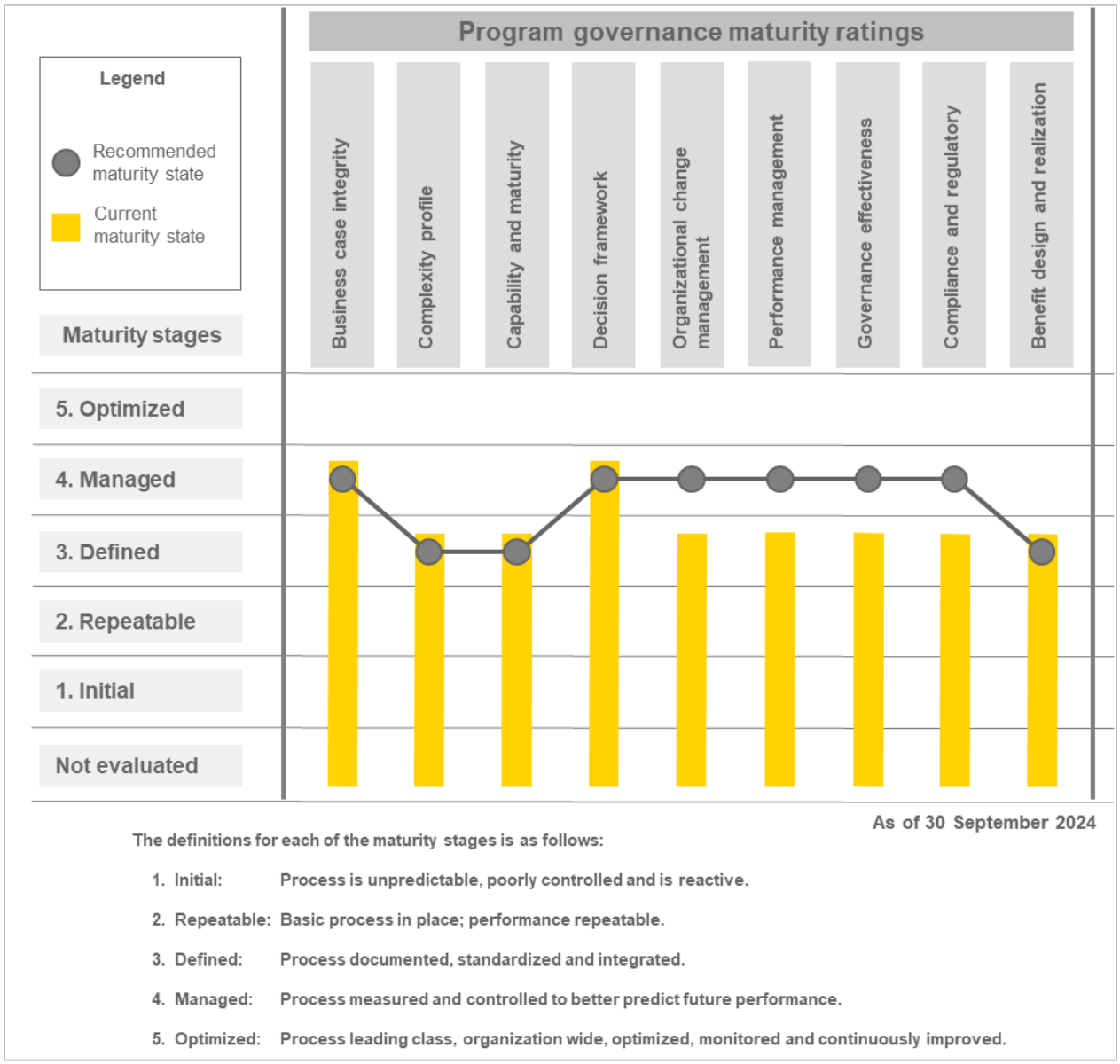

Figure 15. Maturity scorecard for program governance areas

E.2 Maturity scorecard – project management

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

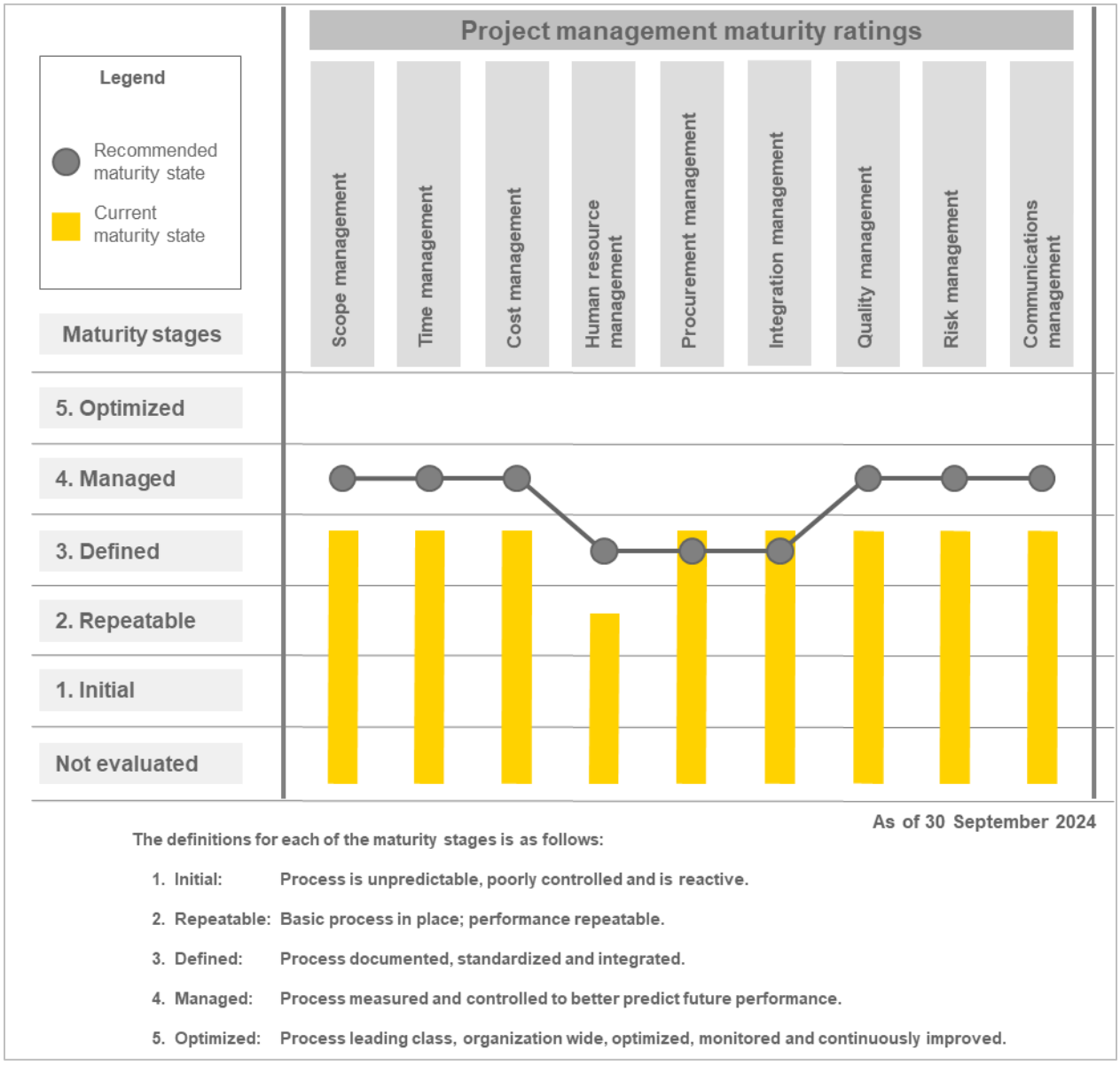

Figure 16. Maturity scorecard for project management areas

E.3 Maturity scorecard – technical solution

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

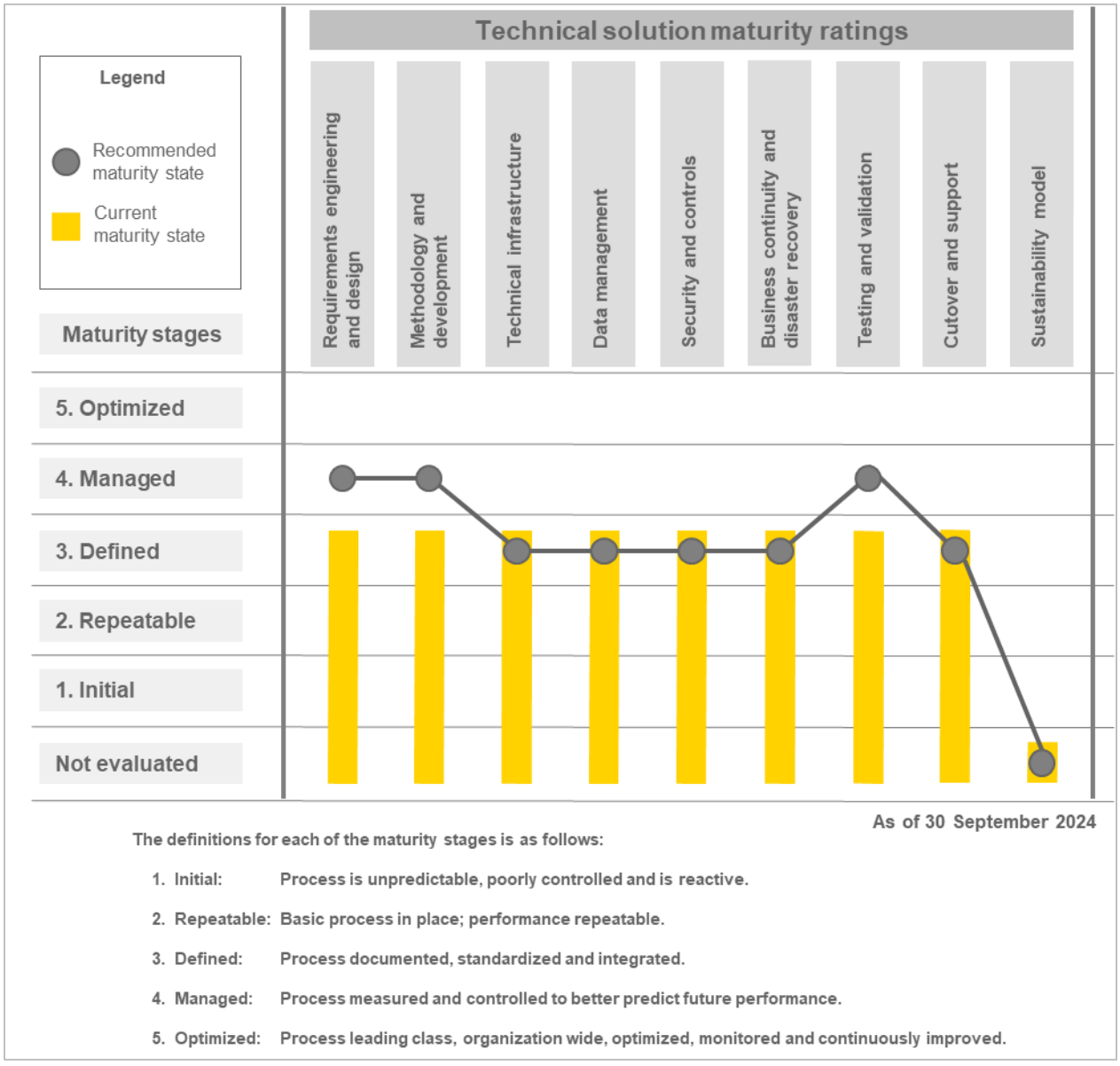

Figure 17. Maturity scorecard for technical solution areas

E.4 Maturity level definitions

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

Table 13. Maturity level definitions

Level	Definition
1. Initial	▸ Processes are usually ad hoc and chaotic. The organization usually does not provide a stable environment to support the processes. Success in these organizations depends on the competence and heroics of the people in the organization and not on the use of proven processes. Despite this chaos, organizations often produce products and services that work; however, they frequently exceed their budgets and do not meet their schedules. ▸ Organizations are characterized by a tendency to over commit, abandonment of processes in a time of crisis, and an inability to repeat their successes.
2. Repeatable	▸ Processes are planned and executed in accordance with policy; projects employ skilled people who have adequate resources to produce controlled outputs; involve relevant stakeholders; are monitored, controlled, and reviewed; and are evaluated for adherence to their process descriptions. The process discipline helps to ensure that existing practices are retained during times of stress. When these practices are in place, projects are performed and managed according to their documented plans. ▸ Work product status and the delivery of services are visible to management at defined points (e.g., at major milestones and at the completion of major tasks). Commitments are established among relevant stakeholders and are revised as needed. Work products are appropriately controlled. The work products and services satisfy their specified process descriptions, standards, and procedures.
3. Defined	▸ Processes are well characterized and understood, and are described in standards, procedures, tools, and methods. The organization's set of standard processes is established and improved over time. These standard processes are used to establish consistency across the organization. Projects establish their defined processes by tailoring the organization's set of standard processes according to tailoring guidelines. ▸ A critical distinction between maturity levels 2 and 3 is the scope of standards, process descriptions, and procedures. At maturity level 2, the standards, process descriptions, and procedures may be quite different in each specific instance of the process (e.g., on a particular project). At maturity level 3, the standards, process descriptions, and procedures for a project are tailored from the organization's set of standard processes to suit a particular project or organizational unit and therefore are more consistent, except for the differences allowed by the tailoring guidelines. ▸ Another critical distinction is that at maturity level 3, processes are typically described more rigorously than at maturity level 2. A defined process clearly states the purpose, inputs, entry criteria, activities, roles, measures, verification steps, outputs, and exit criteria. At maturity level 3, processes are managed more proactively using an understanding of the interrelationships of the process activities and detailed measures of the process, its work products, and its services.

