A SAFER FLORIDA
HIGHWAY SAFETY AND MOTOR VEHICLES

Terry L. Rhodes
Executive Director

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Tallahassee, Florida 32399-0500
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July 27, 2017

To: Prospective Vendor

Subject: Solicitation Number: DHSMV RFP 033-17
Motorist Modernization Phase II – Support Services
Addendum No. 1

The enclosed information has been provided for consideration in the preparation of your response to the above-referenced RFP.

All terms and conditions of the RFP not modified in Addendum 1 or the attached answers remain in effect.

**To the extent this Addendum gives rise to a protest, failure to file a protest within the time prescribed in Section 120.57(3), Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes.**

Sincerely,

*Lisa M. Bassett*

Lisa M. Bassett, Chief
Bureau of Purchasing and Contracts

Enclosures:

Addendum No. 1 (2 pages)
Questions and Answers (11 pages)

- Exhibit 1 – Motorist Modernization Program – Program Management Plan
- Exhibit 2 – RASCI Matrix

# DHSMV RFP 033-17
# MOTORIST MODERNIZATION – PHASE II
# SUPPORT SERVICES
# ADDENDUM NO. 1

## Item #1

Attachment C., Special Conditions, Section C.6, Solicitation Timeline Table, is hereby deleted in its entirety and replaced with the following:

| ACTIVITY | DATE/TIME | LOCATION |
|---|---|---|
| Solicitation Issued by the Department | **07/12/17** | Electronically Posted<br>http://myflorida.com/apps/vbs/vbs_www.main_menu |
| **Deadline for Receipt of Written Inquiries** | **07/19/17 at 5:00 P.M., ET** | Address Provided in C.5 above |
| Anticipated Date for Department Responses to Vendor Questions | **07/26/17** | Electronically Posted<br>http://myflorida.com/apps/vbs/vbs_www.main_menu |
| **Deadline for Receipt of Responses** | **08/21/17 at 3:00 P.M., ET** | Department of Highway Safety and Motor Vehicles<br>Neil Kirkman Building<br>2900 Apalachee Parkway, MS# 31<br>Tallahassee, FL 32399-0500 |
| **Deadline for Opening of Responses** | **08/21/17 at 3:30 P.M., ET** | Same as above |
| Anticipated Evaluation of Responses | **08/22 - 09/04/17** | Various |
| Anticipated Date for Public Dissemination of Scores | **09/06/17 at 2:00 P.M., ET** | Department of Highway Safety and Motor Vehicles<br>Neil Kirkman Building<br>2900 Apalachee Parkway<br>Tallahassee, FL 32399-0500 |
| Anticipated Posting of Notice of Intent to Award | **09/12/17** | Electronically Posted<br>http://myflorida.com/apps/vbs/vbs_www.main_menu |

## Item #2

Attachment D, Scope of Services, Section D.3, Purpose, is hereby amended to add the following:

Anticipated activities for each fiscal year of Motorist Modernization – Phase II are as follows:

Fiscal Year 1 (2017-2018) – Requirements Gathering and Documentation
Fiscal Year 2 (2018-2019) – Requirements Validation and Approval
Fiscal Years 3-4 (2019-2023) – Design, Development and Implementation

## Item #3

Attachment D, Scope of Services, Section D.11, Responsibilities of the Department, is hereby amended as follows:

- Sub-item C. is hereby amended to now read:

  C. Workspace, network access, and a computer workstation, which shall include Microsoft Word, Excel, PowerPoint, Outlook, Project, ~~and~~ Visio, Microsoft Visual Studio Enterprise with MSDN and Blueprint.

- Sub-items I. and J. are hereby added as follows:

  I. Resources to plan, coordinate and execute testing efforts, except Unit Testing and Integration Testing for software developed by the Vendor.

  J. Department development resources to work with Vendor Developers to assist in the completion of Motorist Modernization Phase II.

## Item #4

DHSMV RFP 033-17, Questions and Answers, are hereby attached and made a part of this addendum.

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# DHSMV RFP 033-17
# MOTORIST MODERNIZATION PHASE II
# SUPPORT SERVICES
# QUESTIONS AND ANSWERS

Note: All written questions are reproduced in the same format as submitted by the Respondent.

| **Questions received from Infosys Public Services** | |
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| Question #1 | Due to the complexity of the solution and response described in the DHSMV RFP 033-17, Infosys Public Services would like to respectfully request a due date extension from August 11th, 2017 to September 8th, 2017; |
| **Answer #1** | See Addendum No. 1, Item # 1. |
| Question #2 | Is the RFP limited to the following roles ?(PM, BA, and Data Analyst) |
| **Answer #2** | No. Please see Exhibit 1, Motorist Modernization Program – Program Management Plan, for Team Roles and Responsibilities for additional information. The Department will provide the following roles:<br>• Executive Sponsor<br>• Program Sponsor<br>• Executive Steering Committee<br>• Advisory Board<br>• Change Control Board<br>• Information Security Manager<br>• Independent Verification & Validation<br>• OMM Leadership Team<br>• Program Director<br>• Deputy Program Director<br>• Program Manager<br>• Enterprise Architect<br>• Software Architect<br>• Infrastructure Architect<br>• Business Analyst Solutions Manager<br>• Sr. Business Analyst(s)<br>• Contract and Budget Consultant<br>• Communications Consultant<br>• Administrative Assistant<br>• Product Owner(s)<br><br>The Department will assist with the development effort within its existing resources. Assistance will be limited to support and input, not oversight or lead roles. |
| Question #3 | Is the expectation of vendor to plan and staff additional roles for Phase II |
| **Answer #3** | This RFP is a deliverable-based contract. All work must be completed for the contracted price. It is the Vendor's responsibility to determine whether additional staff is needed at any time during the term of this contract to complete the deliverable(s). |

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| Question #4 | Is there any need for specific technology skills? If so – Can you please state those |
| **Answer #4** | Yes, below are some of the technology skills/tools that will be utilized. A familiarity with any specific tools would be preferred, but is not required.<br><br>• **Requirements Gathering and Management**<br>The Department utilizes Blueprint as the requirements management tool.<br><br>• **Source Control Management, Work Item Management and Build Management**<br>The Department utilizes Team Foundation Server as the source control, work items management and build server.<br><br>• **Development**<br>The Department utilizes Microsoft .NET and C# for the primary development platform. Also utilized is a Single Page Architecture platform that is based on a JavaScript framework, and PL/SQL for Oracle, as well as T-SQL for SQL Server code.<br><br>• **Batch Processing**<br>The Department utilizes ActiveBatch for batch scheduling and execution.<br><br>• **Database**<br>The Department utilizes the following database technologies:<br><br>  • **Oracle 12C**<br>  The Department's primary database systems utilize Oracle.<br>  • **SQL Server 2008-2014**<br>  The Department utilizes SQL Server for reporting (SSRS), data warehousing and certain data collection workflows.<br>  • **CouchBase**<br>  The Department utilizes CouchBase as a distributed session provider and a NoSQL platform for certain data collection workflows.<br>  • **Informatica Power Center**<br>  The Department utilizes Informatica PowerCenter for data synchronization of multiple data sources. |
| Question #5 | For the implementation work – Will it by statement of work |
| **Answer #5** | Implementation work shall be performed in accordance with Attachment D, Scope of Services. In addition, the Department will work with the Vendor to determine the timeline and further details regarding system implementations for Motorist Modernization Phase II. |
| Question #6 | What does the Budget Cap in Attachment H mean from Y1 – Y6 mean to the vendor ? Is it total budget OR is it a vendor budget for Phase II |
| **Answer #6** | The Budget Cap in Y1-Y6 reflects the total amount per year for this RFP. The vendor's budget cannot exceed both the Budget Cap provided by year and in total. |

| Questions received from Tech Mahindra | |
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| Question #7 | Section C.6, Page 18<br>Can State extend submission deadline by at least 2 weeks ? This will allow vendors additional time to provide high quality response to this large RFP. Similar RFPs from other Jurisdictions provided Vendors 1.5-2 months to prepare responses. |
| **Answer #7** | See Addendum No. 1, Item #1. |
| Question #8 | "We understand that Vendors who are involved in Motorist Modernization Phase I , would have in-depth information of current system and project, which is not provided as part of this RFP. This puts existing Phase I vendors in signification advantageous position for this opportunity.<br>Are Motorist Modernization Phase I vendors allowed to bid for this opportunity ? If yes, How state is planning to ensure fair competition with current Motorist Modernization Phase I vendors and new potential vendors." |
| **Answer #8** | Motorist Modernization Phase I vendors can submit a proposal for this opportunity. The Department has ensured reasonable steps have been taken to prevent access to information related to Phase II. Phase I vendors were not included in Phase II discussions or planning efforts.<br><br>Phase I is the Driver License Issuance System Modernization effort whereas Phase II is the Motor Vehicle Issuance System Modernization effort. Driver License Issuance and Motor Vehicle Issuance are two (2) separate and unique systems. Phase I vendors are not utilizing or accessing the Phase II System.<br><br>The Department has ensured that access to information is available to the public through monthly public meetings, video, website and documentation, in addition to monthly reporting requirements to Legislative staff and agencies. Source selection information that is relevant to this contract is available and open to all competitors. |
| Question #9 | Is DHSMV looking to award this contract to single vendor or multiple vendors ? |
| **Answer #9** | The Department is seeking a single vendor (or prime) to provide Phase II Support Services. |
| Question #10 | Can state have 2nd round of questions for Vendors ? We expect that Vendor's will have follow up questions once DHSMV release answers to 1st round of question. |
| **Answer #10** | No. Based on the Department's timeline requirements, an additional question and answer period will not be afforded for this procurement. |

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| Question #11 | Section D.3, Page 30<br>This section states that "DHSMV is looking to obtain **technology-related support services** for the Department's Motorist Modernization Program, specifically, additional staff support to complete required deliverables of Phase II of the Program in a quality manner, on schedule and within budget." However all deliverable listed in D.12 are **reports, plan and documentation** related. Can DHSMV provide list of roles in respective technology that are in scope for this RFP |
| **Answer #11** | Please see Exhibit 1, Motorist Modernization Program – Program Management Plan, –for Team Roles and Responsibilities for additional information. Specific to technology, please see pages 23, 24 and 25 of this exhibit. |
| Question #12 | Section D.4, Page 31<br>Who will be responsible for performing the system development and implementation work ? As per deliverable list in the RFP, most deliverables are related to plan, reports and documentation. We want to understand - Who is responsible for performing the system development and implementation work and whether those activities are in scope for this RFP? |
| **Answer #12** | The vendor is responsible for performing the system development and implementation work, per Attachment D, Scope of Services. The Department will assist with this effort within its resources, but the primary responsibility for the development of Phase II will fall to the vendor. |
| Question #13 | Section D.2.1, Page 29<br>For the requirement to redesign the Motor Vehicle Issuance Database, we are assuming that this involves the database designing and optimization for the database tables that would be part of Phase II of the program. Does this also involve the optimization and normalization of the database design created for the Phase I of the project? |
| **Answer #13** | If deficiencies of Phase I database designs are defined or identified during the Phase II process, optimization and normalization will be required and will be the responsibility of the awarded vendor with assistance from the Department within its available resources. |
| Question #14 | Section D.2.2 - g. Page 29<br>Please elaborate on the business processes of the Mobile Home Installer sub-system. Is it currently implemented in the FL DHSMV's legacy IT system? If yes, please share system information and workflows for our better understanding of the processes for Vendors. |
| **Answer #14** | Yes. The Mobile Home Installer sub-system is used to support the installation of mobile homes, manufactured homes and park trailers, and for the manufacture of components, products, or systems used in the installation of mobile homes, manufactured homes and park trailers.<br><br>See Attachment D, Scope of Services, Section D.2, Background, last paragraph, for the Schedule IV-B link for additional information. Phase II Requirements Gathering (Year 1) and Phase II Requirements Validation |

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| | (Year 2) will define and validate the process (AS-IS and TO-BE) for this sub-system. |
| Question #15 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. Apart from the listed functions, are there any other functions/sub-systems that need to be implemented? |
| **Answer #15** | Yes. There may exist additional systems within the sub-systems that will be replaced or redefined. These sub-systems will be identified at the completion of Requirements Gathering and Requirements Validation. |
| Question #16 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. Is there a need to implement a revenue/fiscal management system to cater to the financial needs of the application? Or is there already a Fiscal management system in place? |
| **Answer #16** | No. The Revenue/Fiscal Management System is not planned to be modernized until Phase III of the Motorist Modernization effort. |
| Question #17 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. Do FL DHSMV need a POS (Point-of-Sale) system to be implemented for collection of fee amounts for the listed sub-system transactions as part of Phase II of the program? Or is there already a POS system in place? |
| **Answer #17** | Cashiering (Department POS system) is being developed during Phase I. The Department anticipates modifications will be required during Phase II to account for motor vehicle transactions. |
| Question #18 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. How is the Customer record management handled in the system? Is there a centralized location to view the entire Customer record (Customer 360 degree view) in the system? |
| **Answer #18** | As submitted, the Department cannot determine if the questions relate to the Department's current system or future implementations. For purposes of providing a response, the Department will answer the questions as to future implementations.<br><br>One of the Department's primary goals of the Motorist Modernization effort is to create the MyDMV Portal, which will replace antiquated self-service portal systems. Phase I includes the Driver License Issuance System, Phase II the Motor Vehicle Issuance System, and Phase III Business Support Systems. At the completion of Phase II, a single database will contain driver licenses and motor vehicle information for each customer. |

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| Question #19 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. How is printing of output documents and correspondence handled in the system? Is the framework for this already built as part of Phase I of the program, and we just need to integrate/leverage this for the functions of Phase II? Or is there an expectation that vendor will build this framework and solution as part of the Phase II? |
| **Answer #19** | As submitted, the Department cannot determine if the question relates to the Department's current system or future implementation(s). For purposes of providing a response, the Department will answer the first question as it relates to the current system. Office level printing is currently handled by the system via local file and print services. Correspondence that is printed and mailed to the public is handled via contract with Novitex Enterprise Solutions.<br><br>The Infrastructure and solution currently exists and the framework continues to be built during Phase I. The Department anticipates modifications will be required during Phase II to account for additional functionalities and/or business rules/processes captured during Requirements Gathering and Requirements Validation. |
| Question #20 | Section D.2.2, Page 29<br>This section states the need to replace FRVIS' supporting sub-systems like Title, Registrations, Inventory, etc. How is scanning of documents handled in the system? Is the framework for this already built as part of Phase I of the program, and we just need to integrate/leverage this for the functions of Phase II? Or is there an expectation that vendor will build this framework and solution as part of the Phase II? |
| **Answer #20** | As submitted, the Department cannot determine if the question relates to the Department's current system or future implementation(s).<br><br>The Department is currently investigating efficiencies in the existing content management effort that support the operations of the Department. Phase II will leverage any enhancements made due to any operational gains resulting from the investigation into efficiencies surrounding content management. In regards to the scanning of documents, the Department utilizes several document capture processes that range from desktop scanners to high speed scanners. These processes would fall into the aforementioned operational efficiency effort surrounding content management that will be leveraged by Phase II. |
| Question #21 | Section D.2.2, Page 29<br>We are assuming that there would be federal, state and local agencies with whom the application would exchange information using web services or batch files. Some examples of these are NMVTIS, NADA, VINA, local law enforcement agencies, etc. Please confirm this assumption. |
| **Answer #21** | Yes, the assumption is correct. |

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| Question #22 | Section D.2.2, Page 29<br>Are there any other internal applications apart from third party agencies that we would need to create a bridge with, to exchange information and keep the data in sync in real time? |
| **Answer #22** | Yes. Internal applications exist that will need to be bridged. The Department expects this to include systems not contained in Phase II in addition to systems that have not been modernized. (e.g., DAVID, Cash Receipt System, Refund System, Distribution System, etc.) |
| Question #23 | Section D.2.4, Page 30<br>We understand that as a government agency, there will be many functions that are internal to the DHSMV. Could you please share approximate percentage of these total functions that are expected to be built for online citizen MyDMV portal as part of Phase II program. |
| **Answer #23** | See Attachment D, Scope of Services, Section D.2, Background, last paragraph, for the Schedule IV-B link. This document details the functions for MyDMV Portal. As the Department is just initializing the effort for Requirements Gathering and Requirements Validation, we expect this percentage to be calculated during Year 1 and Year 2. |
| Question #24 | Section D.12, Page 54<br>Please clarify whether all the scope of work required for deliverables mentioned in "Table 1 - Deliverables" is expected to be performed by the vendor or FL DHSMV team also will be involved. What would the role of FL DHSMV team in performing the scope work. |
| **Answer #24** | The Department will assist within its available resources, with Deliverables outlined in Attachment D., Scope of Services; however, the vendor is responsible for development and delivery of those Deliverables. The Department's primary roles are contributor, reviewer and approver. See Exhibit 1, Motorist Modernization Program – Program Management Plan, for Roles and Responsibilities. |
| Question #25 | Section D.2, Page 30<br>Please provide the RACI matrix embedded in page 531 of Department's Schedule IV-B document as it is not opening. |
| **Answer #25** | See Exhibit 2, RASCI Matrix. |
| **Questions received from Accenture, LLP** | |
| Question #26 | Attachment D, Scope of Services,<br>Section D.4, Page 7<br>Please confirm that the dates noted as being "subject to finalization" will be mutually agreed to with the Department and winning vendor prior to contract execution given the assessment of Liquidated Damages on late submission of the Deliverables. |
| **Answer #26** | See Attachment D, Scope of Services, Section D.5, sub-items, A.1-2 and B.1-5. It is the Department's intent to work with the vendor to ensure all dates are mutually achievable. Note: Where applicable, Department proposed deliverable dates must be reviewed, agreed to and/or |

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| | responded to by the vendor, in writing, within five (5) days of written submission. |
| Question #27 | Attachment D, Scope of Services,<br>Section D.4, Page 23<br>Please confirm that the Department is intending the vendor to provide development services to assist the Department's current FRIVIS development staff related to Phase II. |
| **Answer #27** | Yes. Please see Answer #2. |
| Question #28 | Attachment K, Sample Contract,<br>Section VIII, Subsection F<br>The Indemnity provisions of this Agreement are much broader than the standard PUR 1000 indemnity provision and request that a Contractor indemnify the Department for basic performance breach. The Department maintains the right to bring a claim against the Contractor for breach, in addition to other mitigation remedies which include broad Set-Off rights and a performance bond. As currently written, the proposed indemnity is outside market standards as it expects Contractors to agree to Indemnify the Department for general breach of contract performance. Would the Department agree an indemnity arrangement consistent with the Indemnity provisions in Florida's PUR 1000 standard (*which is already incorporated into this Agreement by reference*)? |
| **Answer #28** | The PUR 1000 is intended to provide general contract language for use by all state agencies. State agencies are permitted to supplement the PUR 1000 based on the agency's best interest. The indemnification language in the Department's standard contract is not subject to change as this clause is contained in all HSMV contracts in order to ensure that the Department's risk under the contract remains at a minimum. |
| Question #29 | Attachment K, Sample Contract,<br>Section VIII, New Subsection<br>Currently there is no inclusion of Warranty and a Disclaimer of Implied Warranties, which we usually see contained in Professional Services Contracts. Our interpretation of the current contract and the absence of a standard Warranty, and this disclaimer in particular, implies an unlimited open, ended warranty which would place the Department's proposed Contract outside of standard market practices and may impede competition and ability to attract market leading vendors. Would the Department consider the inclusion of a Warranty provision in a revised Exhibit K that includes a clear disclaimer of Implied Warranties? |
| **Answer #29** | The Department will add the following language to the resultant contract:<br>Representations and Warranties:<br><br>The Vendor agrees to the following representations and warranties:<br>Repair of Damaged Data Warranty - The Vendor represents that, should any defect or deficiency in any software deliverable developed by the Vendor, or the remedy of such defect or deficiency by the Vendor cause incorrect data to be introduced into any Department's production database or cause data to be lost from the production database, the Vendor shall be required to correct the production database affected, |