Table 13. Maturity level definitions	
Level	**Definition**
4. Managed	▸ The organization and projects establish quantitative objectives for quality and process performance and use them as criteria in managing processes. Quantitative objectives are based on the needs of the customer, end users, organization, and process implementers. Quality and process performance is understood in statistical terms and is managed throughout the life of the processes. ▸ For selected sub-processes, detailed measures of process performance are collected and statistically analyzed. Quality and process-performance measures are incorporated into the organization's measurement repository to support fact-based decision making. Special causes of process variation are identified and, where appropriate, the sources of special causes are corrected to prevent future occurrences. ▸ A critical distinction between maturity levels 3 and 4 is the predictability of process performance. At maturity level 4, the performance of processes is controlled using statistical and other quantitative techniques and is quantitatively predictable. At maturity level 3, processes are typically only qualitatively predictable.
5. Optimized	▸ An organization continually improves its processes based on a quantitative understanding of the common causes of variation inherent in processes. ▸ Focuses on continually improving process performance through incremental and innovative process and technological improvements. Quantitative process improvement objectives for the organization are established, continually revised to reflect changing business objectives, and used as criteria in managing process improvement. The effects of deployed process improvements are measured and evaluated against the quantitative process improvement objectives. Both the defined processes and the organization's set of standard processes are targets of measurable improvement activities. ▸ A critical distinction between maturity levels 4 and 5 is the type of process variation addressed. At maturity level 4, the organization is concerned with addressing special causes of process variation and providing statistical predictability of the results. Although processes may produce predictable results, the results may be insufficient to achieve the established objectives. At maturity level 5, the organization is concerned with addressing common causes of process variation and changing the process (to shift the mean of the process performance or reduce the inherent process variation experienced) to improve process performance and to achieve the established quantitative process improvement objectives.

Appendix F. Project schedule analysis results

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

F.1 Schedule quality

The following figures show the quality of the entire project schedule and period based on the analysis results listed in Appendix F.2., Schedule analysis.

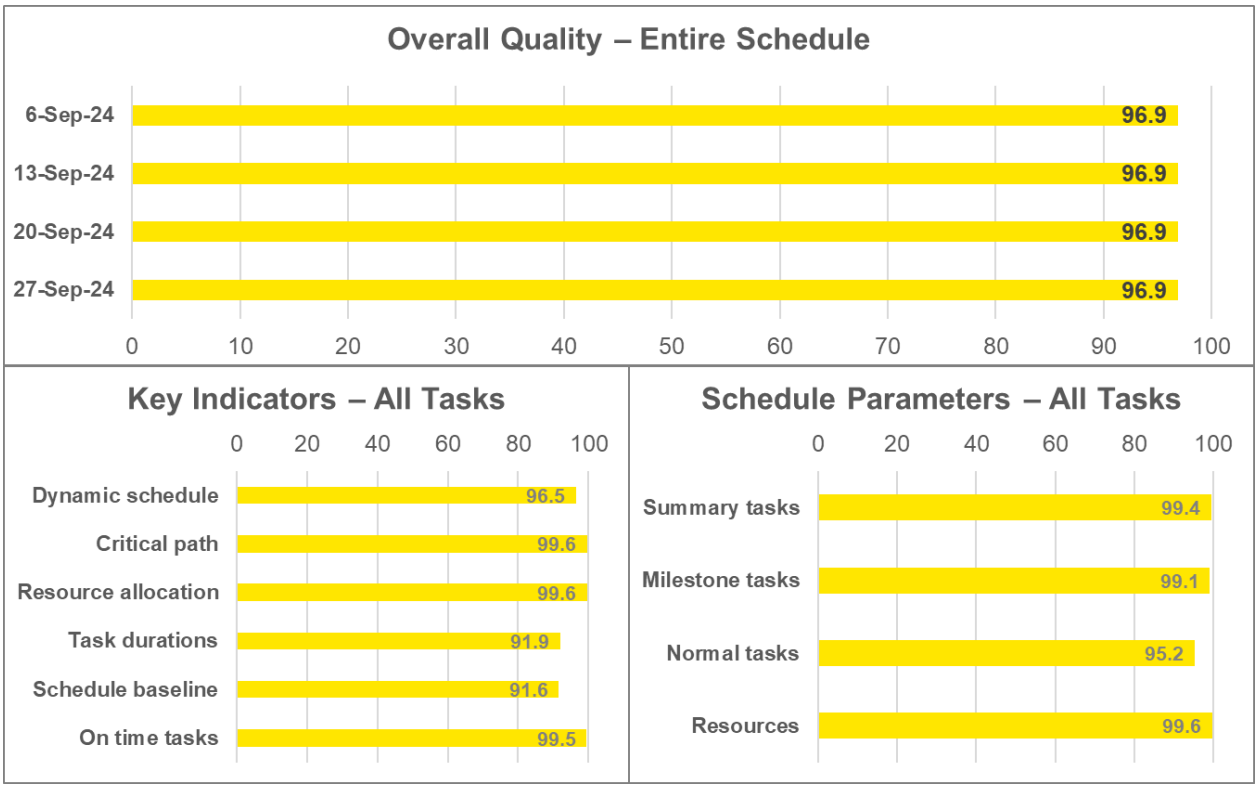

Figure 18. Project schedule quality – entire schedule

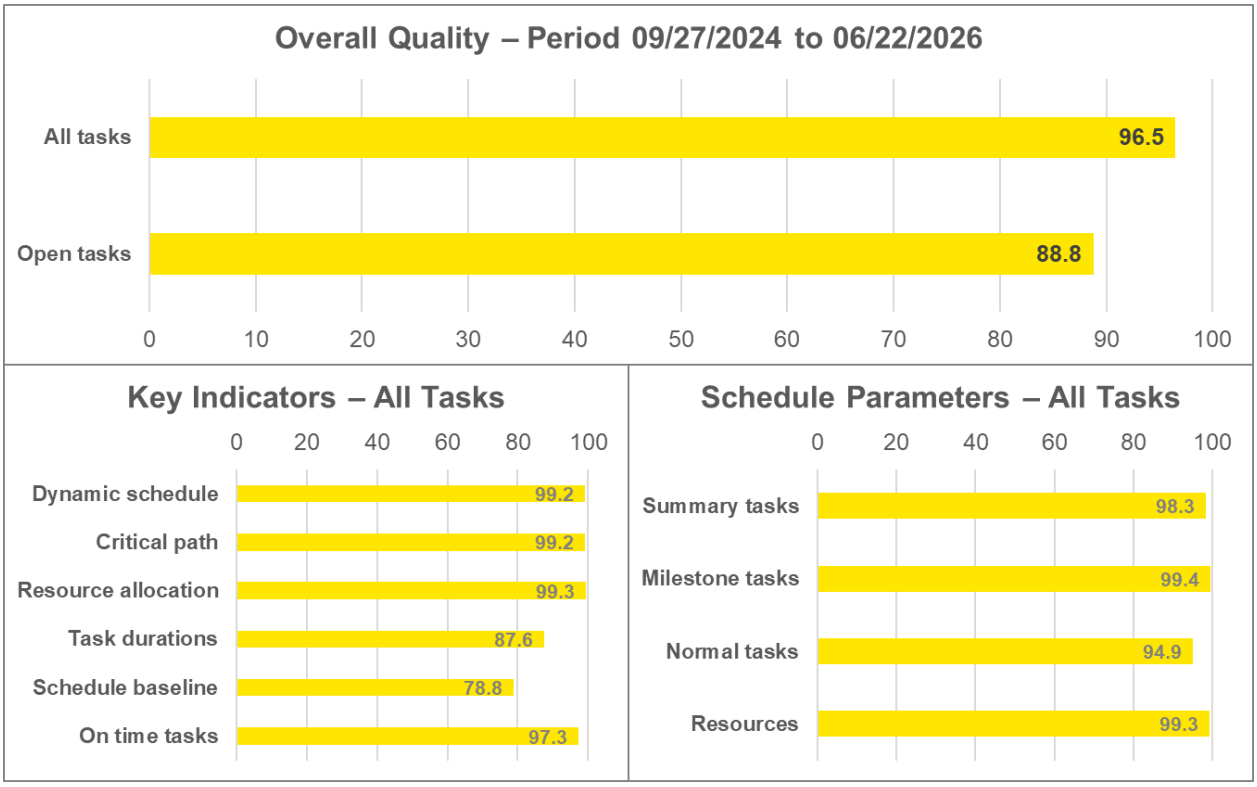

Figure 19. Project schedule quality – period

Key items displayed in the above figures are as follows:

- Overall schedule quality is consistent and excellent

Table 14. Schedule quality key indicators

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

F.2 Schedule analysis

This section contains the results of the schedule analysis.