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| | within a timeframe mutually established by the Department's Contract Manager and the Vendor, at no additional cost to the Department. Notice of such defect or deficiency should be made in writing to the Vendor.<br><br>Quality Assurance Warranty - The Vendor represents that it will at all times use a formal software development process when the services or deliverables involve software modification or development.<br><br>Limitation of Warranty for Department-furnished software - In lieu of any other warranty expressed or implied herein, the Department warrants that any programming aids and software packages supplied for Vendor use as Department-furnished property shall be suitable for their intended use on the system(s) for which designed. In the case of programming aids and software packages acquired by the Department from a commercial source, such warranty is limited to that set forth in the contractual document covering the product(s). Should Department-furnished programming aids or software packages not be suitable for their intended use on the system(s) for which designed, except where such property is furnished "as is," the Vendor shall notify the Department's Contract Manager and supply documentation regarding any defects and their effect on the progress of the Contract. The Department's Contract Manager will consider equitably adjusting the delivery performance dates or Contract price, or both, and any other contractual provision affected by the Department-furnished property in accordance with the procedures provided for in the clause of this Contract entitled "Additions/Deletions/Substitutions". |
| Question #30 | Attachment K, Sample Contract,<br>Section III, Subsection D.<br>Currently, this provision holds the Contractor responsible for the full performance of any Contract requirement should the Department not be able to provide technical support and assistance. Given the technical environments and other technical/development aspects are furnished by the Department, would the Department modify the provision contained on "Department Responsibilities" – or allow for negotiation of specific Department responsibilities in a Final Version of Exhibit K? Such a provision would provide for an opportunity where the parties will meet to negotiate a mutually agreeable adjustment in the project scope and fees in accord with the Final Contract's change order process. |
| **Answer #30** | Attachment K., Standard Contract, Section III, Service Delivery, Subsection D., Department Responsibilities, is standard generalized contract language that will be deleted as Attachment D., Scope of Services, Section D.11, Responsibilities of the Department, describes the Department's responsibilities specific to this RFP project.<br><br>Additionally, RFP terms and conditions are not subject to negotiation pursuant to paragraph 287.057(1)(b), Florida Statutes. In the event, the Department receive less than two (2) responsive proposals, the Department may however, negotiate on the best terms and conditions pursuant to subsection 287.057(5), Florida Statutes.<br><br>Also, see Addendum No. 1, Item #3. |

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| Question #31 | Attachment G – Past Performance<br>Client Reference Form<br>"The clients listed must be able to attest that the prospective vendor provided services or work similar in nature to the scope of services contemplated in this RFP, with at least one (1) client verifying the 5-year period required in Attachment E, Proposal Submission Requirements and Evaluation Criteria Components, Section E.2, subsection B., Technical Response, item 3., Organizational Structure, History and Experience, sub-item d. " Please confirm that the Department requires at a minimum one of the three requested references to have a total contract performance period of five or more years. |
| **Answer #31** | The Department requires three (3) Client References to be identified in Attachment G, Past Performance Client Reference Form, with at least one (1) client verifying the 5-year period required in the referenced section. |
| Question #32 | Attachment E – Proposal Submission<br>Requirements and Evaluation Criteria Components<br>"The electronic format shall be submitted on CD, DVD-ROM or USB thumb drive. The software used to produce the electronic files must be Microsoft Word 2010 and/or Excel 2010 or later." Will the Department consider accepting files in .pdf format? |
| **Answer #32** | Yes, in addition to its native format. |
| Question #33 | Attachment K, Preamble Section<br>The majority of IT Service Providers response and submission is dependent upon its ability to negotiate and reach agreement upon critical industry standard terms and conditions applicable to similar complex and important projects in the State of Florida. Will the State confirm whether the Department will be willing to negotiate certain critical terms and conditions into the Final Version of Exhibit K? |
| **Answer #33** | The Department is unable to answer the vendor's question as submitted. Terms that are standard in the industry would not require negotiation as they should have a widely understood meaning. See also Answer #30. |
| **Question received from Mathtech, Inc.** | |
| Question #34 | With regard to the subject Department of Highway Safety and Motor Vehicles RFP, we respectfully request clarification of the following text within Attachment A Section 35/Attachment K Section VIII E Insurance Requirements:<br>Would you please confirm what the reference to "Optional" in Attachment K Section VIII E means to the insurance requirements? |

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| **Answer #34** | The Vendor's question was received after the deadline for receipt of written inquiries identified in Attachment C, Special Conditions, Section C.6, Solicitation Timeline. However, the Department considers it in its best interest to answer the question.<br><br>The word "Optional" is for internal purposes only. Services to be provided under the resultant contract will require the Vendor to have insurance as described. |

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**EXHIBIT 1**
**MOTORIST MODERNIZATION PROGRAM**
**PROGRAM MANAGEMENT PLAN**

A SAFER
FLORIDA
HIGHWAY SAFETY AND MOTOR VEHICLES

# Motorist Modernization Program

Information Systems Administration ♦
Office of Motorist Modernization ♦



## Program Management Plan
## Version 1.0

## Contact Information

To request copies, suggest changes, or submit corrections, contact:

Florida Department of Highway Safety and Motor Vehicles
2900 Apalachee Parkway
Tallahassee, FL 32399
**Attention: Kristin Green**
Email: kristingreen@flhsmv.gov
Phone: 850-617-2147

## File Information

**File Location:** All program artifacts will be maintained in the MM project control book (PCB) and in the project portfolio management (PPM) tool.

## Revision History

| Date | Version | Revised By | Description |
|---|---|---|---|
| 9/30/2016 | 1.0 | K. Green | Initial Draft |
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# Table of Contents

# 1. Purpose of Document

This Program Management Plan (PMP) provides guidelines for the Motorist Modernization program identifying the:

- Purpose of Document
- Background and Business Need
- Assumptions and Constraints
- Program Scope and Methodology
- Critical Success Factors and Program Benefits
- Program Organization
- Human Resource Management
- Cost Management
- Time Management
- Risk and Issue Management
- Change Management
- Quality Management
- Communications Management
- Document Management
- Organizational Change Management
- Configuration Management
- Vendor Management
- Common Acronyms & Terms
- Signature and Acceptance Page

The Program Management Plan (PMP) is a “living” document that is prepared early in the Planning Phase of the program. The PMP identifies key elements of the program management strategy and the high level activities and deliverables of the program.

# 2. Background and Business Need

The Motorist Services program within the Department of Highway Safety and Motor Vehicles supports the issuance of approximately five million driver licenses/identification cards and 24.5 million motor vehicle titles and registrations in Florida annually. These services provide more than $2.4 billion in State revenues, which is then distributed to General Revenue, the Department of Transportation, the Department of Education, the Law Enforcement Radio Trust Fund, the Department, and others. The Department is one of the largest revenue sources of the state's general revenue funding.

The Department has been issuing licenses and registering vehicles as a consolidated agency since 1969 when the Governmental Reorganization Act combined the Florida Department of Public Safety and the Department of Motor Vehicles, but since that time the department never combined the two functions. Separate divisions handled driver license issuance and motor vehicle registrations in separate offices using separate computer systems, even though they served the same customers who usually needed both services. Business needs did not dictate that the divisions integrate their data, standardize processes or provide self-service opportunities. Business process ownership and supporting technology operated in silos, and additional system functionality was developed sporadically or hastily in response to legislative mandates.

During the last two decades, critical changing business needs have caused the Department to move to a more integrated motorist services environment. For years, the concept of a "one-stop shop" has been discussed, and the Department has taken steps towards implementing this starting in 1996 when the Department began partnering with county tax collectors to provide some driver license issuance services in addition to titles and registrations. Some improvements to systems were made to increase ease of use by the tax collectors (such as allowing the use of an external cashiering system), but the systems were not significantly changed.

The next definitive action started in 2009 when the Department began to merge and centralize various administrative and shared functions and defined a plan to merge the two divisions into one division. The 2010 Legislature approved a plan to migrate most driver license issuance services to the tax collector offices and reduce the number of state-operated driver license offices by 2015. As a result, the Division of Motorist Services was created.

Numerous applications and processes have been developed over time as required; however the silo (legacy) structure still exists today. In addition to agency systems, the Department has partnered with outside vendors that support different functions associated with driver licenses and motor vehicle titles and registrations. Expanding the Department's partnerships and finding efficiencies in service delivery and re-engineering older legacy systems are core strategies to meeting the Department's strategic goals.

In 2014, the Department began the process of modernizing legacy driver license systems. The modernization of the driver license system will provide significant improvements that will increase and enhance customer service and also create a customer portal that will provide an additional customer service option in which customers can perform some driver license services online.

As the Department continues additional phases of modernization, the goal is to unify driver license and vehicle registration systems to simplify office visits and expand online services for our customers. During Phase II of modernization the Department will continue to reduce duplicative processes and continue to increase the efficiency and effectiveness of service.

As stated in the Department's strategic plan, the Department seeks to:

- Protect the lives and security of our residents and visitors through enforcement, service, and education
- Provide efficient and effective services that exceed the expectations of our customers and stakeholders
- Leverage technology in the way we do business
- Build a business environment that regards our members as our most valuable resources

The Department created the Office of Motorist Modernization to manage this effort from a technology perspective. Major activities include planning and managing all functions related to the delivery of the new motorist systems program roadmap, data modeling, motorist business application architecture, requirements management, and modernization of the motorist information technology systems to align with the current organizational structure and business processes of the new Motorist Services Division. This effort will leverage technological advances in the software, hardware and network arenas to provide faster and more effective computing solutions.

# 3. Assumptions and Constraints

### *3.1. Assumptions*

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.

- The program objectives will be one of the Department's top priorities under the direction of the Office of Motorist Modernization.
- The business partners in DHSMV will provide the necessary resources to participate when needed. If requested resources are not available, a knowledgeable replacement will be provided.
- This program will have executive and senior level management support.
- The program will implement a governance structure and follow the procedures set forth in the documented Decision Escalation Matrix in Section 6.7.
- 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.
- This program will use a combination of Department staff and contracted support.
- This program will use a blended waterfall-agile project management methodology.
- Required funding will be approved
- The Motorist Modernization Program will use a service-oriented architecture (SOA) in a Microsoft .NET framework.

### *3.2. Constraints*

- There are several other projects that will compete for resource availability.
- The Motorist Modernization Program depends upon the successful and timely completion of associated projects.
- 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.
- Resource availability due to high rate of attrition within the Department.
- 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.
- Priority shifts and/or legislative mandates could have an impact on the ability of the program to achieve stated objectives.
- Dependency on the cooperation and availability of external stakeholders may impact the ability of the program to achieve stated objectives.
- 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.

# 4. Program Scope and Methodology

### *4.1. Scope Statement*

The Motorist Modernization – Phase II Program, beginning in July 2017 and running for approximately six years, will alleviate the immediate support burden to Motorist Services business operations through the following:

- **Redesign database structure and implement data quality controls.** The Department recognizes the need 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 deployed in the tax collector and regional department offices statewide to support the motor vehicle issuance process workflow. In order 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 the following subsystems:
    - **Titles:** Subsystem that is used to provide titling service such as original title, duplicate title and title transfers.
    - **Registrations:** Subsystem that is used to provide registration services to customers including issuance of an original, renewal, replacement, and duplicate registration.
    - **Inventory:** Subsystem that is used to track and manage issuance of inventory, such as decals, title paper and license plates.
    - **Vehicle Inspections:** Subsystem that is used to support inspection of rebuilt motor vehicles, mobile homes or motorcycles previously declared salvage or junk.
    - **Disabled Persons Parking Permit Placards:** Subsystem that is used to provide original, temporary or subsequent parking permit placards to customers.
    - **Dealer Licensing / Consumer Complaints:** Subsystem that is used to support the regulation of licensing of motor vehicle dealers and manufacturers, and track consumer complaints.
    - **Mobile Home Installer:** Subsystem that is used to support the installation of mobile homes, manufactured homes and park trailers and for the manufacture of components, products, or systems used in the installation of mobile homes, manufactured homes and park trailers.
    - **International Fuel Tax Agreement / International Registration Plan (IFTA/IRP):** IFTA is the subsystem that is 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.

- **Development of a Fleet Management System.** The Department will create a new subsystem that will allow participants to manage the title and registration activities for all fleet vehicles electronically. These activities include renewing all expiring registrations at one time, title and register vehicles electronically, report vehicles that have been sold and manage fleet records.
- **MyDMV Portal.** The Department is creating a new customer portal as part of Phase I of Motorist Modernization. The new customer portal replaces GoRenew.com the Department's current self-service portal also known as "Virtual Office" which provides limited access to services for motorists. In attempting to establish better authentication practices, ease of use has been significantly impaired. During Phase II of motorist modernization the Department will continue to add functionality focusing on motor vehicle services to the MyDMV Portal that will allow motorists to access more services, allowing citizens to interact with the Department via this self-service portal.
- **Expanded use of a single fee engine across all applications**. Over time, different fee calculation routines have been inserted into motorist services systems. The Department now maintains a dozen different fee calculation routines, resulting in months of staff time allocated when fee changes are made. As part of the Driver Related Issuance and Vehicle Enhancement (DRIVE) project, the Department developed a fee engine that supports the Electronic Filing System (EFS). As part of Motorist Modernization Phase II, all motor vehicle fees will be implemented in the new fee engine.

Implementation of Motorist Modernization Phase II will allow the Department to improve customer service, meet the needs of the tax collectors performing issuance activities, increase data availability and quality, expand the ability to integrate with business partners and better support public safety.

Any changes to the scope of this Program must follow the change management plan, be approved by the Executive Steering Committee (ESC), and reported to Department Governance. The approval will be kept with the program artifacts.

### *4.2. Program Deliverables*

The following table contains a preliminary list of program deliverables which will be updated accordingly. Projects conducted in the program will include a separate and specific list of project deliverables with corresponding completion and acceptance criteria.

| Deliverable Name | Completion and Acceptance Criteria |
|---|---|
| Program Charter | A document authored by the Program Manager and issued by the Program Sponsor authorizing the Program Manager to apply resources to program activities. |
| Program Management Plan (PMP) | A document authored by the Program Manager and approved by the Executive Steering Committee providing the guidelines and procedures by which the program will be administered and managed. |
| Risk, Issue, & Action Registers | Prioritized list of identified risks and actual issues during the program. |
| Change Log | List of all change requests approved by the appropriate governing body. |
| Status Reports and Meeting Actions | Record of program status delivered and decisions/actions taken. |
| Meeting Minutes | All decisions made during meeting will be documented and accepted during the meetings. |
| Program Schedule | An agreed upon schedule by members of the program team. This is also referred to as the Integrated Master Schedule (IMS). |
| Schedule IV-B | Feasibility study detailing the plan, objectives, cost-benefit analysis, and risks for specific program initiatives for the upcoming fiscal year. |
| Legislative Budget Request (LBR) for Program Costs | Identify items, their costs, and narrative to explain why items are required for the program initiatives. |
| Request for Quote (RFQ) for required services | Formal request to hire vendor assistance for staff augmentation, etc. |
| Request for Information (RFI) | Formal request for more detailed information and specification from vendors offering specific products and |

| Deliverable Name | Completion and Acceptance Criteria |
|---|---|
| | services critical to modernization. |
| Support Services Vendor Deliverables | Deliverables developed in accordance with the program's support services vendor contract. |

### *4.3. Program Exclusions*

Anything not explicitly stated in the scope of this program is implicitly excluded.

### *4.4. Program Methodology*

The Motorist Modernization Program will utilize the DHSMV Information Systems Development Methodology (ISDM) to complete program activities. The DHSMV ISDM utilizes **both waterfall and agile methodologies** for specific activities within the program.

#### *4.4.1. Waterfall Methodology*

A waterfall approach will be taken to manage certain activities and deliverables that have a natural progression and interdependency on each other. Examples include the development and documentation of the project charter, project management plan, resource on-boarding, project kick-off, etc.

As the Program progresses, the waterfall methodology will be used to formalize the outcomes of the legacy system as-is reviews, gap analysis work, database design activities and development preparation. These deliverables will be constructed by gathering or creating documents, evaluating the legacy system COBOL and PL/SQL programs as well as various discussions surrounding the existing database synchronization structure and challenges. These tasks are laid out in a traditional waterfall approach, having a natural order with predecessors and successors clearly defined within the program schedule.

The overarching IDSM has a multitude of stage containment activities. There is an evaluation of the Program's progress at various points to ensure work has been completed and stakeholder approval has been achieved in order to proceed to the next stage of activities.

#### *4.4.2. Agile Methodology*

The Motorist Modernization program leverages the agile methodology in recognition that the business rules and requirements for all projects will continue to be refined in an iterative manner leading up to development. With a multitude of stakeholder groups, the agile approach allows representatives to prioritize their requirements and business needs, formulate user stories, document epics and do so on a planned, incremental basis.

With the agile methodology, a group of project members forms a "Scrum Team". This will be a collection comprised of internal stakeholders, customers (or their representatives), a product owner, the development team and a Scrum Master. As requests are gathered from the stakeholders, a "Backlog" is formed and inventoried. Sprints are then planned to take focused requests from the backlog and develop a reviewable work product.

# 5. Critical Success Factors and Program Benefits

## *5.1. Critical Success Factors*

Critical success factors for the Motorist Modernization 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.
- DHSMV 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 Section 6.7.
- 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 this document.

## *5.2. Benefits Realization Table*

The Benefits Realization Table describes the benefits which accrue from the Motorist Modernization program implementation, including estimated values computed for the tangible benefits. The tangible benefits are assessed against business conditions and are conservatively estimated. This information may be obtained from the Schedule IV-B for Motorist Modernization. The Benefits Realization Table will be reviewed each year during the Legislative Budget Request process and updated as needed in the Schedule IV-B submitted each year.

# 6. Program Organization

This section details the high-level program organization, roles and responsibilities, and also 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.

### *6.1. Program Organization High-Level Overview*

Figure 6-1 shows the program organization and the relationship between its components.