Table 15. Project schedule analysis results

Title / file name	MM Phase II MASTER Program Schedule 349.1.mpp								
Basic project task information									
Finish: 22 Jun 2026	Remaining: 404 days				Duration complete: 83.0%			Work complete: 86.0%	
Summary: 529	Milestones: 478	Normal: 2,312		Total: 3,319	Critical: 25		Resources: 55		
Current: 131,159.0*	Baseline: 80,810.7*			Actual: 113,158.2*			Remaining: 18,000.8*		
Analysis Item	**Entire Schedule**		**27 Sep 2024 to 22 Jun 2026**		**Analysis Item**	**Entire Schedule**		**27 Sep 2024 to 22 Jun 2026**	
	Total	**Open**	**Total**	**Open**		**Total**	**Open**	**Total**	**Open**
Summary tasks:					**Milestone tasks:**				
Total	**529**	**43**	**100**	**39**	Total	**478**	**0**	**53**	**0**
With predecessors	**7**	**2**	**4**	**2**	With duration	**0**	**0**	**0**	**0**
With successors	**3**	**1**	**1**	**1**	With fixed dates	**13**	**0**	**1**	**0**
With resources	**0**	**0**	**0**	**0**	Without predecessor	**0**	**0**	**0**	**0**
Normal tasks:									
Total	**2,312**	**14**	**259**	**9**	With constraints other than ASAP	**312**	**0**	**0**	**0**
Critical	**25**	**1**	**22**	**1**	Duration < 8 hours	**10**	**0**	**0**	**0**
Not started (no progress)	**250**	**0**	**250**	**0**	Duration 8 to 80 hours	**1,656**	**0**	**157**	**0**
Late	**12**	**8**	**7**	**3**	Duration 80 to 120 hours	**275**	**5**	**36**	**3**
Without predecessors	**4**	**0**	**0**	**0**	Duration 120 to 160 hours	**91**	**0**	**9**	**0**
Without successors	**23**	**0**	**5**	**0**	Duration > 160 hours	**280**	**9**	**57**	**6**
Without resources	**2**	**1**	**1**	**1**	Missing baseline information	**194**	**7**	**55**	**5**
With deadlines	**132**	**0**	**0**	**0**	Deadlines or constraints not met	**0**	**0**	**0**	**0**
With fixed dates	**312**	**0**	**0**	**0**	With over-allocated resources	**0**	**0**	**0**	**0**
Resources									
Resources	**51**	**7**	**35**	**6**	Peak utilization > 100%	**3**	**2**	**3**	**2**
Resource assignments	**4,840**	**13**	**474**	**8**	Over-allocated	**0**	**0**	**0**	**0**
Resources:									
Notes: * Multiple baselines used which cannot be analyzed with the project schedule logic analysis tool.									

Table 15. Project schedule analysis results			
Legend:	Green No correction required	Amber Cautionary and need to be reviewed to make sure they are correct and can support the dynamic nature of the project schedule	Red Issues that need to be corrected so the schedule can be used to effectively manage the project

F.3 Schedule analysis descriptions and risks

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

Table 16. Schedule analysis descriptions and risks		
Item	**Description**	**Risk**
Summary task		
▸ With predecessor and successor	▸ Number of summary tasks with predecessors and successors	▸ Predecessor and successor relationships should be implemented at the detail task and milestone level
▸ With resources	▸ Number of summary tasks with resources	▸ This has the potential to double-count resources that will then distort the utilization profile
Milestone task		
▸ With duration	▸ Number of milestone tasks with a duration not equal to zero (0)	▸ Number of milestone tasks with a duration not equal to zero (0)
▸ With fixed date	▸ Number of milestone tasks with fixed dates	▸ Prevents the schedule from being dynamic
▸ Without predecessor	▸ Number of milestone tasks without at least one predecessor	
Resources		
▸ With peak utilization greater than 100%	▸ Number of resources assigned with peak utilization greater than 100%	▸ This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage
▸ With zero assigned work	▸ Number of resources listed in the resource sheet with no work assigned	▸ Any resource with zero (0) assigned work should be removed from the schedule
▸ Over-allocated	▸ Number of resources assigned to tasks that are over-allocated	▸ This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage

Table 16. Schedule analysis descriptions and risks		
Item	**Description**	**Risk**
Normal tasks		
▸ Late	▸ Number of late tasks	▸ A task is automatically designated as “late” if it is not complete, and the project status date is later than the baseline finish date
▸ Without predecessor and successor	▸ Number of tasks without predecessors or successors	▸ This prevents the project schedule from being dynamic and automatically computing start and finish dates based on the task durations and linkages
▸ Without resources	▸ Number of tasks without resources	▸ All tasks must have associated work and assigned resource(s) to complete the work so the total level of effort (LOE) and staffing profile can be determined
▸ With deadlines	▸ Number of tasks with deadlines (deadline for the task is set to other than “NA”)	▸ This prevents the project schedule from being dynamic and automatically computing start and finish dates based on the task durations and linkages
▸ With fixed dates	▸ Number of tasks with fixed dates (constraint date for the task is set to other than “NA”)	
▸ With constraints other than ASAP	▸ Number of tasks with constraint other than “as soon as possible (ASAP)”	
▸ With duration less than 8 hours	▸ Number of tasks with duration less than 8 hours	▸ Tasks with duration of less than 8 hours should generally be combined with other tasks, if possible, to avoid too much detail
▸ With duration 8 to 80 hours	▸ Number of tasks with duration greater than or equal to 8 hours and less than or equal to 80 hours	▸ This allows the reporting of start and finish of a task within two weekly update cycles, allowing focus on performance and corrective action if needed
▸ With duration 80 to 120 hours	▸ Number of tasks with duration greater than 80 hours and less than or equal to 120 hours	▸ These tasks may have too much uncertainty and should be broken down into smaller duration tasks
▸ With duration 120 to 160 hours	▸ Number of tasks with duration greater than 120 hours and less than or equal to 160 hours	
▸ With duration greater than 160 hours	▸ Number of tasks with duration greater than 160 hours	

Table 16. Schedule analysis descriptions and risks		
Item	**Description**	**Risk**
▸ Missing baseline information	▸ Number of tasks that are missing baseline information	▸ Task satisfies one or more of the following: ▸ Baseline start equals “NA,” ▸ Baseline finish equals “NA,” ▸ Duration equals 0, or ▸ Work equals 0
▸ Deadlines or constraints not met	▸ Number of tasks that do not satisfy defined deadlines or constraints	▸ Task satisfies one or more of the following: ▸ Deadline does not equal “NA” and total slack is less than 0, or ▸ Constraint date does not equal “NA” and total slack is less than 0
▸ With over-allocated resources	▸ Number of tasks with resources assigned that are over-allocated	▸ This has the risk of a resource not being able to complete assigned work, thereby causing task (and schedule) slippage

F.4 Performance analysis

This section contains the results of the performance report analysis. The performance report and associated forecast completion dates only include work effort loaded into the Phase II Master Schedule managed by Accenture. It does not include work effort loaded into the OCM, Florida Smart ID, IFTA/IRP, and ECM schedules.

Table 17. Performance report analysis results

Title / file name	PII FLHSMV EVM Reporting_09272024
Report end date	27 September 2024

Performance information

Item	Value	Units	Description
Planned value (PV)	113,412.1	hours	Work scheduled to be accomplished
Earned value (EV)	113,161.4	hours	Value of the work performed
Actual cost (AC)	113,113.9	hours	Total cost/effort actually incurred
Budget at completion (BAC)	131,143.0	hours	Total planned work for the project
Estimate to complete (ETC)	18,000.8	hours	Work to complete project (ETC = BAC – AC)
Estimate at completion (EAC)	131,114.7	hours	Total project cost/effort (AC + ETC)
Schedule variance (SV)	-250.8	hours	Difference between EV and PV (SV = EV – PV)
Cost variance (CV)	47.5	hours	Difference between EV and AC (CV = EV – AC)
To complete schedule performance index (TSPI)	1.014	index	Required future schedule efficiency to complete the project as scheduled
Schedule performance index (SPI)	0.998	index	Schedule efficiency (SPI = EV / PV)
Cost performance index (CPI)	1.000	index	Cost and effort efficiency (CPI = EV / AC)
Critical Ratio (CR)	0.998	index	Overall project status (CR = CPI * SPI)
Finish Variance (FV)	0.0	days	Difference between Baseline and Planned Finish

Schedule performance

On schedule	Ahead of schedule	Behind schedule	Overall trend
EV = PV, SPI = 1.0	EV > PV, SPI > 1.0	EV < PV, SPI < 1.0	Not Improving

Cost performance

On cost	Under cost	Over cost	Overall trend
EV = AC, CPI = 1.0	EV > AC, CPI > 1.0	EV < AC, CPI < 1.0	Steady

Table 17. Performance report analysis results
▸ The project is within established performance thresholds.

The following figure shows the overall cost and schedule performance and associated trends. The data in this figure is derived from the project performance reports created by the PMO that is used to populate Table 17 above.

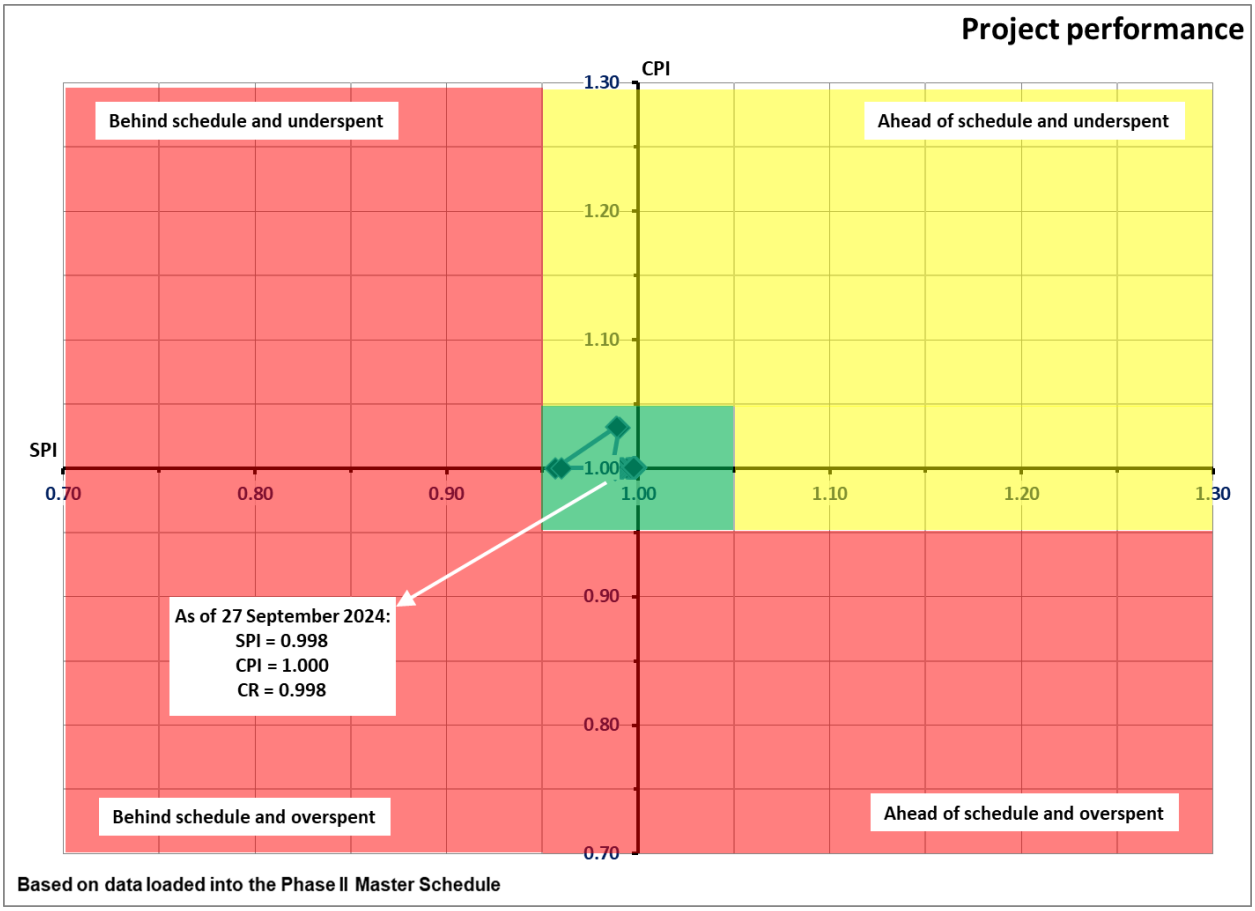

Figure 20. Overall project performance

Key items displayed in the above figure are as follows:

- The Project is within established performance thresholds.

The following figure shows the overall trends for PV and EV. The data in this figure is derived from the project performance reports created by the PMO that is used to populate Table 17 above.