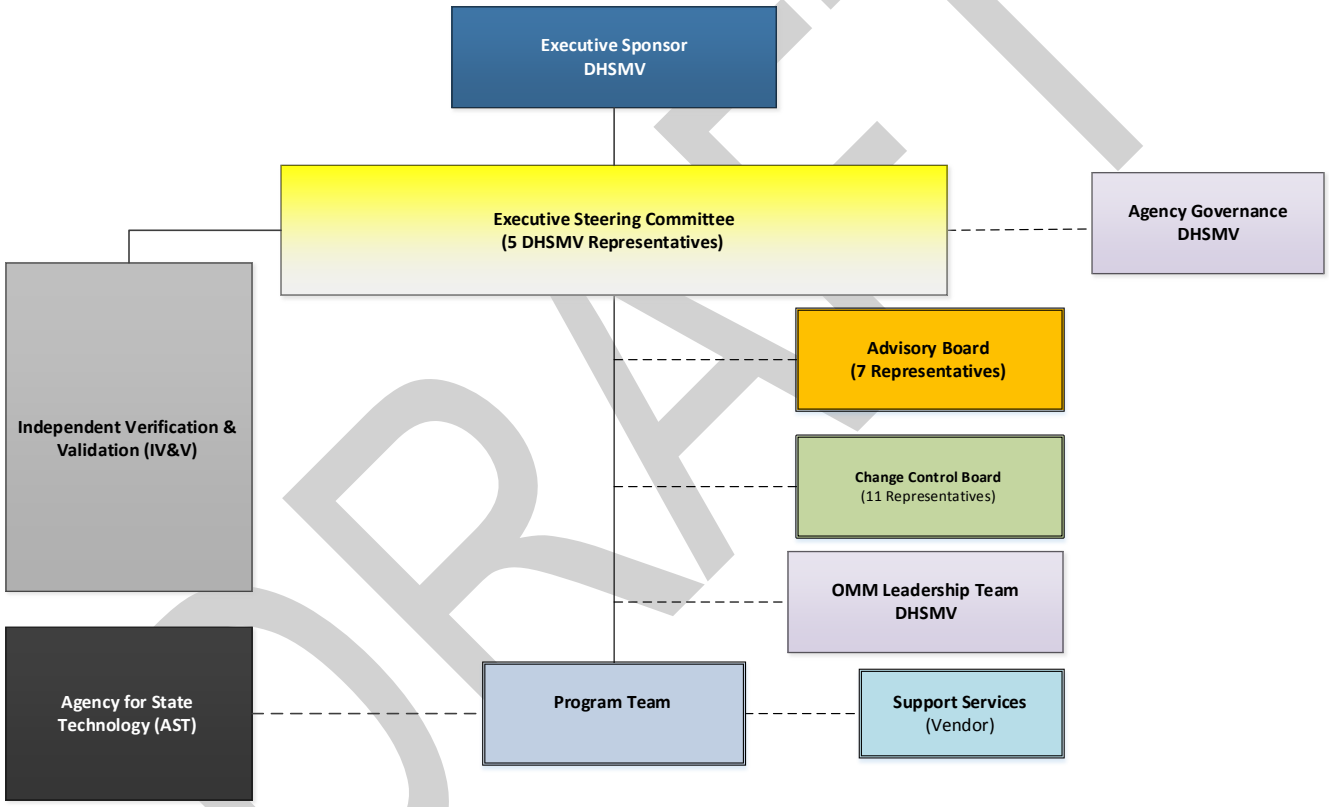


**Figure 6-1 – Program Organization**

### *6.2. Executive Steering Committee*

Figure 6-2 illustrates the Executive Steering Committee members. For more information about the ESC, please refer to the committee's charter located in the program's PCB.


**Figure 6-2 – Executive Steering Committee**

### *6.3. OMM Leadership Team*

Figure 6-3 illustrates the OMM Leadership Team members.

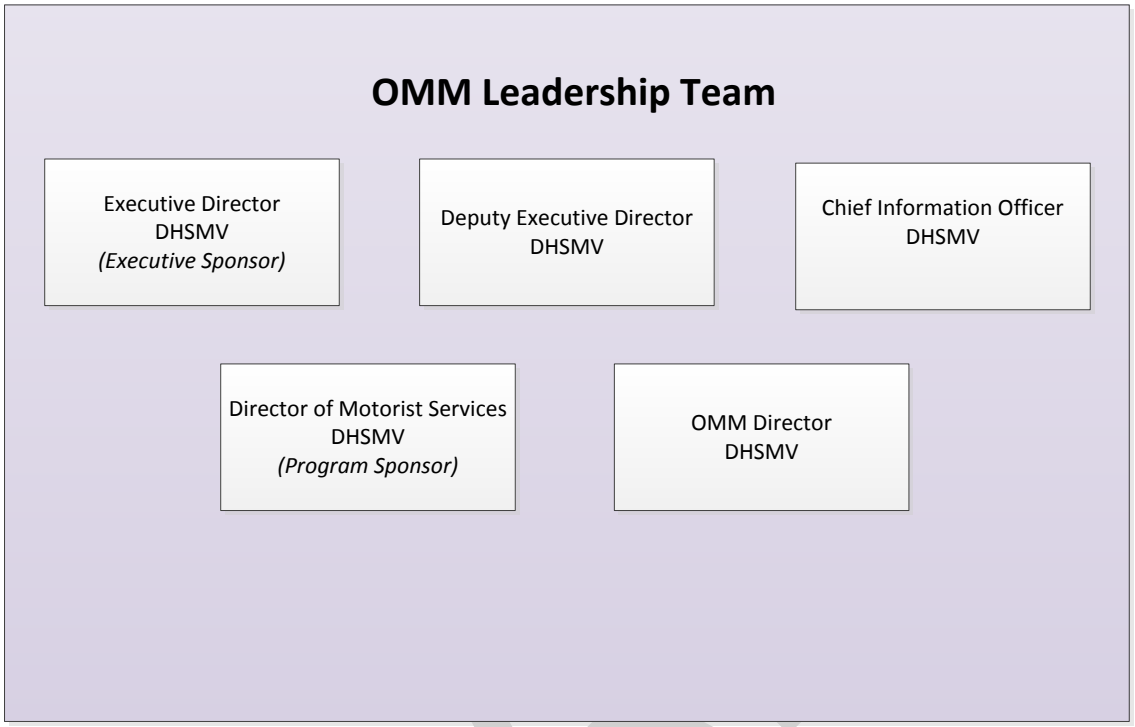


**Figure 6-3 – OMM Leadership Team**

### *6.4. Decision Escalation Matrix*

The Motorist Modernization program includes a governance structure that serves as the foundation for all program-related decisions. The following decision escalation matrix identifies the governing bodies, roles, and responsibilities by priority level.

| Governance Body | Schedule | Scope | Budget | Risks / Issues | Resources |
|---|---|---|---|---|---|
| | *Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.* | *Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.* | *Decisions involving the creation and management of the Motorist Modernization Program Budget.* | *Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.* | *Decisions involving the acquisition and management of the Motorist Modernization Program Resources.* |
| **HIGH PRIORITY ITEMS** | | | | | |
| **ESC**<br>*Ensure the program meets overall objectives and:*<br>*− Provide management direction and support to the program management team;*<br>*− Assess the program's alignment with the strategic goals of the department;*<br>*− Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;*<br>*− Review, approve or disapprove and determine whether to proceed with any major program deliverables; and*<br>*− 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.* | − Missed phase gate.<br>− Schedule variances that will impact the IMS baseline (warranting re-baseline).<br>− Significant schedule slippage that may include missing key deliverables or milestone dates.<br>− Schedule variances that will cause a delay in work along the critical path.<br>- SPI trending < 0.90 (+/- 10%). | − Changes in scope that impact the overall program definition and direction.<br>− Legislative and/or Policy directives.<br>− Unstable program scope.<br>− Deferral of functionality with impact to business objectives.<br>− Go/No-Go decision point. | − Spending over/under budget for an established reporting period (+/- 10%).<br>− Changes to the overall program budget (allocation, distribution, etc.). | − Escalating or new risks that will most likely impact the success of the program.<br>− Escalating or new issues that are impacting the success of the program. | − Enterprise (cross-program / department) staffing and resource management (allocations). |

| Governance Body | Schedule | Scope | Budget | Risks / Issues | Resources |
|---|---|---|---|---|---|
| | *Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.* | *Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.* | *Decisions involving the creation and management of the Motorist Modernization Program Budget.* | *Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.* | *Decisions involving the acquisition and management of the Motorist Modernization Program Resources.* |
| **Motorist Modernization Advisory Board**<br>*Provide input and strategic guidance to the Program Director and the ESC to assist in decision making.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* |
| **DHSMV Governance**<br>*Executive Governance Committee (Tier 3) that approves and monitors projects that meet any of the following:*<br>*− $1M or greater*<br>*− Grant Funded/Legislative Funding*<br>*− Enterprise initiatives*<br>*− Integration with external entities or other agencies*<br>*− Confidential information will be shared with external entities or agencies*<br>*− Large multi-year*<br>*− Critical timelines* | *Review and monitoring.* | *Review and monitoring.* | *Review and monitoring.* | *Review and monitoring.* | *Review and monitoring.* |

| Governance Body | Schedule | Scope | Budget | Risks / Issues | Resources |
|---|---|---|---|---|---|
| | *Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.* | *Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.* | *Decisions involving the creation and management of the Motorist Modernization Program Budget.* | *Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.* | *Decisions involving the acquisition and management of the Motorist Modernization Program Resources.* |
| **MEDIUM PRIORITY ITEMS** | | | | | |
| **Program Director**<br>In consultation with the OMM Leadership Team and Change Control Board<br>*Provide daily planning, management and oversight of the program.* | − Isolated schedule slippage. Impact >5 working days to 10 working days and can be managed within the working team (unless on the critical path).<br>− Schedule variances that will not cause a delay in work along the critical path.<br>− Schedule variances that will not significantly impact the IMS baseline (not warranting re-baseline).<br>− Decisions that affect a dependency external to the program. | − Minor changes to program scope (or requirement delays) that can be managed within the working team. Workaround exists. | − Spending over/under budget for an established reporting period (+/- 5%).<br>− Impact can be managed within the program budget. | - New risks and issues do not pose a significant threat to program success and can be managed within the working team. | − Inter-program resource management (allocations). |
| **Motorist Modernization Change Control Board**<br>*Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* | *Input and guidance (recommendations) to ESC.* |

| Governance Body | Schedule | Scope | Budget | Risks / Issues | Resources |
|---|---|---|---|---|---|
| | *Decisions involving the creation and management of the Motorist Modernization Program Integrated Master Schedule (IMS). Includes intra-Program and cross-project dependency identification and management.* | *Decisions involving the development and management of the Motorist Modernization Program Scope. Includes management of both product and project scope.* | *Decisions involving the creation and management of the Motorist Modernization Program Budget.* | *Decisions involving potential impacts (risks) and issues that may jeopardize fulfilment of Motorist Modernization Program objectives.* | *Decisions involving the acquisition and management of the Motorist Modernization Program Resources.* |
| **LOW PRIORITY ITEMS** | | | | | |
| **Project Manager(s)**<br>In consultation with the Program Manager<br><br>*Provide daily planning, management and oversight of the program's sub-project initiatives.* | − Impact 5 business days or less and can be managed within the sub-project working team (unless on the critical path).<br>− Schedule variances that will not cause a delay in work along the critical path.<br>− Schedule variances that will not significantly impact the project schedule baseline (not warranting re-baseline).<br>− Decisions that affect a dependency internal to the project. | − Minor changes to sub-project scope (or requirement delays) that can be managed within the working team. Workaround exists. | − Impact can be managed within the sub-project working team. | - New risks and issues do not pose a significant threat to sub-project success and can be managed within the working team. | − Inter-project resource management (allocations). |

### *6.5. RASCI*

The Program uses a modified stakeholder matrix to identify program stakeholders and assign the appropriate attribute as it relates to roles on the program:

- Responsible
- Accountable
- Support
- Consulted
- Informed

RASCI Matrix_v3.0.pdf

### *6.6. Program Team Roles and Responsibilities*

The following table identifies specific roles and responsibilities of the Program. The aforementioned RASCI identifies additional groups within the Department that provide Program support.

| Role | Responsibility |
|---|---|
| Executive Sponsor<br>(member of ESC) | Champion the program while providing leadership and guidance in the overall success of the program. |
| Program Sponsor<br>(member of ESC) | 1. Initiate and provide overall business support for the program.<br>2. Act as an advocate for the program, the Program Director and project teams. |
| Executive Steering Committee (ESC)<br>1. Executive Director (Executive Sponsor)<br>2. Deputy Executive Director<br>3. Director, Motorist Services (Program Sponsor)<br>4. Chief Information Officer<br>5. Chief of Administrative Reviews | Ensure the program meets overall objectives and:<br>1. Provide management direction and support to the program management team;<br>2. Assess the program's alignment with the strategic goals of the department;<br>3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;<br>4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and<br>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 advise, assist, support and advocate the program. |
| Change Control Board (CCB) | Provide input and strategic guidance to the Program Director, Advisory Board and the Executive Steering Committee to assist in Agile Management-related decision making. |
| 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<br>1. Executive Director (Executive Sponsor)<br>2. Deputy Executive Director<br>3. Director, Motorist Services (Program Sponsor)<br>4. Chief Information Officer<br>5. Program Director | 1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives.<br>2. Provide input and strategic guidance to the Office of Motorist Modernization leadership.<br>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 | 1. Serve as the Director of the Office of Motorist Modernization. |

| Role | Responsibility |
|---|---|
| (may also be referred to as the Office of Motorist Modernization (OMM) Program Director) | 2. Has overall responsibility for the successful development and implementation of the Motorist Modernization initiative.<br>3. Oversee the development and implementation of Motorist Modernization projects.<br>4. Liaison with the program sponsor for business resources and day-to-day activities.<br>5. Report program status weekly to the OMM Leadership Team.<br>6. Present monthly program status to the Advisory Board, DHSMV Governance and ESC which includes:<br>a. Planned vs. actual program costs;<br>b. An assessment of the status of major milestones and deliverables;<br>c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution;<br>d. Identification of risks that must be managed; and<br>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<br>(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.<br>2. Assist the Director in the successful development and implementation of the Motorist Modernization initiative.<br>3. Liaison with the program and project managers in the development and implementation of Motorist Modernization projects.<br>4. Liaison with the Contract and Budget Consultant in the management of the Motorist Modernization budget and contracts.<br>5. Assist with reporting to OMM Leadership Team and other governing bodies. |
| Program Manager | 1. Document program charter (objective/scope/etc.).<br>2. Develop program management plans.<br>3. Consolidate project plans into program plan.<br>4. Report program status.<br>5. Maintain program financials.<br>6. Manage integrated program change control.<br>7. Manage program risks, issues and action items.<br>8. Facilitate team communication.<br>9. Coordinate with Project Management Office and work with Project Managers.<br>10. Report to Deputy Program Director. |

| Role | Responsibility |
|---|---|
| | 11. Provide daily planning, management and oversight of the program.<br>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.<br><br>Establishes architectural solution recommendations and manages the database redesign resources assigned to the Motorist Modernization program. |
| 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 | Reports to the Enterprise Architect and is responsible for coordinating database redesign activities in support of all phases of modernization. |
| 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 Managers | 1. Document project charter (objective/scope/etc.).<br>2. Develop & update project management plans.<br>3. Monitor project progress.<br>4. Report project status.<br>5. Maintain project financials.<br>6. Manage project change control.<br>7. Manage project risks, issues and actions.<br>8. Facilitate team communication. |
| Business Analyst Solutions Manager<br>Sr. Business Analysts | The Business Analyst Solutions Manager and Senior Business Analysts are responsible for the following:<br>1. Coordinate with business stakeholders; and<br>2. 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:<br>1. Work with the Business Analyst and Project Manager to set overall direction for the team.<br>2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst.<br>3. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc. |

| Role | Responsibility |
|---|---|
| | 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.<br>2. Track and monitor the Motorist Modernization program budget. |
| Communications Consultant | 1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization program.<br>2. Manage all aspects of program communications and organizational change management (OCM).<br>3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders.<br>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.<br>2. Perform daily administrative tasks such as maintaining information files, and creating various documents and reports.<br>3. Coordinate recruitment and selection processes for OMM vacancies. |
| Product Owner(s)<br>Alternate Product Owner(s) | The Product Owner is responsible for the following:<br>1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master;<br>2. Maintain and prioritize the product backlog;<br>3. Provide resolution and clarification on the finalized business requirements;<br>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope; and<br>5. 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.<br>It is the responsibility of the Scrum Master to:<br>1. Analyze, review and refine the business requirements and user stories;<br>2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning;<br>3. Maintain requirement updates;<br>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization program scope;<br>5. Manage the daily development of the product in accordance with ISA/Service Development standards;<br>6. Escalate project and product issues and/or risks to the Project Manager; |

| Role | Responsibility |
|---|---|
| | 7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset;<br>8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect;<br>9. Identify, remove or escalate developer impediments to the project manager; and<br>10. Help the project team research consensus. |
| Lead Developer(s) | It is the responsibility of the Lead Developer to:<br>1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements;<br>2. Perform development foundation tasks in preparation for full-time product development;<br>3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and<br>4. Provide assistance with knowledge transition. |
| Developers | It is the responsibility of the Developers to:<br>1. Analyze, review and refine the business requirements and user stories and seek clarifications;<br>2. Facilitate new requirement definition and associated user stories; and<br>3. Develop, unit test and address defects in the code. |
| 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. |
| Agency for State Technology (AST) | Provide monitoring and oversight on behalf of the Agency for State Technology. |
| Support Services Vendor | Provide professional consulting services as outlined in the Scope of Services agreement. |

### *6.7. Program Stakeholders*

The Department serves more than 16 million licensed drivers and the registrants of more than 20.5 million registered vehicles, vessels and mobile homes. These represent the general public, commercial drivers, commercial carrier companies and other businesses that own vehicles.

The Department also serves more than two dozen other types of customers and users representing hundreds of entities. Stakeholders are often the conduit for communications to be provided to their respective constituent communities.

All of these stakeholders act as advocates for the program and often speak to the strategic business interests of the program. Promoting the program objectives to all stakeholders is key to obtaining the support needed for program success. The following table identifies the current program stakeholders with a brief description of their specific relationship to the program.

| Customers/Users | Function Performed |
|---|---|
| Citizen | 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 |
| Rebuilt manufacturers | Inspect rebuilt vehicles and issue rebuilt title if appropriate, allowing vehicle to be sold |
| Mobile home installers | License installers, train inspectors |
| 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 agencies | Collect and distribute revenue from sale of specialty tags |

| Customers/Users | Function Performed |
|---|---|
| Non-profit Organizations | Distribute voluntary contributions |
| Tax Collectors | Provide systems and support for the issuance of credentials |
| Private tag agencies | Provide systems and support for the issuance of credentials |
| Car dealers | Licensed by the Department |
| Electronic Filing System Vendors | Provides an interface for dealerships to have real time access to vehicle registration and title information from the Department |
| Commercial data purchasers / entities with Memorandums of Understanding (MOU) with Department | Provide Motorist Services information to the commercial entities |
| Other Federal, state and local entities, e.g.:<br>Florida Department of Revenue<br>Florida Department of Business and Professional Regulation<br>Federal DOT/ Motor Carrier Safety Administration and Federal Highway Administration<br>Social Security Administration | Provides information to other government entities.<br>Consumes information from other government entities. |
| Selective Service Administration (SSA) | Provide information for registering people eligible for the draft |
| Donate Life Florida | Register people for organ donation |
| Supervisor of Elections | Provide information for registering potential voters |
| Courts | Provide Motorist Services information to aid in sanctions or judgments |

| Customers/Users | Function Performed |
|---|---|
| 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 / 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, MorphoTrust, etc.) | Contracts with vendors to provide commodities, equipment, and or services |
| American Association of Motor Vehicle Administrators (AAMVA) | Department accesses a clearinghouse of motorist information for member states |
| IFTA / IRP Inc. | Department access and provides information for member states |
| 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 |

# 7. Human Resource Management

### *7.1. Resource Planning and Management*

Human resource management is the process developed to effectively identify, acquire, and manage the resources needed to meet the program objectives. This includes defining what resources are needed, assessing appropriate skill sets, and determining when and how long resources are needed for the program. As such, the procedures within the resource management plan focus on assessing a resource need by project, escalating the need to program leadership and managing the need through work re-assignment, training or on-boarding of additional personnel.

Please refer to the Motorist Modernization Program Resource Plan developed as part of the program initiation activities. The resource plan includes, for each anticipated person: the role on the program, the anticipated start date, the duration the resource will be needed and their assigned supervisor. The most current version of the resource plan shall be kept as part of the Project Control Book.

Program resource planning does not account for resources contracted through the Support Services vendor. Program resources are defined in Section 6.6, Program Team and further defined in Section 6.9, Program Team Roles and Responsibilities.

### *7.2. DHSMV Operations Resources*

Subject matter experts (SMEs) will be required from appropriate business areas. The Program Manager, Project Manager, or Business Analyst may identify a specific resource need. Once identified, the Program Manager shall be responsible for providing the detail surrounding the need, including the duration of the resource need, tasks assigned, and percentage of time the resource will be needed for the duration specified. The detailed request will be escalated according to the Decision Escalation Matrix referenced in Section 6.7 for consideration and resolution.

### *7.3. Resource On-Boarding*

Program leadership is committed to ensuring full-staffing of the Program Team in keeping with the commitment to the Program as the Department's number one priority. As positions are vacated, every attempt will be made to back-fill with competent personnel as quickly as possible to minimize gaps in continuity. Once a vacancy or need for a new resource is identified within the Program Team, the Program Director (and Deputy) will work closely with the Program Manager, Contract and Budget Consultant and Administrative Assistant to facilitate the hiring process. Upon selection of a new resource, the Program Manager, Contract and Budget Consultant and Administrative Assistant will work collaboratively to ensure that they have all necessary equipment and software, and are properly on-boarded.

Once a specific resource has been identified, the Program Manager or specific Project Manager should update the resource plan and complete the role information / equipment and remote-access needs. Coordination of the security clearance and associated testing will be completed by the Administrative Assistant. As decisions are made, the Program Manager as well as the Administrative Assistant should be kept informed.

Security role provisioning should be completed by the project supervisor in accordance with Department standards and procedures.

New project resources should complete a review of the following documents:

- Schedule IV-B for Motorist Modernization
- Program Management Plan
- Project Charter
- Project Management Plan
- Specific deliverables and/or project artifacts as determined by the supervisor

### *7.4. Resource Roll-off or Anticipated Vacancy*

As the determination is made for a resource to roll-off or vacate their position on the project, the Project Manager should update the resource plan with the anticipated roll-off date and communicate that to the Program Manager and/or the vendor's Project Management Office (contracted staff).

Resources should complete the following activities:

- Complete any outstanding tasks;
- Document with their supervisor a transition plan (if required) and complete transition activities; and
- Post any project artifacts to applicable repository and notify supervisor.

The project manager or their designee shall confirm the resource has rolled-off and notify the DHSMV Technical Assistance Center (TAC) in order to adjust/remove system, network access.

Resource Management includes the processes that organize and manage the project team. The project team is often comprised of the people who have been tasked with roles and responsibilities for completing the project according to the defined scope. The project manager will be made aware of any resource changes that could affect the Motorist Modernization program. This resource change will be documented in the project risk register.

Resources will be requested, allocated and assigned according to the Decision Escalation Matrix referenced in Section 6.7.

# 8. Cost Management

### *8.1. Program Estimated Budget*

The Legislative Budget Request (LBR) submitted for FY 2017-18, estimates Phase II year one program costs at $4.1 million. The budget for this program will be co-managed by the Program Manager and Contract and Budget Consultant. For detailed budget information, please refer to the *Schedule IV-B Cost Benefit Analysis (CBA)* stored on SharePoint.

### *8.2. Spend Plan*

The Contract and Budget Consultant will develop an overall Program Spend Plan for each fiscal year that estimates the anticipated budget by month. The same budget information will be recorded in the PPM tool each month for monitoring and tracking by stakeholders.

The Contract and Budget Consultant will review the budget information for all projects within the program once a month with the Program Manager and update the spend plan monthly to reflect actual expenditures to date for reporting to IV&V, AST, and the ESC. Applicable updates will also be made within the PPM toolset.

### *8.3. Budget Monitoring*

Once a month, the Contract and Budget Consultant and Program Manager will jointly review the planned budget and actual expenditures tracked in the Spend Plan to determine if the program is efficiently spending the resources. As specified in Section 12.6, Quality Assurance Assessments – Internal and External, the Contract and Budget Consultant will review the Budget to Date as well as the overall Budget and report any variance.

All Project Managers will notify the Program Manager (and Contract and Budget Consultant) in writing as to any anticipated budget revisions, the cause, and the impact to the project. In addition, the notification shall indicate when a decision is needed. This information shall be what is then used to initiate the Issue Management and Resolution process or the Change Control process, as agreed to by the Project and Program Managers. For specific information on how budget issues will be handled, please refer to the Decision Escalation Matrix referenced in Section 6.7.

# 9. Time Management

### *9.1. Time Management Overview*

Time management refers to the processes required to ensure timely completion of the program objectives. The Program Manager is responsible for establishing the baseline and updating the IMS weekly with input from the respective project managers and teams.

- The IMS will be resource leveled. Resource leveling is the project management function of resolving resource over-allocation. By definition, over-allocation means that a resource has been assigned more work than can be accomplished in the available time as dictated by the resource's calendar definition.
- Tasks will be completed according to the program schedule and within the established timeframes. In the event of a slipping task, the process described in the section below will be followed.

Please refer to the *MM MASTER Program Schedule* located in the PCB.

Due to the complexities of trying to upload the IMS into the current PPM toolset, the IMS will instead be managed in Microsoft Project. As a result, only key milestones will be extracted from the IMS and tracked in the PPM toolset.

### *9.2. Managing the IMS*

The IMS will be updated on a routine basis with input from the individual project managers and respective teams. The initial baseline will be set in Microsoft Project as “Baseline 0.” Motorist Modernization Project Managers will be responsible for tracking and managing individual project tasks and reporting any slippage.

- The Program Manager will co-manage updates to the IMS with the Project Managers on a weekly basis. Information will be collected via weekly team meetings, analyzed, and reviewed collectively prior to incorporation. The updated IMS will be made available to all team members, reported in weekly status reports / meetings, and communicated to all governing bodies.
- Motorist Modernization Project Managers will oversee the development of specific project tasks, and manage resources to ensure that individual project objectives are met within the established timeframes.
- Weekly updates shall focus on recording the percent complete for tasks in 10% increments. Table 9-1 details who is responsible for what, and how often:

| Responsible Lead | Description | Frequency |
|---|---|---|
| Program Manager | Percent complete for all program tasks | Weekly |
| Project Manager(s) | Percent complete for all project tasks | Weekly |
| Scrum Master(s) | Status updates for development and testing | Weekly |

**Table 9-1 IMS Update Responsibility**

Schedule changes will be managed according to the Decision Escalation Matrix referenced in Section 6.7. Changes will follow the Change Management Process documented in Section 11. Schedule changes approved by the appropriate governing body will be documented in a separate spreadsheet that tracks the detailed description of the change, the person making the change, the version number of the schedule altered, and the rationale behind the requested change. Changes may not require an entirely new baseline and thus the baseline will also be tracked to document specific line item changes.

### *9.3. Slipping Tasks*

A slipping task is a task that is not going to be completed on or before the scheduled date. Tracking and managing specific project tasks shall be the responsibility of each Motorist Modernization Project Manager. If a member of the project team anticipates that a project task may not be completed by the established deadline, the team member will notify the Project Manager immediately via e-mail. The e-mail should include the cause for the delay and a new date by which the task will be completed. The Project Manager will assess the project schedule for impact and either adjust the schedule or escalate the issue to the Program Manager for further discussion. Depending on the schedule delay, changes will need to be escalated according the Decision Escalation Matrix referenced in Section 6.7. The slipping task and impact will also be reported at the weekly Project Status Meeting.

The Project Manager will perform the following tasks to manage the project schedule:

- Review progress during the status meeting. This will identify slippage early in the process and allow for response.
- Review progress, at the status meeting, to verify that work is proceeding as previously scheduled. This will include walkthroughs of the products, artifacts, and deliverables.
- Review progress and discuss strategy with the Program Manager.
- Based on the criticality of the tasks, the Project Manager will:
    - Establish response plans for the slipping tasks
    - Determine the impact to schedule and budget
    - Inform the Project Team of the overall impact of the slippage, identify associated tasks that are also in jeopardy, and present a response strategy. The Project Manager will schedule a meeting with the Business Lead and inform the Project Sponsor if a task slippage impacts a deliverable or milestone. Options and impacts will be presented at the meeting.
    - Document the slippage and response strategy in the next Project Status Report.

### *9.4. Monitoring and Tracking Schedule Progress*

In accordance with IV&V and the Agency for State Technology (AST) program management expectations, the IMS will be tracked and monitored using the Schedule Performance Index (SPI) noting any standard deviations above or below 10% from the planned and actual start/finish dates.

## *9.5. Work Breakdown Structure (WBS)*

Figure 9-1 Work Breakdown Structure (WBS)[1] illustrates the hierarchical structure of the tasks required to meet the program objectives and detailed in the IMS.

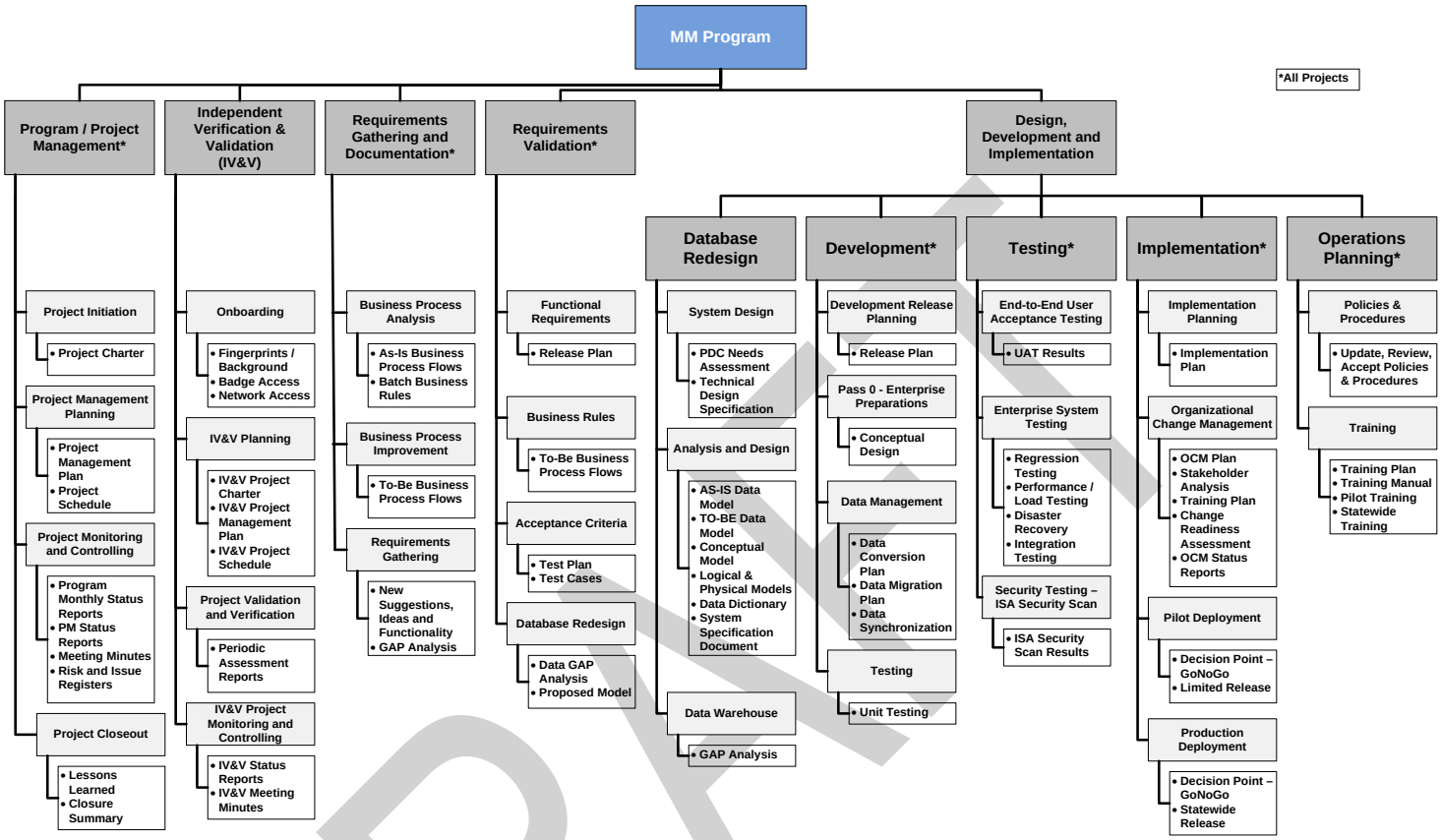


**Figure 9-1 – Work Breakdown Structure**



[1] Some items listed in the WBS are in progress in the IMS, but this diagram represents the structure by which the IMS will be developed and managed.

# 10. Risk and Issue Management

### *10.1. Defining a Risk*

The risk and issue management plans are critical procedures for the Motorist Modernization 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 name<br>**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:<br>**New:** Default value. Leave until initial risk review has occurred.<br>**Mitigation Plan Defined**: Status of all risks actively accepted or being mitigated.<br>**Risk Became Issue:** Status of risks escalated as an issue. Record the associated Issue Number in the Resolution field.<br>**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<br>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 | Ranking the potential for risk occurrence: |

| Risk Details | Description |
|---|---|
| Occurrence* | **Low:** <10% chance of risk realization<br>**Medium:** 10%-60% chance of realization<br>**High:** >60% chance of risk realization |
| Mitigation Approach* | The risk response:<br>**Accept:** This approach reflects a risk that is acknowledged as valid, but cannot be avoided or mitigated<br>**Avoid:** This approach reflects a risk where steps are taken to disengage any activities associated with the inherent risk.<br>**Transfer:** This approach reflects a risk that is transferred to another entity not associated with the Motorist Modernization Program of Driver License Issuance project.<br>**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.<br>**Low:** Variance to impacted area is anticipated to be < 10%<br>**Medium:** Variance to impacted area between 10%-25%<br>**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:<br>**<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 10-1 Risk Details**

## *10.2. 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 Section 6.7.

*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 10-1 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% |

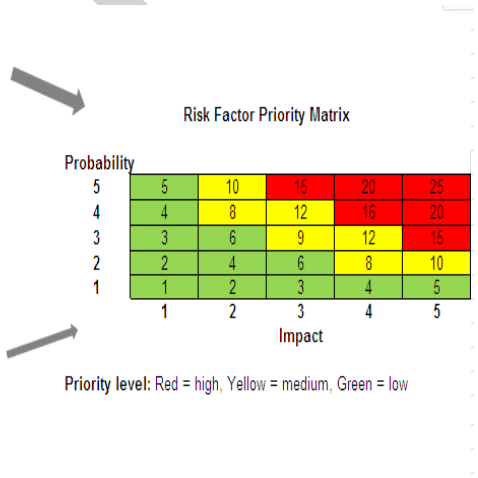


**Figure 10-1 – Risk Scoring Matrix**

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. Subsequent to 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 10-2 and Figure 10-3 both illustrate the Motorist Modernization program's Risk Management Process.