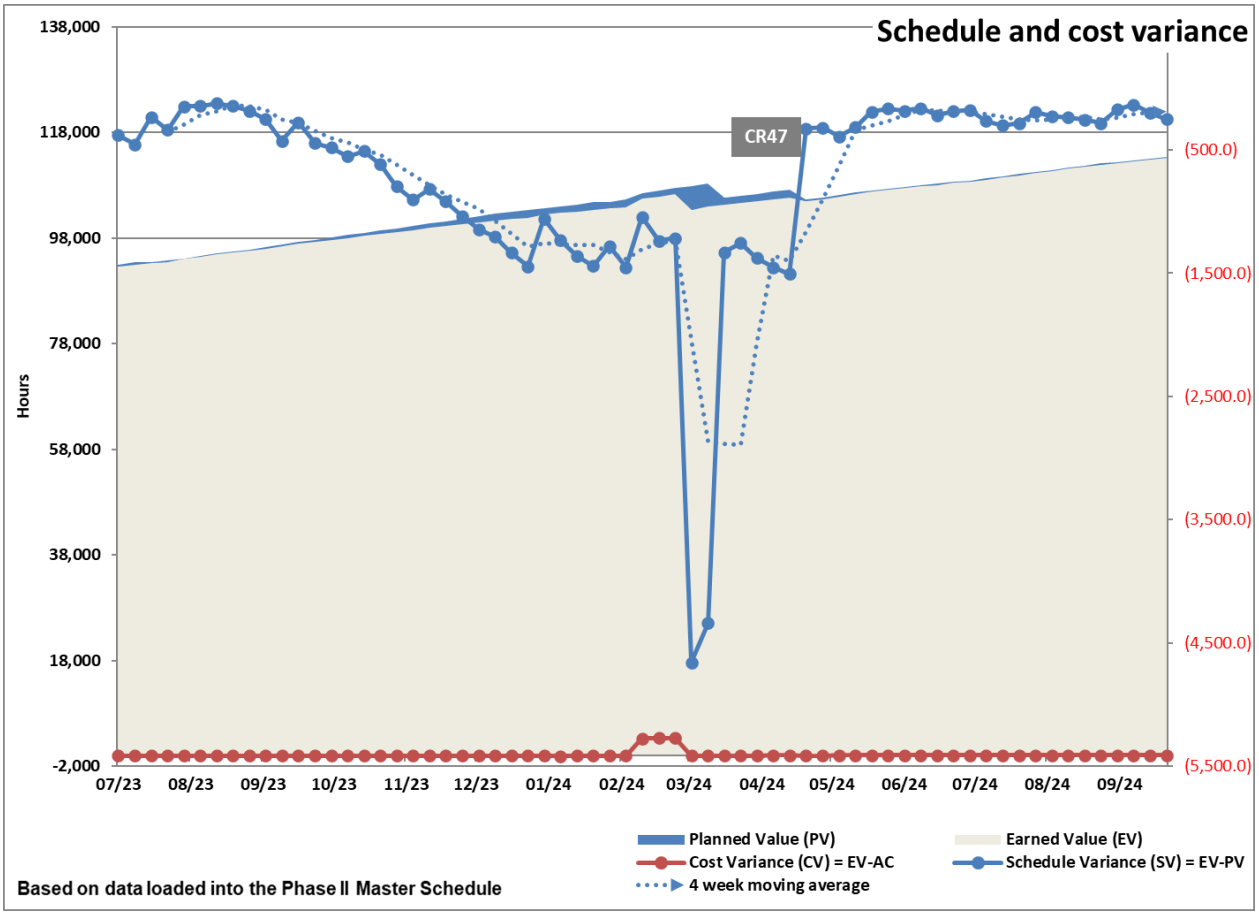

Figure 21. Project performance summary

Key items displayed in the above figure are as follows:

- 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 250.8 hours.
- The four-week moving average is ***steady***.
- The MMP2 Project is behind schedule.

The following figure shows the percent complete for duration and work. The data in this figure is derived directly from the project schedule sent to the IV&V Team each week.

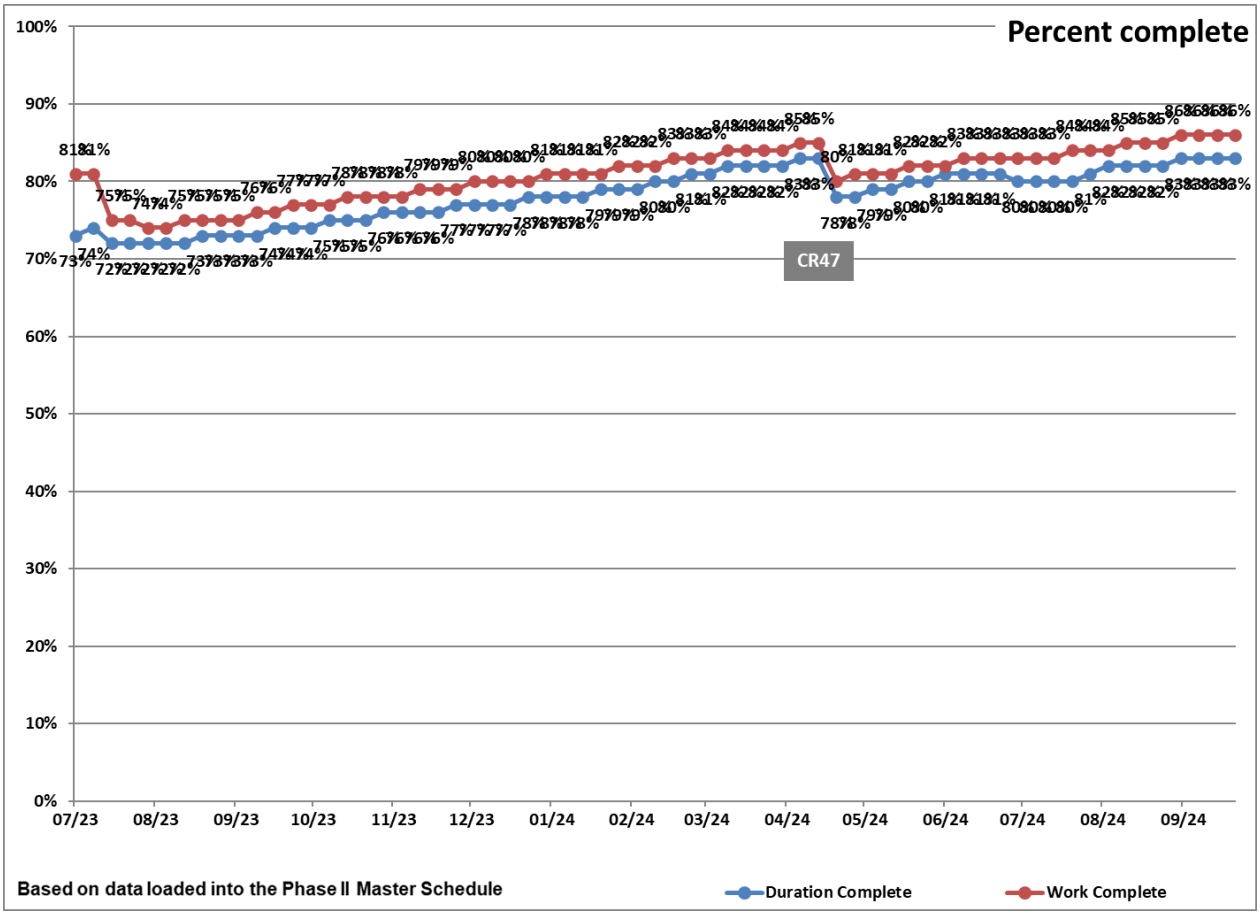

Figure 22. Percent complete

Key items displayed in the above figure are as follows:

- Duration and work complete have been increasing since the beginning of the project.

The following figure shows the TSPI and SPI indexes and associated trends. The data in this figure is derived directly from the project schedule and performance data sent to the IV&V Team each week.