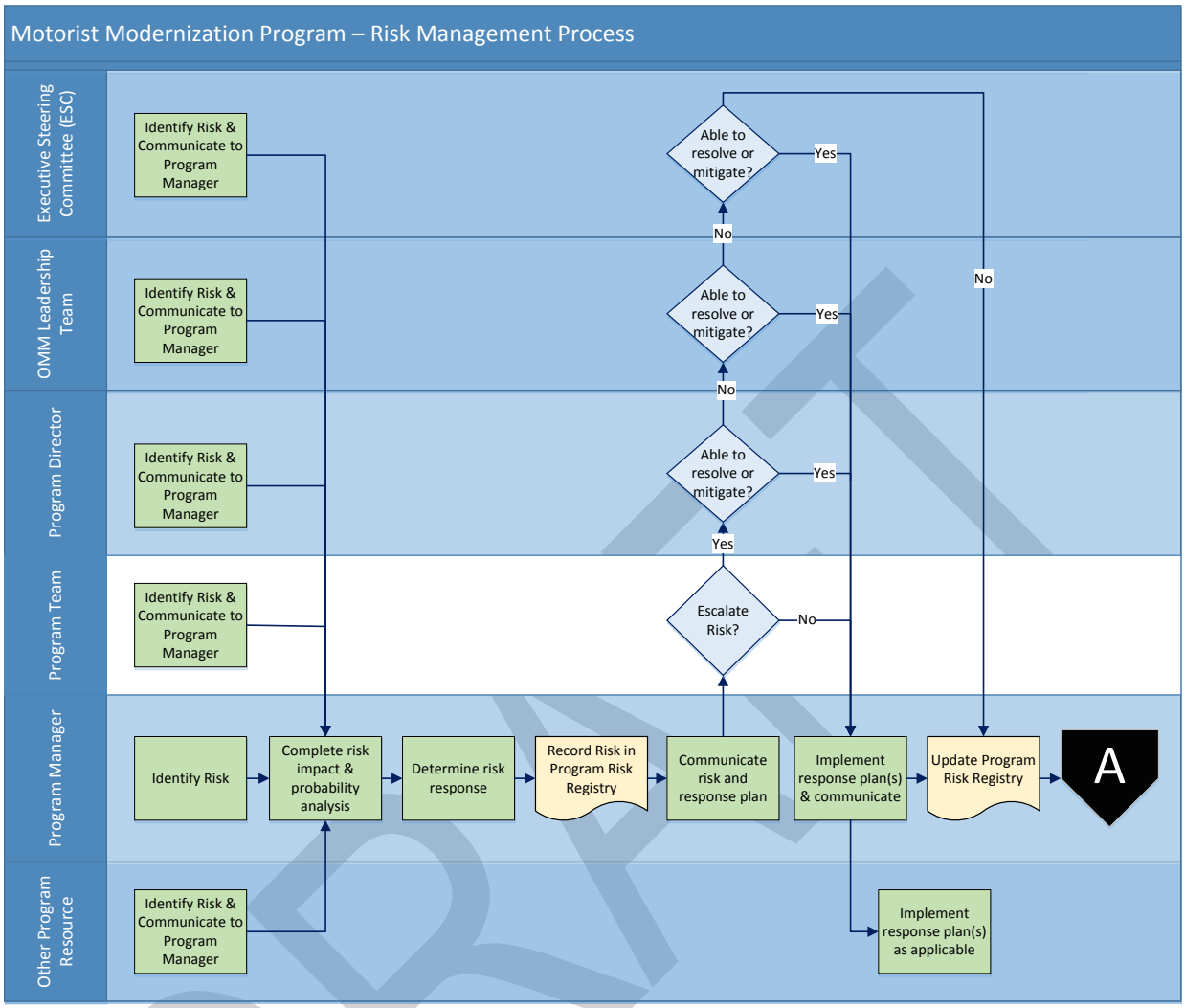


**Figure 10-2 – Risk Management Process (1 of 2)**

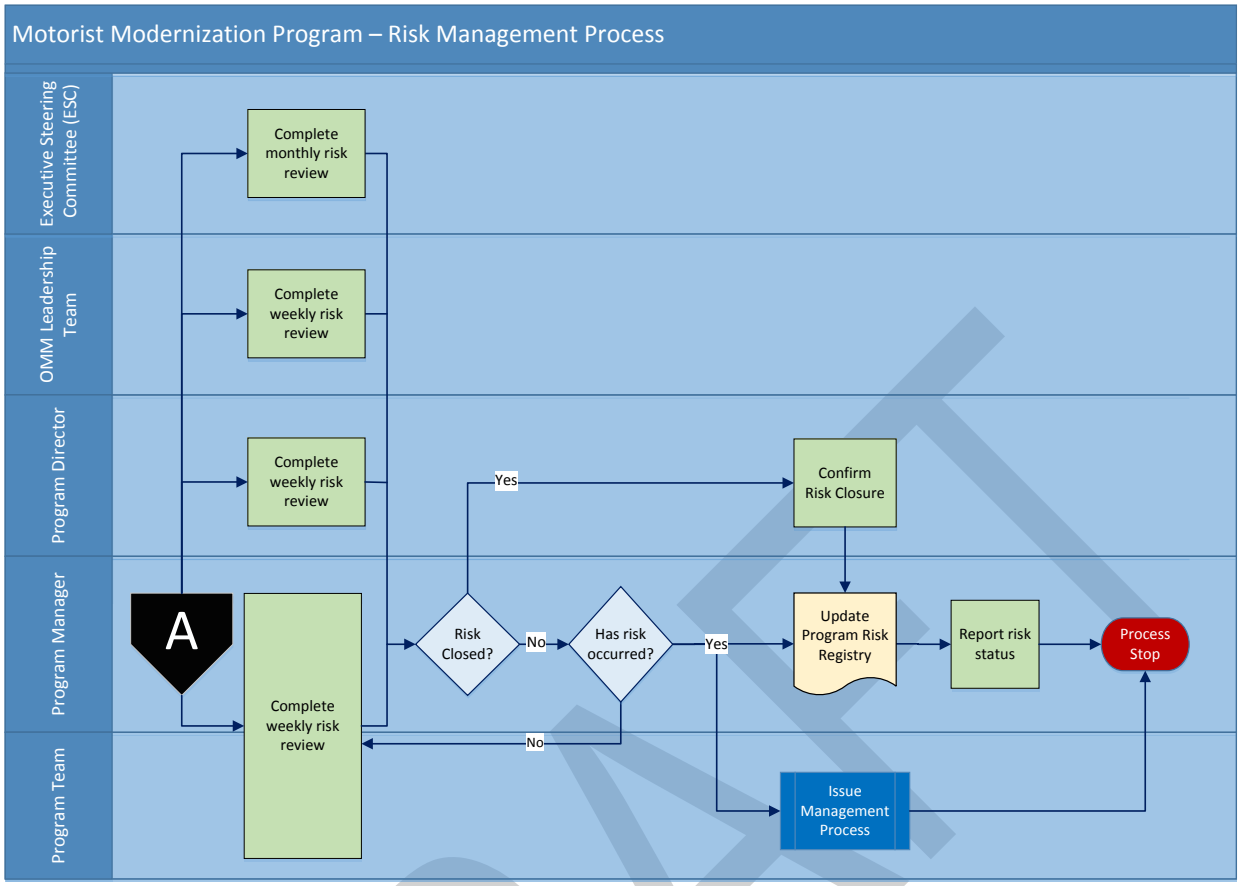


**Figure 10-3 – Risk Management Process (2 of 2)**

### *10.3. Issue Management and Resolution*

All issues will have a plan for management and resolution which will be developed to eliminate potential impacts to the program.

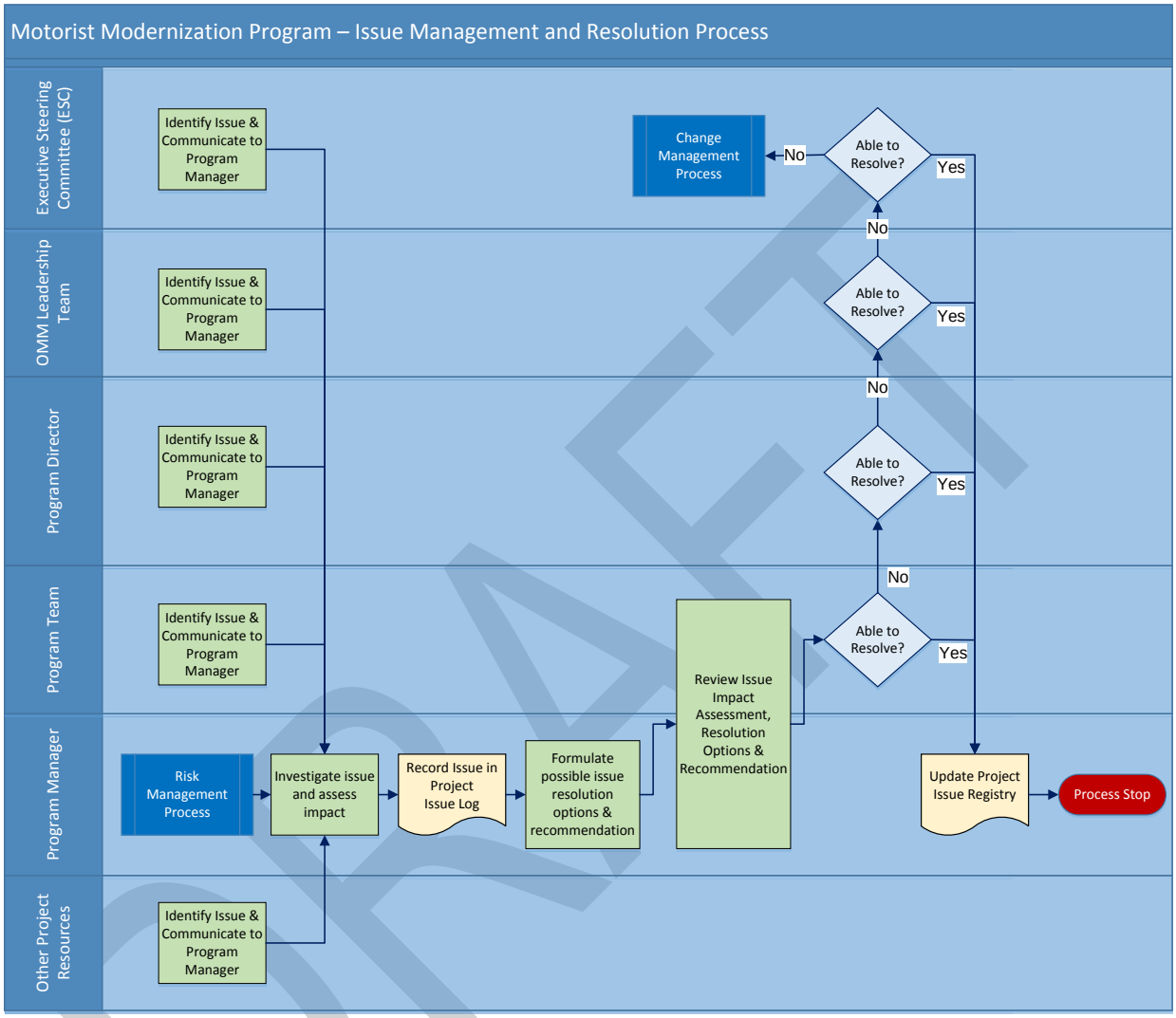


Figure 10-4 illustrates the issue management process. The Program Manager will monitor all program issues on an ongoing basis and maintain the issue log in the PPM tool which includes the following information:

| Issue Details | Description |
|---|---|
| Topic* | The short description of the issue. If this issue is a risk that is being escalated, use “Risk Name” in this field. |
| Description | A detailed description of the issue. If escalated from a risk, please note that and the date it moved to an issue. |
| Start Date* | Date the issue was escalated from a risk OR date program team became aware of the issue. |
| Deadline* | Date by which the issue needs to be resolved or, if applicable, escalated. |
| Priority | Ranking the issue priority:<br>**Low:** Minimal impact to the project or program.<br>**Medium:** Progress disrupted with manageable extensions to short-term schedule and cost.<br>**High:** Significant disruption to program schedule (i.e., Greater than 2 weeks for key milestones), cost (i.e., greater than $10,000 increase), or quality. Threatens the success of the program OR the issue requires escalation to the next tier of the Motorist Modernization Program Governance structure. |
| Budget Impact | Numeric field to record the proposed budget impact. This field will not be utilized at this time. |
| % Complete* | Numeric field to record the percent complete status for the issue and proposed mitigation strategy:<br>**0%** - Issue has not been assigned and/or no activity has been initiated to resolve the issue.<br>**50%** - Issue resolution is in progress and there is no concern about the resolution being achieved by the deadline date.<br>**100%** - Issue has been resolved.<br>***Note**: This will need to be updated weekly* |
| Assignee(s) | The person(s) assigned to the issue<br>***Note**: The PPM tool generates an automatic notice to all assignees* |

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

**Table 10-2 Issue Details**

# 11. Change Management

The change management process detailed in this document is intended to provide the Motorist Modernization program and subsequent projects with a guide for how the program will identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to the program's scope, schedule, cost, area of responsibility, or a vendor's scope of services. Scope is further defined in the requirements for the program, which will be baselined following the requirement confirmation process and prior to the design process.

Below are examples of causes for a change request.

- A request to add functionality / scope
- A change in defined and agreed upon requirements (additions and deletions)
- A change to a design after agreement and build and test activities have started
- A modification to the delivery or release schedule
- A change to comply with mandate from inter-related initiative
- A change to comply with legal and/or regulatory requirements
- A change due to a requirement that cannot be met
- A change due to solution / product limitations
- Changes to an approved Document Expectation Document for a deliverable

### *11.1. Documenting the Proposed Change*

A change can be identified by anyone working on a Motorist Modernization project. Changes to scope, schedule, and/or budget will be documented in a formal Change Request. The need for the proposed change request, and resulting impact if completed/not completed, should be submitted in writing to and/or discussed with the Product Owner(s), Project Manager and/or Program Manager. Upon agreement that the change should be escalated, the requester (via the Project or Program Manager) shall document a formal Change Request (CR) form. The Program Manager will record it in the Change Log spreadsheet and assign a Change Request Number (CR#).

The Project Manager, with consultation from the Program Manager and/or Product Owner, will perform a further impact analysis to confirm possible impacts to the projects and/or program should the change not be pursued. He/she shall also work with the team to determine if there are additional options that should be explored to effectively, efficiently make the change. Upon completion of this analysis, the Program Manager shall submit the Change Request for review by the appropriate governing body according to the Decision Escalation Matrix referenced in Section 6.7.

### *11.2. Processing the Change Request*

Once the CR has been documented, it will be presented to the appropriate program governance body, who will then review and make a recommendation to escalate, defer, approve, or disapprove the CR. If approved, the CR and all supporting documentation will be added to the PCB and the CR will be communicated to the Advisory Board, ESC, and Tier III Governance. From there, the Project or Program Manager will re-baseline the schedule and budget, and update any other relevant program documentation as appropriate (Change Log, Gap Analysis, etc.). Should there be any dispute on the handling of a CR, the CR in question should be

escalated to the ESC. If rejected, the Program Manager will notify the requestor and document the decision in the Change Log.

In some cases, the CR may be deferred. If deferred, the Program Manager will document the decision in the Change Log and the request will routed through the entire process again at a later date.

For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.7.

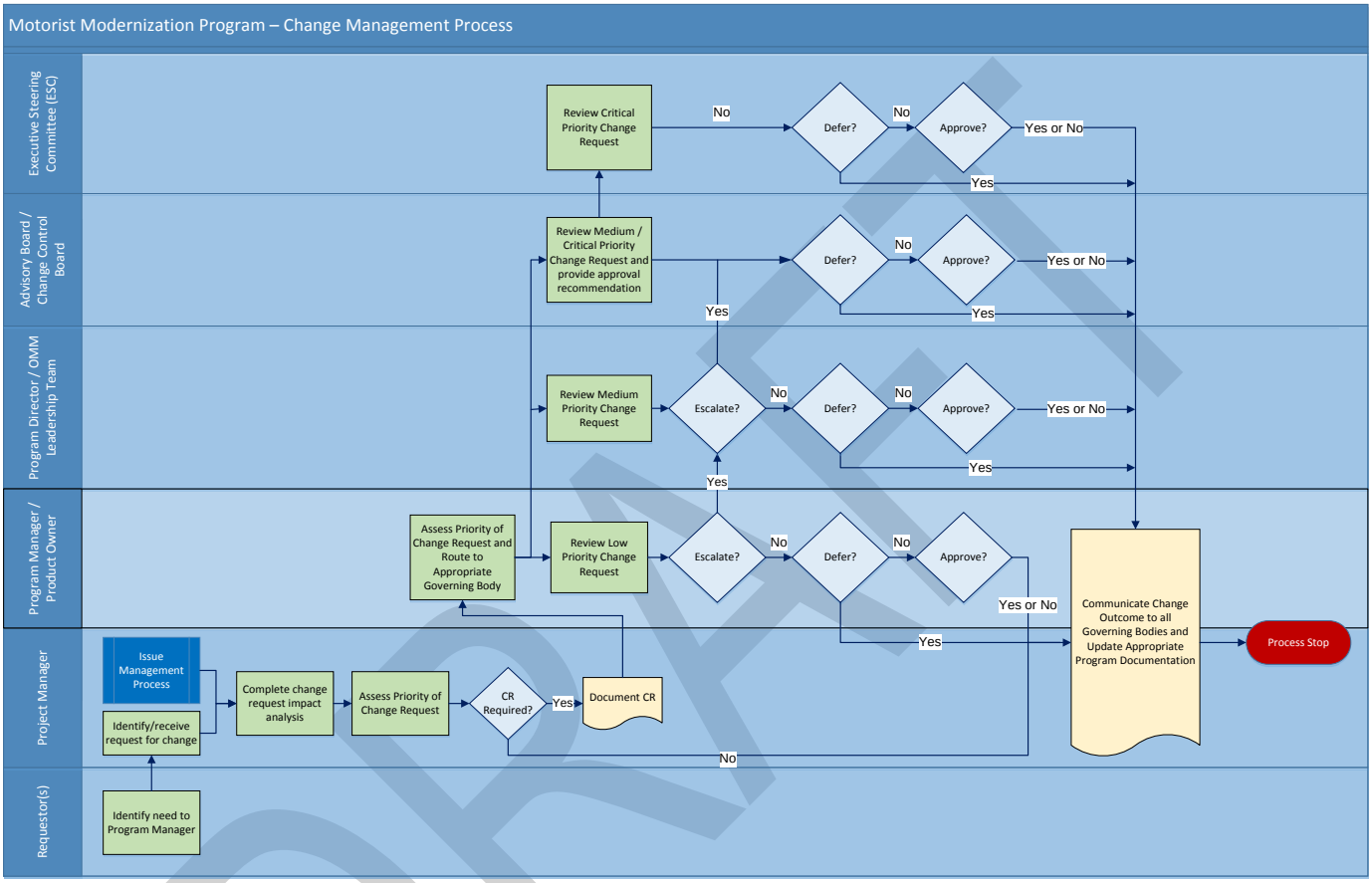


**Figure 11-1 – Change Management Process**

### *11.3. General Change Requests and Modernization*

The OMM recognizes the ongoing maintenance and work to current systems. All change requests received by the Service Development team or the PMO via WRAP will be evaluated by the assigned Project Manager and then routed through Program Manager to help streamline resource assignments, eliminate redundant efforts and optimize modernization and business process efficiencies. Change requests will follow the same process documented in this section and escalation will follow the Decision Escalation Matrix referenced in Section 6.7.

### *11.4. Agile Development-related Change Requests*

Throughout the Motorist Modernization program's development phase, there will be changes that apply directly to the program's agile[2] scope, schedule and/or cost (as documented via the Release Plan and Product Back-log). These types of changes are handled in a slightly different manner than general program change requests. Here are the levels of agile development-related changes that may occur and necessary actions for each.

| Level | Attributes | Reviewer(s) / Approver(s) |
|---|---|---|
| Level 1<br>(Low) | Changes that occur as a result of delivery of a single user story or impact multiple user stories within the same team. These include:<br>• Changes that are associated with how the user story is implemented. For example: The layout of a screen, formatting of text, back-end rules of a data field, table elements, conditions of a query, etc.<br>• Changes that impact user stories assigned to the same team. For example: A minor business rule change that impacts multiple test cases, screen/business rule changes that impact multiple stories, screen language/verbiage, field validation conditions not impacting the data layer, etc.<br>• Changes resulting in minor refinements to test cases / development estimates.<br>• Changes resulting in development and testing that may be absorbed in an existing development Sprint or Hip sprint.<br>• Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint.<br>• Changes that do not generate the need for an additional development Sprint or elimination of a planned development Sprint.<br>• Changes that do not impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required).<br>No formal change request is required for Level 1 changes, as these are an aspect of using an iterative approach to software development. These changes may be managed by the Product Owner. Level 1 changes are documented by the Scrum Master in Blueprint and Team Foundation Server (TFS). | Product Owner / Program Manager / Project Manager |
| Level 2<br>(Medium) | Changes that impact multiple teams. These include:<br>• Changes that involve minor functional or formatting change that impact user stories being implemented by | Product Owner / Program Director |

[2] Agile is relating to or denoting a method of project management, used especially for software development that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

| Level | Attributes | Reviewer(s) / Approver(s) |
|---|---|---|
| | multiple teams. For example: Modifications to common rules, shared letters/correspondence, table changes (with no changes in schema), etc.<br>• Changes that impact multiple testing and development teams; however, these are refinements that may be absorbed in an existing development Sprint or Hip sprint.<br>• Changes resulting in minor refinement to training curriculum and/or material that may be absorbed in an existing development Sprint or Hip sprint.<br>• Changes that do not generate the need for an additional development Sprint or elimination of a planned development Sprint.<br>• Changes that do not impact the program's overall release scope or schedule (may be absorbed in the product backlog, no refactoring required).<br><br>Ideally, the Product Owners associated with the impacted teams will be able to coordinate the change. No formal change request is required for Level 2 changes. The request will be logged in the program's change request tracker and reviewed each week with the program team and product owners. Level 2 changes are also documented by the Scrum Master in Blueprint and Team Foundation Server (TFS).<br><br>If product owners are not able to reach agreement, the change will be elevated so that a formal decision can be made (Level 3). | |
| Level 3<br>(Medium)<br>(Critical) | Changes to basic functionality. These include:<br>• Changes to add, delete or modify basic functionality, which impacts the overall release scope, schedule and/or cost. For example: New screens, new functional/nonfunctional requirements, WRAPS, legislative changes, etc.<br>o Additions/modifications will require user story definition, estimation, refinement (grooming), etc. for insertion into the product backlog within the appropriate release and sprint.<br>• Changes that generate the need for an additional development Sprint or elimination of a planned development Sprint.<br>• Changes that impact the program's overall release scope or schedule (refactoring required).<br>• Changes resulting in modifications to approved training curriculum and/or material (modules).<br><br>Level 3 changes must be fully documented with a change request and follow the formal change management process, which includes a review by the program's CCB. Also, in accordance with the program's Decision Escalation Matrix referenced in Section 6.7, Medium Level | Change Control Board (bi-monthly) / Program Director / Executive Steering Committee |

| Level | Attributes | Reviewer(s) / Approver(s) |
|---|---|---|
| | 3 change requests may be approved by the Program Director, and Critical Level 3 changes will require approval by the Executive Steering Committee. All change requests, whether approved, denied or rejected will be presented to the Advisory Board and ESC. | |

# 12. Quality Management

### *12.1. Quality Management Approach*

As part of the reporting and monitoring to be done by IV&V, the program will implement quality metrics to support transparency, traceability, and accountability against program objectives and benefits realization. The following tools will be used to manage quality of the program:

| Tool | Description |
|---|---|
| Earned Value Management (EVM) | The Integrated Master Schedule (IMS) will be analyzed for earned value (EVM) against the baseline. |
| Budget Variance | The Integrated Master Schedule (IMS) and Spend Plan will be analyzed for cost performance against the baseline. |
| Schedule Performance Index (SPI) | The Integrated Master Schedule (IMS) will be analyzed for schedule performance against the baseline. |
| Status Reports | The Program Manager will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current Program activities, and assess the likelihood of achieving key milestones. These status reports will also help monitor lessons learned and identify improvements for future phases of the Motorist Modernization Program.<br><br>The weekly status report currently includes information to derive the following quality indicators:<br>• Progress against the baseline plan's key milestones<br>• Deliverables Progress – timeliness of submission, reviews, approvals are key quality aspects for deliverables<br>• Issues - Number of open priority issues and aging of issues<br>• Risks - Total number of open Medium and High Risks<br>• Action items - Number and aging of open action items<br><br>Project Managers for each project will produce a weekly status report to keep stakeholders apprised, monitor the quality of the current project activities, and assess the likelihood of achieving key milestones.<br><br>The Support Services vendor will produce:<br>• Weekly status reports for stakeholders<br>• Monthly summary status reports for stakeholders |
| Deliverable Expectations Document (DED) | The Program Team will work with the Vendor to document acceptance criteria for each deliverable, identify appropriate reviewers, and streamline the deliverable review process.<br><br>**Note**: A template for the Deliverable Expectation Document is located |

| Tool | Description |
|---|---|
| | in the Project Control Book. |

The purpose of the Quality Management Plan is to outline the processes to instill quality in the deliverables produced and services provided. The plan outlines both quality assurance activities as well as quality management metrics.