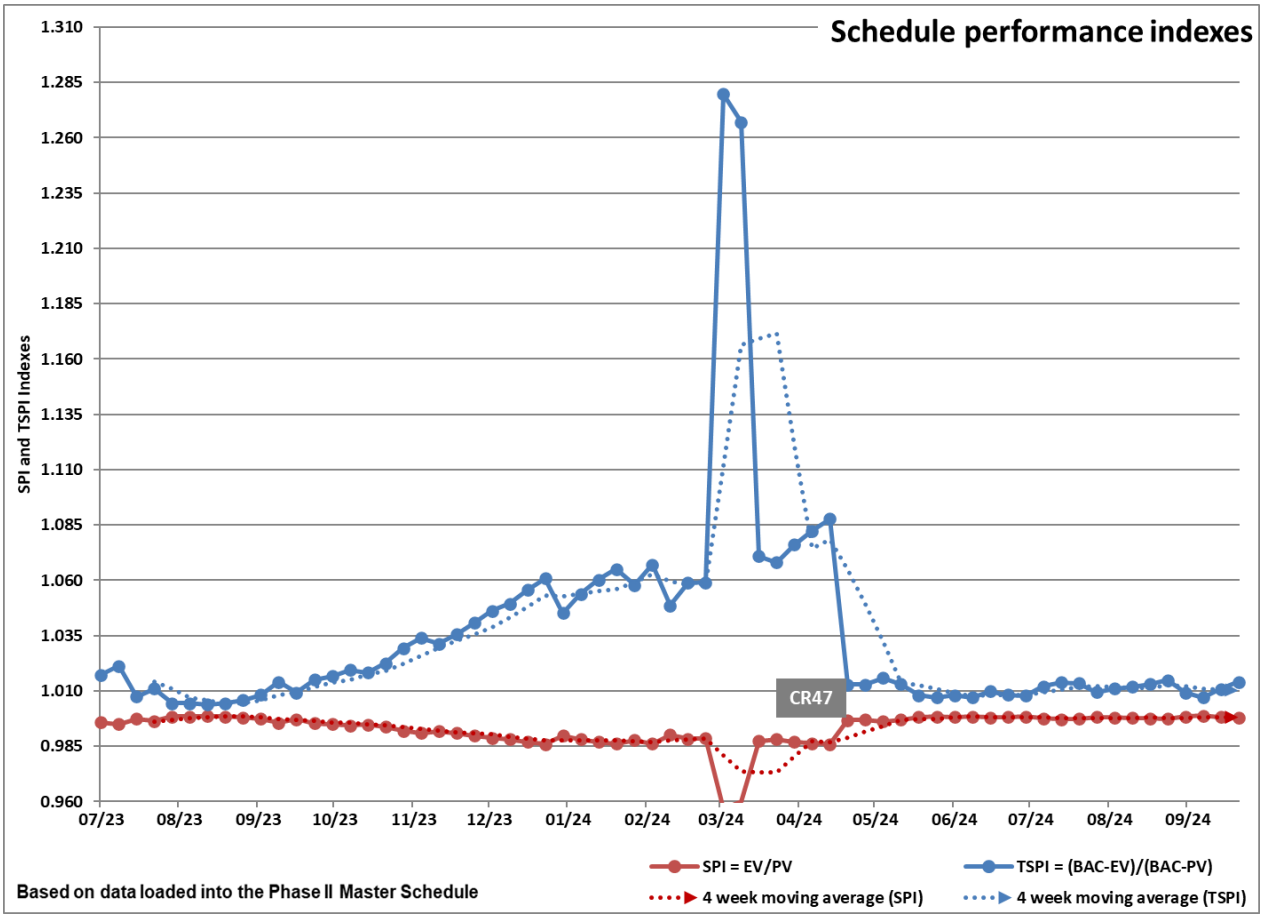

Figure 23. Schedule performance indexes

Key items displayed in the above figure are as follows:

- The SPI four-week moving average is ***steady***.
- The TSPI four-week moving average is ***steady***.
- Future required schedule efficiency (TSPI) is ***steady*** in relation to the current schedule efficiency (SPI).

The figure on the following page shows the Critical Ratio (CR) which is a combination of CPI and SPI to represent overall project status. The CR indicator combines both cost and schedule trade-offs and is determined by multiplying the SPI and CPI (CR = CPI * SPI):

- CR < 1 means poor project performance (project is either behind schedule, over budget, or both).
- CR = 1 means project performance is on target (project is on schedule and on budget).
- CR > 1 means good project performance (project is either ahead of schedule, under budget, or both).

The CR Control Chart displays the CR index over time against control limits. The control chart is a six-sigma statistical tool used for monitoring whether a process is stable (contains only common cause variation) or if it is subject to special cause variation. Common cause variation is the predictable and expected variation present in the process due to its inherent nature (for example, variations in reporting activity percent completion). Special cause variation is variation introduced in the process by nonrandom events or factors external to the process. If special cause variation is present in the process, then the process is said to be in an unstable state.

The Control Chart contains four lines: CR, Average (mean) CR, and upper and lower control limits. The control limits are three standard deviations on either side of the mean of the CR index. Since the CR is based on the EVM data for the project, the mean is termed a “moving average” since it changes every week. To be consistent with the other performance charts, the mean for the control chart is computed as a four-week moving average.