The objectives of the Quality Management Activities are to:

- Identify and correct defects early in the process
- Evaluate a deliverable against program standards and deliverable expectations
- Reduce the number of errors as the work effort progresses
- Reduce time and costs resulting from rework
- Monitor adherence to agreed-upon program processes

For purposes of this document, quality is defined as the degree to which a system, deliverable, or process meets specified requirements. The Quality Management Plan is made up of quality activities that fit into three main categories:

- Deliverable Quality
- Process Quality
- System Quality

The following sub-sections outline the key activities within the deliverable quality assurance, process quality management, and system quality categories.

### *12.2. Requirements Documentation*

The process overview for gathering and documenting requirements from suggestions and ideas through deployment can be found in the *Requirements Gathering Process Overview* document located in the PCB. All requirements will be stored in a consolidated repository using a requirements management software tool.

### *12.3. Deliverable Quality*

Deliverable Quality is used to evaluate whether program deliverables comply with the standards and objectives of the stakeholders. A key step in formulating a quality deliverable is to establish a shared set of expectations of what should be contained within the deliverable, who should contribute to the deliverable, and ultimately who will be involved in the review and approval of the work product.

These tenets of the formal Project deliverables will be documented and agreed to as part of the Program's Deliverable Review Process.

### *12.4. Deliverable Review Process*

Prior to starting the work to gather input and construct a deliverable, the Program Manager and deliverable author will confirm those individuals that will be responsible for contributing to and/or reviewing a deliverable. The Project Manager or deliverable owner will draft a Deliverable Expectation Document (DED) for the deliverable. The DED provides the author(s) guidance and direction on the deliverable format, level of detail,

identifies individuals that will contribute to the deliverable, confirms the deliverable reviewers and reiterates the deliverable's deadlines.

The DED is an important project artifact in aligning expectations for the deliverable, defining specific roles for the deliverable and is used in the quality assurance peer reviews for each submission. For each deliverable (regardless of phase or deliverable review cycle), the peer review step relies on two documents to guide the quality assurance review: the approved DED and the consolidated comments from all reviewers noted in the approved DED as well as IV&V. Prior to the initial deliverable submission, the peer reviewer will make sure all sections in the DED are represented and address the content and format expectations outlined. For subsequent submissions, the peer reviewer will still evaluate the deliverable against the DED as well as evaluating the work product updates (or comment response) that were made for each comment received from the reviewers.

Outstanding points identified from the peer review are returned back to the author(s). When another draft of the deliverable is available, the peer review process repeats. Figure 12-1, Figure 12-2, and Figure 12-3 illustrate the deliverable review process, including the quality assurance peer review(s). Within the approved DED, specific individuals are aligned to one or more of these roles reflected in the Deliverable Review Process.

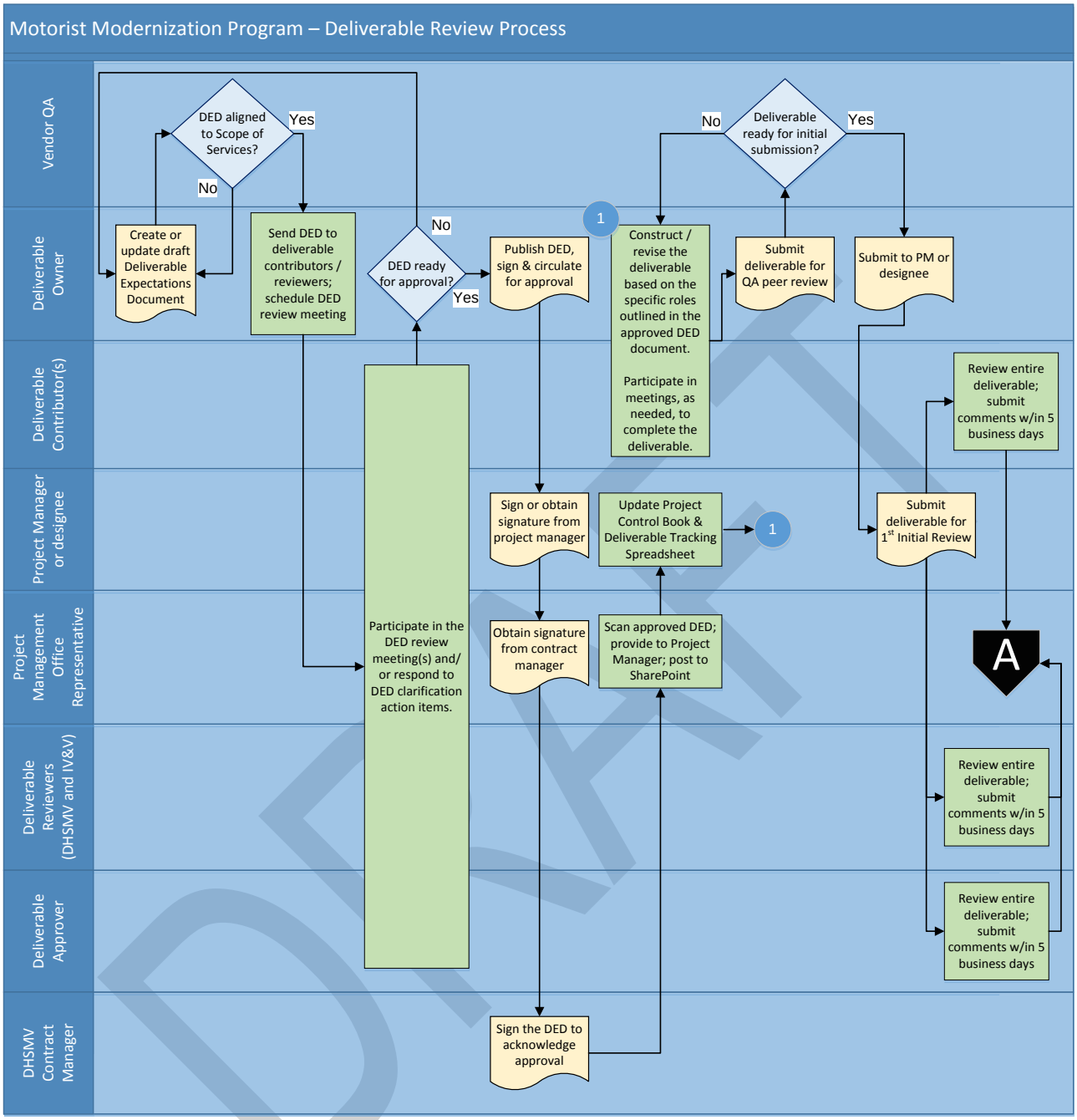


**Figure 12-1 – Deliverable Review Process (1 of 3)**

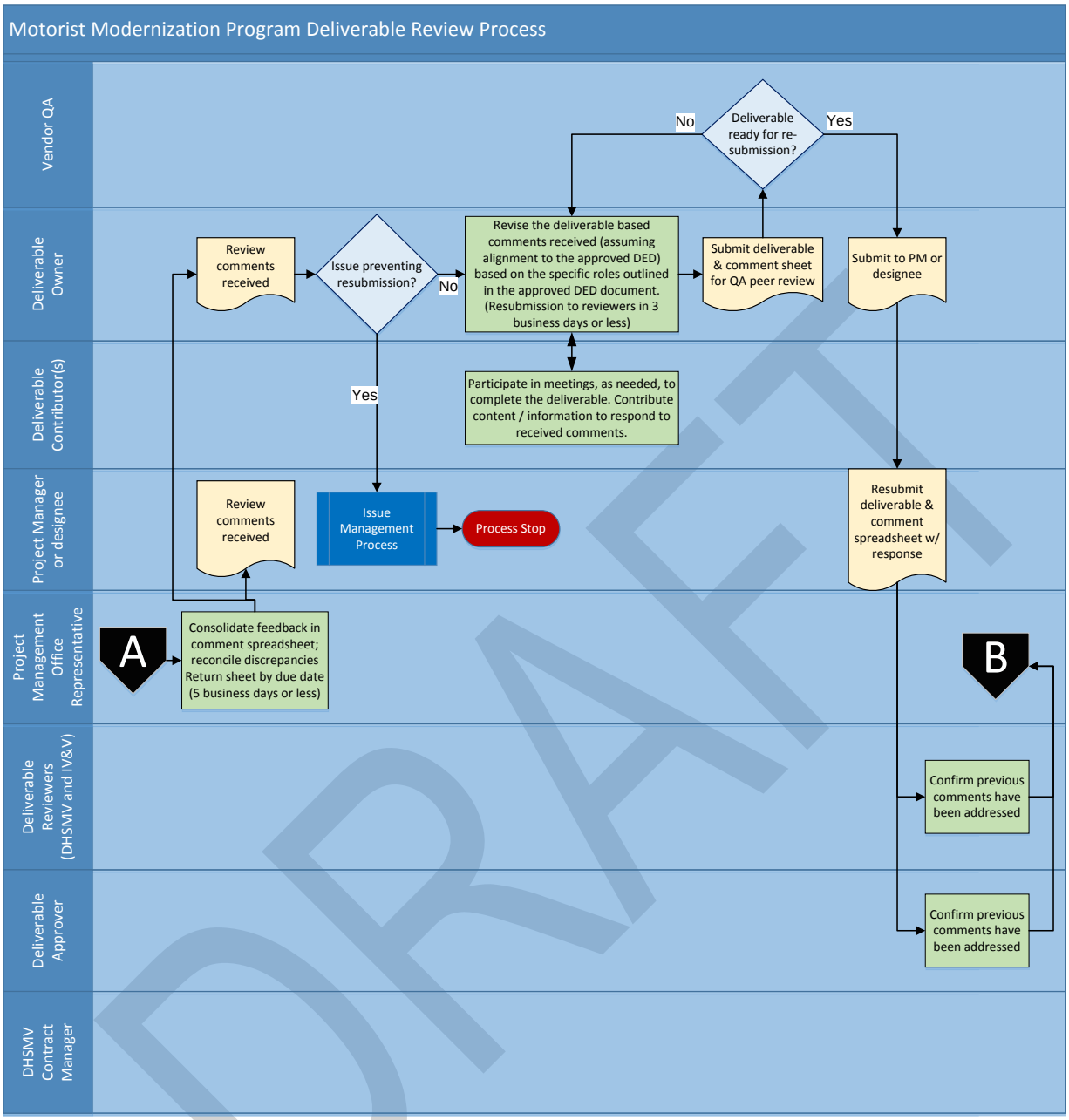


**Figure 12-2 – Deliverable Review Process (2 of 3)**

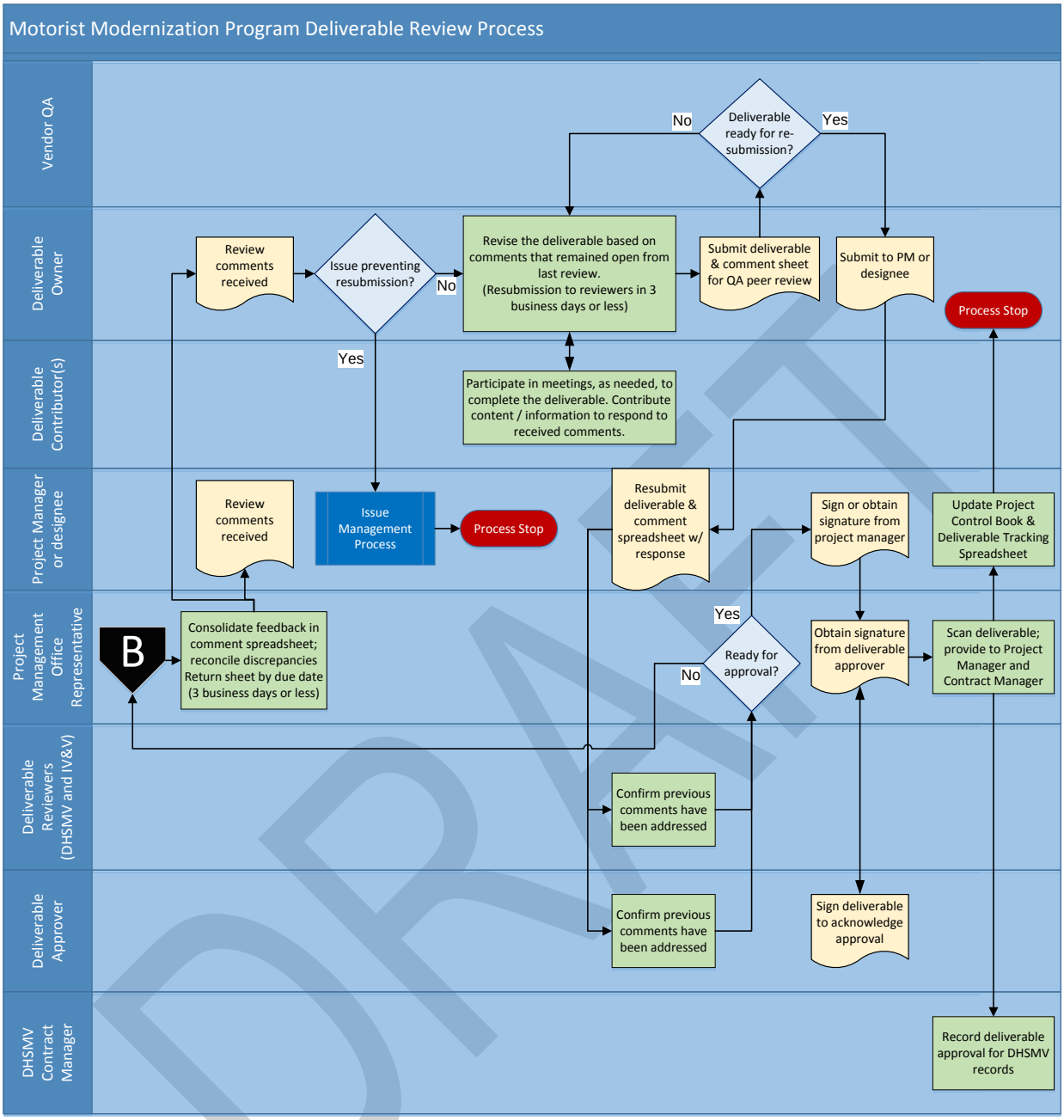


**Figure 12-3 – Deliverable Review Process (3 of 3)**

## *12.5. Deliverable Quality Metrics*

Each project in the Motorist Modernization program will develop a quality management plan with pre-defined, quantitative and qualitative metrics to monitor the overall project quality. The metrics for Deliverable quality are outlined in Table 12-1– Deliverable Quality Metrics below. These metrics, along with those from the other areas, will be compiled and provided to the Program Manager and Program Director by the 10th of each month, or the next business day if the 10th is a non-working day.

| Metric | Description | Target / Measurement |
|---|---|---|
| # of Late Submitted deliverables | Count of deliverables originally planned for 1st submission in the prior month but whose delivery date was delayed. | Green: 0<br>Yellow: 1 to 2<br>Red: 3 or more |
| Mean duration of Deliverable Review Period | Mean calculation of the number of business days from the first period of the review until the deliverable is approved. | Green: 12 or fewer<br>Yellow: 13 to 18<br>Red: 19 or more |
| % of planned approved deliverables not yet approved | Percentage of deliverables, since project start, that were planned to be approved but have yet to be approved | Green: ≤ 10%<br>Yellow: 10%< to ≤ 25%<br>Red: 25% > |

**Table 12-1 Deliverable Quality Metrics**

### *12.6. Quality Assurance Assessments – Internal and External*

The Department has contracted with an Independent Verification and Validation (IV&V) vendor for the duration of the program to provide a baseline assessment of the overall quality of the program, monthly progress monitoring, quality checkpoints, recommended improvements, and validation of realized program objectives.

The Agency for State Technology (AST) will also be performing quarterly reports on the overall status of the Motorist Modernization program. The Program Manager will be responsible for providing the appropriate documents such as an updated IMS, spend plan, and any other requested documentation to support status updates which will be provided to legislative staff pursuant to the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight[3].