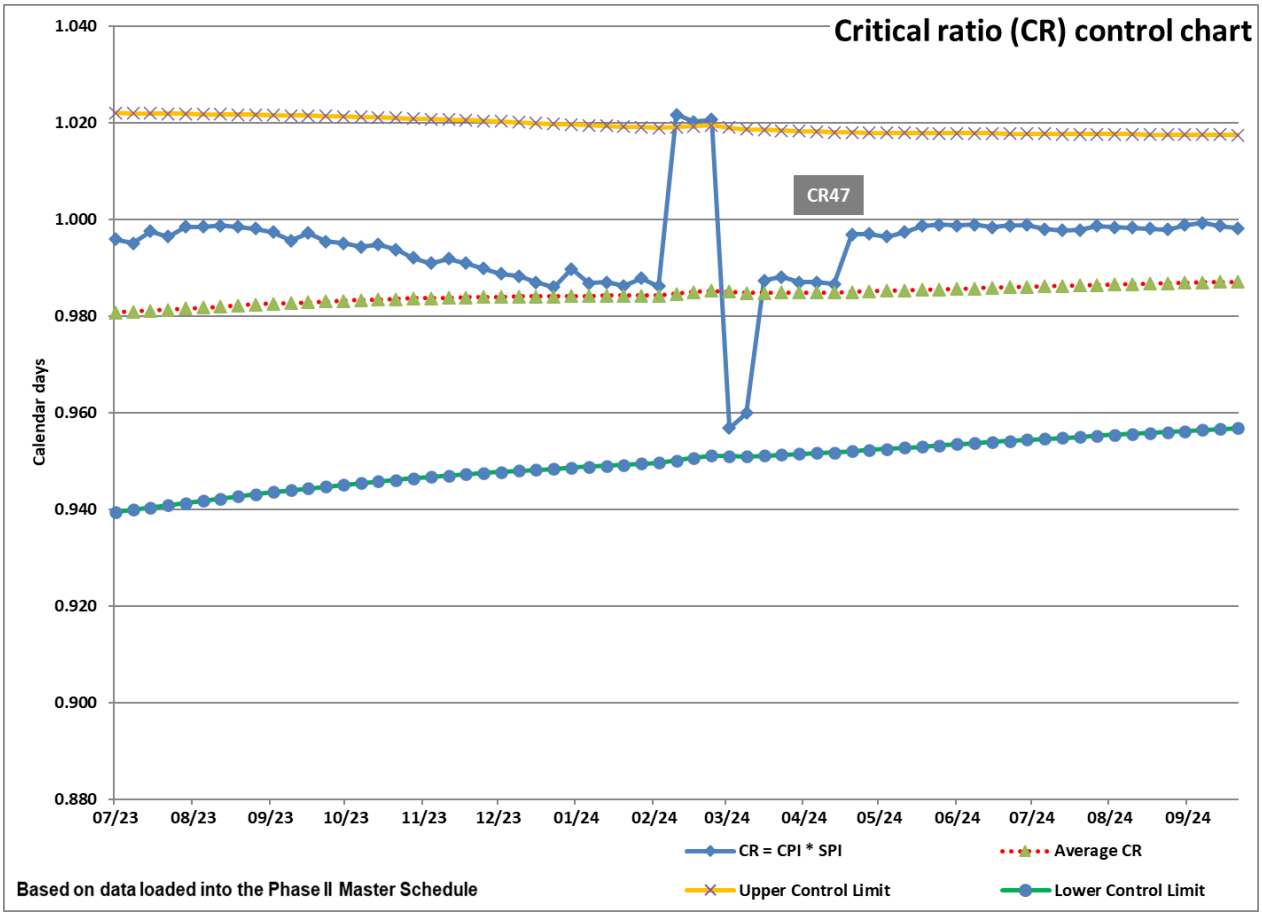

Figure 24. Critical ratio control chart

Key items displayed in the above figure are as follows:

- The CR is within the upper and lower control limits indicating project performance is **steady**.

Appendix G. Interviews and artifacts

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

G.1 Interviews

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

Table 18. Interviews conducted

Individual	Title / responsibility	Topic	Date
Desi Tatilian	Chief – Service Development	Cutover and Support	12 Sep 24
Jennifer Ford	Chief Learning Officer	Cutover and Support	12 Sep 24
Joe Weldon & Ed Gendusa	Accenture	Cutover and Support	13 Sep 24

G.2 Artifacts

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

Table 19. Project artifacts

Category	Documents
Advisory Board Meeting	▸ FINAL PII Advisory Board Meeting Packet 9-10-24.pdf
Change Requests	▸ None received
Deliverables	▸ Del 2 – MM Phase II Milestone Release Report August 2024 v1.0 ▸ Del 2 Attach A – August 2024 – T&R Issuance Team ▸ Del 2 Attach B – August 2024 – MV Globals Team ▸ Del 2 Attach C – August 2024 – Portal Fleet Team ▸ Del 2 Attach D – August 2024 – Enterprise Team ▸ Del 2 Attach E – August 2024 – Florida Smart ID Team ▸ Del 2 Attach F – August 2024 – IFTA-IRP Team ▸ Del 3 – Legislative Governance Status Report August 2024 ▸ Deliverable 22 – Training and Training Material v1.0 ▸ Deliverable 24 – Appendix_A_FLHSMV-ISA_ChangeManagementPolicy_V10_02.05.2024 ▸ Deliverable 24 – Appendix_B_ICFS_Go_Live_Checklist ▸ Deliverable 27 – IFTA-IRP Call Center Workflow ▸ Deliverable_19_Key_Performance_Measures_Criteria_Report_V1.5_Celtic_Final ▸ Deliverable_24_-_Deployment_Implementation_Plan_and_Check_list_v1.0

Table 19. Project artifacts	
Category	**Documents**
	▸ Deliverable_27_FLHSMV Operations and Maintenance Plan V1.0 ▸ I3 Verticals Deliverable# 26 FLHSMV ICFS System Post Implementation Acceptance v2
Deployment Readiness	▸ None received
ECM	▸ ECM Day 2 (MVScan only) 9_27_2024
ESC Meeting	▸ None received
EVM Reporting	▸ PII FLHSMV EVM Reporting_09062024 ▸ PII FLHSMV EVM Reporting_09132024 ▸ PII FLHSMV EVM Reporting_09202024 ▸ PII FLHSMV EVM Reporting_09272024
Florida Smart ID	▸ None received
IFTA-IRP-Audit	▸ Del2-FL_CMCS_WBS_CR33_20240927
KPI Report	▸ None received
Master Schedule	▸ MM Phase II MASTER Program Schedule v346.1 ▸ MM Phase II MASTER Program Schedule v347.1 ▸ MM Phase II MASTER Program Schedule v348.1 ▸ MM Phase II MASTER Program Schedule v349.1
OCM	▸ OCM Phase II Schedule v5.0 09302024
OMM SEU	▸ None received
Risks and Issues	▸ Included in status reporting
Spending plan	▸ 03 – 2024-25 MM Phase II Spend Plan – September
Status report	▸ MM Phase II - Weekly Status Report (09-06-2024) ▸ MM Phase II - Weekly Status Report (09-13-2024) ▸ MM Phase II - Weekly Status Report (09-20-2024) ▸ MM Phase II - Weekly Status Report (09-27-2024)

Appendix H. Meeting minutes and status reports

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

H.1 Meetings

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

Table 20. Summary of meetings

Date	Description	Reference
04 September 2024	Phase I & II Weekly Status Meeting	MM Phase II – Weekly Status Report (08-30-2024)
	IV&V Meeting	MMP2B-IVV-222CH IVV Meeting v1.0 Draft – 20240904
05 September 2024	Executive Steering Committee Meeting	FINAL ESC Packet 9-5-24
	Phase II Statewide-Roll-out	None
06 September 2024	LDO-OMM Phase II Meeting	None
09 September 2024	Follow-up Knowledge Transfer Meeting	None
10 September 2024	Motorist Modernization Phase II Advisory Board Meeting	FINAL PII Advisory Board Meeting Packet 9-10-24
11 September 2024	Phase I & II Weekly Status Meeting	MM Phase II – Weekly Status Report (09-06-2024)
	IV&V Meeting	MMP2B-IVV-222CI IVV Meeting v1.0 Draft – 20240911
12 September 2024	HSMV IV&V (EY)/Service Development: Cutover and Support Discussion	None
	HSMV IV&V (EY)/LDO: Cutover and Support Discussion	None
13 September 2024	LDO-OMM Phase II Meeting	None
	HSMV IV&V (EY)/Accenture: Cutover and Support Discussion	None
18 September 2024	Phase I & II Weekly Status Meeting	MM Phase II – Weekly Status Report (09-13-2024)
	IV&V Meeting	MMP2B-IVV-222CJ IVV Meeting v1.0 Draft – 20240918
19 September 2024	OMM Phase II Implementation Meeting	None
20 September 2024	LDO-OMM Phase II Meeting	None
25 September 2024	Phase I & II Weekly Status Meeting	MM Phase II – Weekly Status Report (09-20-2024)

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

H.2 Status reports

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

Table 21. Summary of status reports

Date	Reference
04 September 2024	▸ MMP2B-IVV-222CH IVV Status Report v1.0 Draft – 20240904
11 September 2024	▸ MMP2B-IVV-221CI IVV Status Report v1.0 Draft – 20240911
18 September 2024	▸ MMP2B-IVV-221CJ IVV Status Report v1.0 Draft – 20240918
25 September 2024	▸ MMP2B-IVV-221CK IVV Status Report v1.0 Draft – 20240925

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1501-1376490