Monthly reporting to the Department's Tier III Governance will include an assessment of the overall health of the program (red-yellow-green status) based on the following metrics for the reporting period:

| Metric | Measurement | Target / Measurement | Reporting Period |
|---|---|---|---|
| Scope | Did the project experience a scope change that impacted the project's costs or schedule, or other projects/the agency? | Green - No change in scope and scope is being managed<br>Yellow - Scope change pending approval and impact one of the three<br>Red - Scope change pending approval and impact at least two of the three Cost, Schedule or other | Weekly |

[3] As of July 2016, the Rules of the Agency for State Technology Chapter 74-1 Project Management and Oversight are in DRAFT format.

| Metric | Measurement | Target / Measurement | Reporting Period |
|---|---|---|---|
| | | projects/agency | |
| Schedule | Are the Milestones and Deliverables on schedule? | Green: ≤ 5 business days<br>Yellow: 6< to ≤ 10 business days<br>Red: 10 > business days | Weekly |
| Budget (to date) | Is the project within budget for this reporting period? Budget/spend plan (30 day period) are completed as of the last day of the previous month. | Green - Variance is +/- 10%<br>Yellow - Variance is +/- 11%-20%<br>Red - Variance is +/- 21% or greater | Monthly |
| Budget (Overall) | Is the project within budget overall? Budget/spend plan (total project budget) are completed as of the last day of the previous month. | Green - Variance is +/- 10%<br>Yellow - Variance is +/- 11%-20%<br>Red - Variance is +/- 21% or greater | Monthly |
| Issue | Is the number and/or severity of issues increasing and/or is the issue over due for completion? | Green - No new issue was reported and/or the previously reported issue is being managed and on target for resolution by the completion date<br>Yellow - A new issue was reported and/or the previously reported issue is not being managed and/or not on target for resolution by the completion date<br>Red - Two or more new issues were reported and/or the previously reported issue is not being managed and/or on target for resolution by the completion date<br>*Managed is defined as PM is providing actionable updates to the status report indicating that the issue is being worked | Weekly |
| Risk | Is the number and/or severity of risks stable or decreasing? | Green - Risks are stable or decreased<br>Yellow - A new risks was added to the project<br>Red - Multiple risks were added and/or a previously reported risk increased in probability | Weekly |

**Table 12-2 Tier III Program/Project Health Metrics**

## *12.7. System Quality*

System Quality is used to evaluate whether the system development & configuration complies with the requirements and business processes identified in the planning phase of the project. System Quality Activities include requirements traceability, testing and defect management, and stage containment activities. System Quality activities undertaken by the Motorist Modernization program will be worked collaboratively with the Information Systems Administration's Quality Assurance office.

### *12.7.1. Requirements Traceability*

Requirements Traceability is the ability to trace from business requirements to the various design, build, and test components throughout all phases of the Project. Requirements tracing is a practice that greatly increases the quality and reliability of a project's final output while minimizing costly rework resulting from requirements errors. The Motorist Modernization program will use a Requirements Traceability Matrix (RTM) to confirm traceability across phases of the program.

Bidirectional traceability means that requirements can be traced both forwards and backwards, ideally through each step of the project. Bidirectional traceability helps determine that the solution addresses the source requirements and that all requirements and deliverables can be traced to a baselined RTM.

The business and technical requirements that are documented as part of the New System Requirements Tracking Report and Requirements Report deliverables shall be further refined and validated. Once the requirements are complete, they will be baselined. The baseline provides the inventory of confirmed requirements against which changes can be monitored and measured.

Beyond the baseline of these requirements, the following shall apply to support overall system quality:

1. Requirements altered or added as part of the requirements confirmation sessions will be recorded as part of the Program's Change Management Plan as documented in the Program's Project Management Plan.

2. During the design phases of the Project, the first portion of the requirements traceability will be initiated whereby the design that supports a particular requirement will be noted.

3. During the User Acceptance testing phases, the second portion of the requirements traceability task would commence. During this task, the test scenario used to validate a particular requirement would be noted.

4. The requirements, at the conclusion of testing, would be evaluated prior to deployment to ensure the business requirements have been addressed.

### *12.7.2. Testing and Defect Management*

Testing activities are one of the primary mechanisms for confirming system quality. Each project in the Motorist Modernization program will evaluate quality as it pertains to testing and defect management using the following metrics. Quality Assurance testing will be performed in accordance with the Information Systems Administration's Quality Assurance Office's established standard.

### *12.7.3. System Quality Metrics*

System Quality Metrics will be assessed and reported in accordance with the Information Systems Administration's Quality Assurance Office's established standard. Table 12-3 below provides examples of the types of metrics that may be collected.

| Metric | Description | Target / Measurement |
|---|---|---|
| # of open change requests w/o decision | Total number of open, active change requests | **Green**: ≤ 5<br>**Yellow**: 5< to ≤ 25<br>**Red**: 25 > |
| # of change requests approved within the last 3 months | Count of change requests that shall provide insight into the quality of the business / functional requirements. | **Green**: ≤ 3<br>**Yellow**: 3< to ≤6<br>**Red**: 6 > |
| Change request aging | Mean calculation of the number of days between a change request being logged and a decision (to proceed or not) | **Green**: ≤ 10<br>**Yellow**: 10< to ≤ 15<br>**Red**: 15 > |
| # of open critical system defects | Count of open defects | **Green**: ≤ 15<br>**Yellow**: 15< to ≤ 25<br>**Red**: 25 > |
| Defect resolution time | Mean calculation of the time between defect opening and defect resolution deployed to the testing environment | **Green**: ≤ 2 days<br>**Yellow**: 2< to ≤ 10<br>**Red**: 10 > |
| % of re-opened defects | Percentage of defects that have been re-opened after initial testing (by testing phase) | **Green**: ≤ 10%<br>**Yellow**: 10%< to ≤ 15%<br>**Red**: 15 > |
| Total # of defects | Total number of defects by testing phase (e.g., unit testing, integration testing, user acceptance testing, etc.). | <To be evaluated as part of the Executing phase based on anticipated widget count> |

**Table 12-3 System Metrics**

# 13. Communications Management

Effective communication is one of the most important factors contributing to the success of the Motorist Modernization program.

Three clear communication channels will be established during the program organization and include:

1. Upward channel with senior executives and steering committee to highlight issues, risks and scope exceptions.
2. Lateral channel with sponsor(s), stakeholders, and other agency management involving requirements, resources, budgets and time allocations.
3. Downward channel with the team highlighting processes, activities, dates, status and general team briefings.

The communications plan describes how program communication events will occur across the channels described above. The events themselves may be periodic or one-time in nature.

The Program Director will meet weekly with the OMM Leadership Team. Monthly meetings will be held with the Advisory Board and the Executive Steering Committee (ESC). Any decisions made by the ESC or recommendations made by the Advisory Board will be documented and included in the program artifacts. For clarification of governance roles and escalation practices, please refer to the Decision Escalation Matrix referenced in Section 6.7.

Additionally, the Program's Communication Consultant will be responsible for communications conducted as a part of Organizational Change Management (referenced in Section 15).

The following tables (Table 13-1 and Table 13-2) detail the program communications and meetings used to manage the program.

| PROGRAM COMMUNICATIONS | | | | |
|---|---|---|---|---|
| **Description** | **Target Audience** | **Delivery Method** | **Delivery Frequency** | **Owner** |
| Project Control Book (PCB) (includes risks, issues, action items, change control forms, etc.) | Team, PMO | PPM tool, SharePoint | Weekly | Program Manager / Assigned PM |
| Project Schedule | Project Team and Sponsors | PPM tool, SharePoint | | Assigned PM |
| Project Management Plan document | Project Team and Sponsors | PPM tool, PCB, SharePoint | Within 30 days of approval | Assigned PM |
| Program Management Plan document | Program Team and Sponsors | PPM tool, PCB, SharePoint | Within 30 days of approval | Program Manager |
| Status Reports | Program | PPM tool, | Weekly | Program Manager |

| PROGRAM COMMUNICATIONS | | | | |
|---|---|---|---|---|
| **Description** | **Target Audience** | **Delivery Method** | **Delivery Frequency** | **Owner** |
| includes action items | Team and Sponsors | SharePoint | | / Assigned PM |
| Integrated Master Schedule (IMS) | Program Team and Sponsors | PPM tool, PCB, SharePoint | Weekly | Program Manager |
| OMM Leadership Team Status Report | Executive Leadership | Presentation/ Discussion | Weekly | Program Director<br>Deputy Program Director |
| Support Services Vendor Deliverables | Program Team and Sponsors | PCB, SharePoint | Per Contractual Agreement | Contract and Budget Consultant |
| Periodic Demos and Presentations | Focus on specific groups | Presentation/ Discussion | As needed | Project Managers<br>Program Manager<br>Deputy Program Director<br>Program Director |

**Table 13-1 Program Communications**

| MEETINGS | | | | |
|---|---|---|---|---|
| **Description** | **Target Audience** | **Delivery Method** | **Delivery Frequency** | **Owner** |
| Program Team Meeting | Program Team | Meeting | Weekly | Program Manager |
| Executive Steering Committee (ESC) Meeting | Executive Leadership | Meeting | Monthly | Program Director<br>Deputy Program Director |
| Advisory Board Meeting | Program Advisory Board | Meeting | Monthly | Program Director<br>Deputy Program Director |
| Change Control Board Meeting | Product Owners, Program Team | Meeting | Bi-Monthly | Deputy Program Director<br>Program Manager |

| MEETINGS | | | | |
|---|---|---|---|---|
| OMM Weekly Leadership | OMM Leadership Team | Meeting | Weekly | Program Director<br>Deputy Program Director |
| Program Sponsor Meeting | Motorist Services Director | Meeting | Weekly | Program Director |
| CIO Update Meeting | CIO | Meeting | Weekly | Program Director |
| Executive Sponsor Update Meeting | Executive Sponsor | Meeting | As Requested | Program Director |
| Program Team Meeting | Entire program team. Individual meetings for sub-teams, technical team, and functional teams as appropriate | Meeting | Monthly | Program Director |
| Focus Group / Coalition Meetings | All Stakeholders | Meeting | As Needed | Communications Consultant |

**Table 13-2 Program Meetings**

### *13.1. Program Documentation*

- All program artifacts shall be located in the PCB.
- All final program deliverables shall be located in the PPM tool.

### *13.2. Status Reporting*

The Program Manager is responsible for working with each Project Manager and appropriate team members for all status reporting requirements. As development begins on the program, each Project Manager will be responsible for collecting performance metrics from Team Foundation Server (TFS) to demonstrate progress. This includes statistics on the number and status of user stories and test cases in each sprint. The table below details the different status reports used in the overall management of the Program. While AST status reports are not prepared by DHSMV, supplemental Program documentation may be required as a result of quarterly assessments.

| Report | Frequency | Assigned to |
|---|---|---|
| OMM Leadership Report | Weekly | Program Director<br>Deputy Program Director |

| Report | Frequency | Assigned to |
|---|---|---|
| | | Program Management Team |
| Legislative Status Report | Monthly | Program Manager / Vendor Project Manager / DHSMV Project Managers |
| PMO Status Report (Daptiv) | Weekly<br>***Due Thursdays by 3:00pm*** | Program Manager / Vendor Project Manager / DHSMV Project Managers |
| Milestone Release Reports (performance metrics from TFS) | Monthly | Scrum Masters / Vendor Project Manager |
| DHSMV Governance Tier III Status Report | Monthly | Program Manager |
| AST Reports | Monthly and Quarterly | AST Project Manager with assistance from the Program Manager |

### *13.3. Updates to the Communications Plan*

The Communications Plan will be updated and distributed via e-mail whenever there is a change to the Plan.

# 14. Document Management

The Document Management section provides the standards for managing all Motorist Modernization program documents.

### *14.1. Program Repository*

Project Control Book

The Program Manager has established a Project Control Book for the Motorist Modernization program on the network drive. The Project Control Book contains artifacts specific to the project management aspects of the project as well as memorandums and meeting minutes. The Program Manager or their designee shall be responsible for publishing artifacts to this repository.

Please note there are a series of templates that have also been posted in the Project Control Book.

Document Management Guidelines

The following Document Management Guidelines are in place to support the program:

- Version history is tracked for all documents within the PCB
- Document feedback and approvals are logged in the PCB
- Drafts and Final Submission Deliverables are clearly distinguished
- Approved Documents are stored in a separate folder in the PCB
- Document control information is captured for all official deliverables

### *14.2. Document Naming Conventions*

Deliverable Expectation Document (DED)

The Deliverable Expectation Document (DED) naming standard (one DED for every deliverable) is as follows:

***DED Del # - <Deliverable Name> v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Deliverables

The Deliverable naming standard is as follows:

***Del # - <Deliverable Name> v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Deliverable Consolidated Comments

The Deliverable Consolidated Comments naming standard is as follows:

***Del # - <Deliverable Name>Consolidated Comments v #.***

Versions will be 1.0 for initial submission and increment by whole numbers for each formal submission. Incremental updates will utilize the minor version increments (e.g., 1.1, 1.2, and 1.3). All versions will be recorded in the document control section at the beginning of the document.

Project-Specific Artifacts

Each project within the Motorist Modernization program will establish a PCB to store project-specific artifacts. Upon approval by the Senior Business Analyst or their designee, finalized work products (e.g., AS-IS process flows, business rules, requirements) may be migrated to the central requirements repository, Blueprint. For access to Blueprint, please contact the respective Project Manager.

# 15. Organizational Change Management

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. Change management activities are integral to the success of the program.

Organizational change management (OCM) activities are facilitated by the program's Communications Consultant. OCM 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.

Organizational change management (OCM) planning documents have been developed by the Department for Motorist Modernization Phase I. These include the following artifacts:

- **Communications Strategy and Plan:** Helps to manage expectations about the Motorist Modernization Phase I program and provides consistent messages among program team members, eventual end-user of the solution and other impacted stakeholders. Included as a component of this document is a tactical Communication Plan that charts out recurring and one-time communication events. This living document is updated on a quarterly basis.
- **Organizational Analysis:** Details key aspects of the various end-user groups (internal and external, as applicable) for consideration into the to-be business processes and technology. It is intended to provide a gap-analysis of the end-user groups' current and future work environments, tasks and activities, and knowledge, skills and abilities.
- **Training and Performance Support Strategy:** Details the overarching training needs and objectives for the project, per the Organizational Analysis. It also describes the various training methods (ex: Instructor-led, Web-based, Videos, Online Tip-sheets) that will be used; lays out a general training curriculum per user group; and describes any point-of-deployment and/or ongoing performance support mechanisms that will be used, such as help desks / user support sites.

The Communications Consultant will facilitate completion of similar documentation for the Motorist Modernization – Phase II Program and conduct periodic OCM readiness assessments throughout the program's life cycle to measure progress of closing gaps identified in the Organizational Analysis.

Please refer to the program's PCB for additional information on OCM.

# 16. Configuration Management

ISA will be responsible for documenting any configuration changes made to the systems that are required for the Motorist Modernization program. Version control is the responsibility of the ISA software managers for systems in which they are responsible. Please refer to the *DHSMV Information Systems Development Methodology* for additional information on configuration management.

# 17. Vendor Management

The scope of the Motorist Modernization program precipitates the need for a vendor management plan that outlines the activities necessary to ensure the quality, timeliness, and value of products and services procured by the Department. The Program Manager will work with the program team to identify program needs to be procured and work with the Program Director, Deputy Program Director and Contract and Budget Consultant to document and communicate Vendor/Department roles and responsibilities, which may include but not be limited to:

- Vendor staffing plan
- Vendor project plan
- Vendor risk management plan
- Performance metrics
- Change management request process
- Deliverables review and acceptance process
- Knowledge transfer and product support

Vendor management will be defined in the request for quote and scope of services documents developed as part of the procurement process for both Support Services and IV&V. All contract documents will contain specific terms and conditions as well as corresponding monetary damages for lack of performance.

# 18. Common Acronyms & Terms

| Acronym | Description |
|---|---|
| **AAMVA** | American Association of Motor Vehicle Administrators |
| **AST** | Agency for State Technology |
| **CDLIS** | Commercial Driver License Information System |
| **CR** | Change Request |
| **DL** | Driver Licenses |
| **DRIVE** | Driver Related Issuance and Vehicle Enhancements |
| **ECM** | Enterprise Content Management |
| **EFS** | Electronic Filing System |
| **ETR** | Electronic Temporary Registration |
| **FDLIS** | Florida Driver License Information System |
| **FRVIS** | Florida Registration & Vehicle Information System |
| **ISA** | Information Systems Administration |
| **MS** | Division of Motorist Services |
| **NSRC** | Northwood Shared Resource Center |
| **OMM** | Office of Motorist Modernization |
| **PCB** | Project Control Book |
| **PDC** | Primary Data Center |
| **PM** | Project Manager |
| **PMO** | Project Management Office |
| **PPM** | Project Portfolio Management |
| **SPS** | Stored Procedure Services (ISA Development Section) |
| **WAR** | Warehouse and Reporting Services (ISA Development Section) |
| **WBS** | Work Breakdown Structure |

# 19. Signature and Acceptance Page

We have reviewed the Program Management Plan (PMP) and agree that the content of the document is accurate as of this point in the program and clearly delineate the work to be done for the program and the process in which decisions will be made. This document serves as the source of program information and will be updated as required.

**Prepared by** _____

Kristin Green
Deputy Director, Office of Motorist Modernization

**Approved by** _____

Terry Rhodes
Executive Director, DHSMV

_____

Diana Vaughn
Deputy Executive Director, DHSMV

_____

Robert Kynoch
Director of Motorist Services, DHSMV

_____

Boyd Dickerson-Walden
Chief Information Officer, DHSMV

_____

Felecia Ford
Chief of Administrative Reviews, DHSMV

# EXHIBIT 2
# RASCI MATRIX

| | | | |
|---|---|---|---|
| **Agency:** | DHSMV | **Program** | Cheryln Dent |
| **Project** | Motorist Modernization | **Contact** | 850-617-2034 |

| Deliverables Milestones Tasks | Governing Bodies | | | | | Program Team | | | | | | | | | | Program Management | | Procurement | | Program Delivery Team | | | | | | | Environment & Infrastructure | | | | | Security | Oversight | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Executive Steering Committee | Advisory Board | OMM Leadership Team | Agency Governance | Change Control Board | Administrative Assistant | Program Director | Deputy Program Director | Program Manager | Enterprise Architect | Project Manager(s) | Communications Consultant | BA(s) / Scrum Master(s) | Sr. Business Analyst(s) | Contract & Budget Consultant | Software / Data / Infrastructure Architect(s) | IT PMO | Business Area / Business PMO | DHSMV Procurement | DHSMV Legal | Support Services VENDOR | Product Owner(s) | Technical Lead | Developer(s) | Tester(s) | Quality Assurance | Learning & Development Office | Service Operations | Service Support | Service Development | Agency for State Technology / PDC | Strategic Business Operations | Information Security Manager | Agency for State Technology | IV&V Vendor |
| **Requirements Definition** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Define Functional Requirements | A | C | C | I | I | I | C | C | S | C | S | I | R | C | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Define Non-Functional Requirements | A | C | C | I | I | I | C | C | S | R | S | I | S | C | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | C | C | C | I | I |
| Conduct Existing Solution Inventory and Gap Analysis | A | C | C | I | I | I | C | C | S | C | S | I | S | R | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | C | C | C | I | I |
| Update Requirements Repository (Blueprint) | A | C | C | I | I | I | C | C | S | C | S | I | R | C | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Validate Requirements | A | C | C | I | I | I | C | C | S | C | S | I | R | C | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Develop Requirements Deliverable | A | C | C | I | I | I | C | C | S | C | S | I | S | C | I | S | I | I | I | I | R | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Requirements Definition Phase Gate / Obtain Requirements Deliverable Sign-Off | A | C | C | I | I | I | C | C | S | C | S | I | S | C | I | S | I | I | I | I | R | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Develop Release Plan (Preliminary) | A | C | I | I | I | I | C | C | S | C | C | C | C | C | I | S | I | I | I | I | R | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| **System Design (Infrastructure / Architecture / Development)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop / Update Solution Diagram | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | S | I | I | I | I | R | I | S | S | I | I | I | C | C | C | C | I | S | I | I |
| Develop / Update Data Model | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | R | I | I | I | I | S | I | S | S | I | I | I | C | C | C | C | I | S | I | I |
| Develop / Update System Specifications | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | S | I | I | I | I | R | I | S | S | I | I | I | C | C | C | C | I | S | I | I |
| Develop / Update Technical Architecture Documentation | A | C | C | I | I | I | C | C | S | R | S | I | S | C | I | S | I | I | I | I | S | I | S | S | I | I | I | C | C | C | C | I | S | I | I |
| Develop / Update ISDM | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | S | I | I | I | I | S | I | S | S | I | I | I | C | C | R | C | I | S | I | I |
| Develop / Update Security Plan | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | S | I | I | I | I | S | I | S | S | I | I | I | C | C | C | C | I | R | I | I |
| Disaster Recovery / Business Continuity Plan | A | C | C | I | I | I | C | C | S | S | S | I | S | C | I | S | I | I | I | I | S | I | S | S | I | I | I | S | S | S | C | I | R | I | I |
| **System Development / Testing** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Complete Enterprise Preparations (Sprint 0) | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | R | I | I | I | I | S | I | S | S | S | I | I | C | C | C | I | C | C | I | I |
| Perform Release Planning | A | C | C | I | C | I | C | C | S | S | S | S | S | C | I | S | I | I | I | I | R | S | S | S | S | I | I | C | C | C | I | C | C | I | I |
| Perform Sprint Planning | A | C | C | I | C | I | C | C | S | S | S | I | R | C | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | I | I | I |
| Complete Software Development | A | C | C | I | C | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | S | S | R | S | S | I | C | C | C | I | C | C | I | I |
| Perform Unit Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | I | S | R | S | I | I | C | C | C | I | C | C | I | I |
| Perform Integration Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | I | S | R | S | I | I | C | C | C | I | C | C | I | I |
| Perform Sprint Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | S | S | S | S | R | I | C | C | C | I | C | C | I | I |
| Perform External (Vendor & TC) Testing | A | C | C | I | I | I | C | C | S | S | S | I | S | S | I | S | I | I | I | I | S | S | S | S | R | I | I | C | C | C | I | C | C | I | I |

# EXHIBIT 2
# RASCI MATRIX

| Deliverables Milestones Tasks | Governing Bodies | | | | | Program Team | | | | | | | | | | Program Management | | Procurement | | Program Delivery Team | | | | | | | Environment & Infrastructure | | | | | Security | Oversight | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Executive Steering Committee | Advisory Board | OMM Leadership Team | Agency Governance | Change Control Board | Administrative Assistant | Program Director | Deputy Program Director | Program Manager | Enterprise Architect | Project Manager(s) | Communications Consultant | BA(s) / Scrum Master(s) | Sr. Business Analyst(s) | Contract & Budget Consultant | Software / Data / Infrastructure Architect(s) | IT PMO | Business Area / Business PMO | DHSMV Procurement | DHSMV Legal | Support Services VENDOR | Product Owner(s) | Technical Lead | Developer(s) | Tester(s) | Quality Assurance | Learning & Development Office | Service Operations | Service Support | Service Development | Agency for State Technology / PDC | Strategic Business Operations | Information Security Manager | Agency for State Technology | IV&V Vendor |
| Perform User Acceptance Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | S | S | S | R | S | I | C | C | C | I | C | C | I | I |
| Perform Security Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | I | S | S | S | I | I | C | C | C | I | C | R | I | I |
| Perform Regression Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | S | S | S | S | R | I | C | C | C | I | C | C | I | I |
| Perform Accessibility (ADA, Language, Mobility) Testing | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | I | S | S | R | I | I | C | C | C | I | C | C | I | I |
| Perform Enterprise Testing (Load & Performance) | A | C | C | I | I | I | C | C | S | S | S | I | I | I | I | S | I | I | I | I | S | I | S | S | S | I | I | S | C | R | I | C | C | I | I |
| Conduct Daily Stand-up | A | C | C | I | C | I | C | C | S | S | S | I | R | S | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | I | I | I |
| Conduct Sprint Review | A | C | C | I | C | I | C | C | S | S | S | I | R | S | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Conduct Sprint Retrospective | A | C | C | I | C | I | C | C | S | S | S | I | R | S | I | S | I | I | I | I | S | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| Plan and Coordinate Builds and Deployment for Testing | A | C | C | I | C | I | C | C | S | S | S | I | R | S | I | S | I | I | I | I | S | S | S | S | S | S | I | S | S | S | S | S | C | I | I |
| Develop Training Plan, Curriculum, Courses & Conduct Training | A | C | C | I | I | I | C | C | S | I | S | S | S | S | I | I | I | I | I | I | S | C | S | S | S | I | R | I | I | I | I | I | I | I | I |
| Update operational policies and procedures | A | C | C | I | I | I | C | C | S | I | S | S | S | S | I | I | I | R | I | I | S | S | S | S | S | S | S | I | I | I | I | I | I | I | I |
| Complete Development Phase Gate & Obtain Go/No Go Pilot Deployment Decision | A | C | C | I | I | I | C | C | S | S | S | S | S | S | I | S | I | I | I | I | R | S | S | S | S | S | I | C | C | C | I | C | C | I | I |
| **System Deployment** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Implementation (Deployment) Plan | A | C | C | I | I | I | C | C | S | C | S | I | I | I | I | S | I | I | I | I | R | S | S | S | S | S | I | S | S | S | S | S | S | I | I |
| Complete Pilot Deployment | A | C | C | I | I | I | C | C | S | C | S | I | I | I | I | S | I | I | I | I | S | S | S | S | S | S | S | S | R | S | S | S | S | I | I |
| Complete Development Phase Gate / Obtain Go/No Go Statewide Deployment Decision | A | C | C | I | I | I | C | C | S | C | S | I | I | I | I | S | I | I | I | I | R | S | S | S | S | S | I | S | S | S | S | S | S | I | I |
| Complete Production Deployment | A | C | C | I | I | I | C | C | S | C | S | I | I | I | I | S | I | I | I | I | S | S | S | S | S | S | S | S | R | S | S | S | S | I | I |
| Complete Business Transition to Operations | A | C | C | I | I | I | C | C | S | C | S | I | I | I | I | S | I | R | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Complete Technical Transition to Operations | A | C | C | I | I | I | R | C | S | C | S | I | I | I | I | S | I | I | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| **Procurement** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Complete Feasibility Study (Schedule IV-B) | A | C | C | I | I | S | C | C | R | S | S | S | S | S | S | S | I | I | S | S | N/A | S | S | I | I | I | I | C | C | C | C | C | C | I | I |
| Perform Contract Writing / Management / Amendments | A | C | C | I | I | S | C | C | S | S | S | S | S | S | R | S | I | I | S | S | N/A | S | S | I | I | I | I | I | I | I | I | I | I | I | I |
| Develop Procurement Instruments (RFI, RFQ, ITN, etc.) | A | C | C | I | I | S | C | C | S | S | S | S | S | S | R | S | I | I | S | S | N/A | S | S | I | I | I | I | I | I | I | I | I | I | I | I |
| Complete Budget Amendments | A | C | C | I | I | S | C | C | S | S | S | S | S | S | R | S | I | I | S | S | N/A | S | S | I | I | I | I | I | I | I | I | I | I | I | I |

# EXHIBIT 2
# RASCI MATRIX

| Deliverables Milestones Tasks | Governing Bodies | | | | | Program Team | | | | | | | | | | Program Management | | Procurement | | Program Delivery Team | | | | | | | Environment & Infrastructure | | | | | Security | Oversight | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Executive Steering Committee | Advisory Board | OMM Leadership Team | Agency Governance | Change Control Board | Administrative Assistant | Program Director | Deputy Program Director | Program Manager | Enterprise Architect | Project Manager(s) | Communications Consultant | BA(s) / Scrum Master(s) | Sr. Business Analyst(s) | Contract & Budget Consultant | Software / Data / Infrastructure Architect(s) | IT PMO | Business Area / Business PMO | DHSMV Procurement | DHSMV Legal | Support Services VENDOR | Product Owner(s) | Technical Lead | Developer(s) | Tester(s) | Quality Assurance | Learning & Development Office | Service Operations | Service Support | Service Development | Agency for State Technology / PDC | Strategic Business Operations | Information Security Manager | Agency for State Technology | IV&V Vendor |
| Execute Short Term IT Staffing Contracts (Supplemental Staff Contract) | A | C | C | I | I | S | C | C | S | S | S | S | S | S | R | S | I | I | S | S | N/A | S | S | I | I | I | I | I | I | I | I | I | I | I |

# EXHIBIT 2
# RASCI MATRIX

| Deliverables Milestones Tasks | Governing Bodies | | | | | Program Team | | | | | | | | | | | Program Management | | Procurement | | Program Delivery Team | | | | | | | Environment & Infrastructure | | | | | Security | Oversight | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Executive Steering Committee | Advisory Board | OMM Leadership Team | Agency Governance | Change Control Board | Administrative Assistant | Program Director | Deputy Program Director | Program Manager | Enterprise Architect | Project Manager(s) | Communications Consultant | BA(s) / Scrum Master(s) | Sr. Business Analyst(s) | Contract & Budget Consultant | Software / Data / Infrastructure Architect(s) | IT PMO | Business Area / Business PMO | DHSMV Procurement | DHSMV Legal | Support Services VENDOR | Product Owner(s) | Technical Lead | Developer(s) | Tester(s) | Quality Assurance | Learning & Development Office | Service Operations | Service Support | Service Development | Agency for State Technology / PDC | Strategic Business Operations | Information Security Manager | Agency for State Technology | IV&V Vendor |
| **Program Management** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Perform Program Administration | A | C | C | I | I | S | R | S | S | S | S | S | S | S | S | S | C | S | I | I | S | I | I | I | I | I | I | I | I | I | I | I | I |
| Develop / Update Program Management Plan | A | C | C | I | I | I | C | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Complete Program Status / Oversight Reports | A | C | C | I | I | S | C | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | I | I | I | I | I | I | I |
| Complete PPM Tool Updates | A | C | C | I | I | S | C | S | R | S | S | S | S | S | S | S | C | S | I | I | S | I | S | S | S | S | I | I | I | I | I | S | I | I | I |
| Document Lessons Learned | A | C | C | I | I | I | S | S | S | S | S | S | S | S | S | S | C | S | I | I | R | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Human Resource Management | A | C | C | I | I | S | R | S | S | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | I | S | S | I | I |
| Cost Management | A | C | C | I | I | I | S | S | S | S | S | S | S | S | R | S | C | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Time Management (IMS Update / EVM Reporting) | A | C | C | I | I | I | C | S | R | S | S | S | S | S | S | S | C | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Issue / Risk Management | A | C | C | I | I | I | S | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Change Management | A | C | C | I | C | S | C | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Quality Management | A | C | C | I | I | I | S | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Communications Management | A | C | C | I | I | S | S | S | S | S | S | R | S | S | S | S | C | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Document Management (Deliverable Review / Tracking) | A | C | C | I | I | S | C | S | R | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Organizational Change Management | A | C | C | I | I | I | S | S | S | S | S | R | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |
| Configuration Management | A | C | C | I | I | I | S | S | S | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | R | S | S | S | I | I |
| Vendor Management | A | C | C | I | I | S | R | C | S | S | S | S | S | S | S | S | C | S | C | C | N/A | I | I | I | I | I | I | I | I | I | I | I | I | I | I |
| Benefits Tracking & Reporting | A | C | C | I | I | I | S | R | S | S | S | S | S | S | S | S | C | S | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | I | I |

| | |
|---|---|
| R = Responsible | The person who is responsible for gathering all of the information from various sources, completing the task and/or producing the deliverable. There can only be 1 role/body that is responsible. |
| A = Accountable | The person who is accountable for authorizing tasks and/or approving the final deliverable for accuracy and completeness. There can only be 1 role/body that is accountable. |
| S = Support | The person or persons who assists in completing the task. |
| C = Consulted | The person or persons who must be consulted before a decision can be made and/or a task can be completed. |
| I = Informed | The person or persons who must be informed of any decision that has been made and the status of the project. |

EXHIBIT 2

# Department of Highway Safety & Motor Vehicles
# Information Systems Administration
# Project Management Office

| Role | Responsibility |
|---|---|
| Executive Sponsor<br>(member of ESC) | Champion the program while providing leadership and guidance in the overall success of the program. |
| Program Sponsor<br>(member of ESC) | 1. Initiate and provide overall business support for the program.<br>2. Act as an advocate for the program, the Program Director and project teams. |
| Executive Steering Committee (ESC)<br>1. Executive Director (Executive Sponsor)<br>2. Deputy Executive Director<br>3. Director, Motorist Services (Program Sponsor)<br>4. Chief Information Officer<br>5. Chief of Administrative Reviews | Ensure the program meets overall objectives and:<br>1. Provide management direction and support to the program management team;<br>2. Assess the program's alignment with the strategic goals of the department;<br>3. Review and approve or disapprove high-priority changes to the program's scope, schedule and costs;<br>4. Review, approve or disapprove and determine whether to proceed with any major program deliverables; and<br>3. 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 advise, assist, support and advocate the program. |
| Change Control Board (CCB) | Provide input and strategic guidance to the Program Director and the Executive Steering Committee to assist in Agile Management-related decision making. |
| 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<br>1. Executive Director (Executive Sponsor)<br>2. Deputy Executive Director<br>3. Director, Motorist Services (Program Sponsor)<br>4. Chief Information Officer<br>5. Program Director | 1. Review status, resolve issues, and mitigate risks for OMM programs and initiatives.<br>2. Provide input and strategic guidance to the Office of Motorist Modernization leadership.<br>3. Members should advise, assist, support OMM programs/projects, including DRIVE and Motorist Modernization Program – Phase I. |
| Program Director<br>(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.<br>2. Has overall responsibility for the successful development and implementation of the Motorist Modernization – Phase I Initiative. |

# EXHIBIT 2

| Role | Responsibility |
|---|---|
| | 3. Oversee the development and implementation of Motorist Modernization – Phase I Projects.<br>4. Liaison with the program sponsor for business resources and day-to-day activities.<br>5. Report to OMM Weekly Leadership.<br>6. Present monthly program status to the ESC which includes:<br>a. Planned vs. actual program costs;<br>b. An assessment of the status of major milestones and deliverables;<br>c. Identification of any issues requiring resolution; proposed resolution for these issues and information regarding the status of the resolution;<br>d. Identification of risks that must be managed; and<br>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<br>(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.<br>2. Assist the Director in the successful development and implementation of the Motorist Modernization – Phase I Initiative.<br>3. Liaison with the program and project managers in the development and implementation of Motorist Modernization – Phase I Projects. |
| Program Manager | 1. Document program charter (objective/scope/etc.).<br>2. Develop program management plans.<br>3. Consolidate project plans into program plan.<br>4. Report program status.<br>5. Maintain program financials.<br>6. Manage integrated program change control.<br>7. Manage program risks, issues and action items.<br>8. Facilitate team communication.<br>9. Coordinate with Project Management Office and work with Project Managers.<br>10. Report to Deputy Program Director.<br>11. Provide daily planning, management and oversight of the program.<br>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.<br>Establishes architectural solution recommendations and manages the database redesign resources assigned to the MM Phase I effort. |
| Software Architect | Responsible for the planning and coordination of the ORION software development activities. |
| 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 MM Phase I effort. |
| Project Managers | 1. Document project charter (objective/scope/etc.).<br>2. Develop & update project management plans.<br>3. Monitor project progress.<br>4. Report project status.<br>5. Maintain project financials.<br>6. Manage project change control.<br>7. Manage project risks, issues and actions.<br>8. Facilitate team communication. |
| Sr. Business Analysts | The Senior Business Analysts are responsible for the following:<br>1. Coordinate with business stakeholders; and |

# EXHIBIT 2

| Role | Responsibility |
|---|---|
| Sr. Business Analysts | 2. Provide expertise during requirement definition and validation, Quality Assurance, Design, Development and Testing efforts. |
| Team Leads | The Functional Area Team Leads responsible for the following:<br>1. Work with the Business Analyst and Project Manager to set overall direction for the team.<br>2. Report on team assignments, risks, issues and task status to the Project Manager and Business Analyst.<br>3. Complete assigned tasks with regard to legacy system review, business rule definition, user story development, project documentation, etc.<br>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.<br>2. Track and monitor the Motorist Modernization – Phase I Program budget. |
| Communications Consultant | 1. Develop strategies and tools to inform and educate stakeholders about the Motorist Modernization – Phase I Program.<br>2. Manage all aspects of program communications and organizational change management (OCM).<br>3. Develop print materials, prepare presentations and internal memos, and conduct meetings to share information with a variety of stakeholders.<br>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.<br>2. Perform daily administrative tasks such as maintaining information files, and creating various documents and reports.<br>3. Coordinate recruitment and selection processes for OMM vacancies. |
| Product Owner<br>Alternate Product Owners | The Product Owner is responsible for the following:<br>1. Act as the Point of Contact (POC) or liaison between the business and the Project Manager and Scrum Master;<br>2. Maintain and prioritize the product backlog;<br>3. Provide resolution and clarification on the finalized business requirements;<br>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization – Phase I Program scope; and<br>5. 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.<br>It is the responsibility of the Scrum Master to:<br>1. Analyze, review and refine the business requirements and user stories;<br>2. Work with the Product Owner and Enterprise Architect to manage product backlog; facilitate sprint planning;<br>3. Maintain requirement updates;<br>4. Assist the Project Manager with actively managing in accordance to the existing Motorist Modernization – Phase I Program scope;<br>5. Manage the daily development of the product in accordance with ISA/Service Development standards;<br>6. Escalate project and product issues and/or risks to the Project Manager;<br>7. Track and communicate the developers' progress to the Project Manager using the Team Foundation Server (TFS) toolset;<br>8. Coordinate technical debt or developer roadblocks with the Software Architect, Technical / Development Lead and the Enterprise Architect;<br>9. Identify, remove or escalate developer impediments to the project manager; and<br>10. Help the project team research consensus. |
| | It is the responsibility of the Lead Developer to: |

# EXHIBIT 2

| Role | Responsibility |
|---|---|
| Lead Developer(s) | 1. Provide direct assistance to the Scrum Master in completing requirements validation of technical requirements;<br>2. Perform development foundation tasks in preparation for full-time product development;<br>3. Serve as the primary lead for development teams, including onboarding and program orientation through pilot and deployment; and<br>4. Provide assistance with knowledge transition. |
| Developers | It is the responsibility of the Developers to:<br>1. Analyze, review and refine the business requirements and user stories and seek clarifications;<br>2. Facilitate new requirement definition and associated user stories;<br>3. Develop, unit test and address defects in the code. |
| 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. |
| Agency for State Technology (AST) | Provide monitoring and oversight on behalf of the Agency for State Technology. |
| Support Services Vendor | Provide professional consulting services as outlined in the Scope of Services agreement. |