Massachusetts Department of Transportation Registry of Motor Vehicles Division

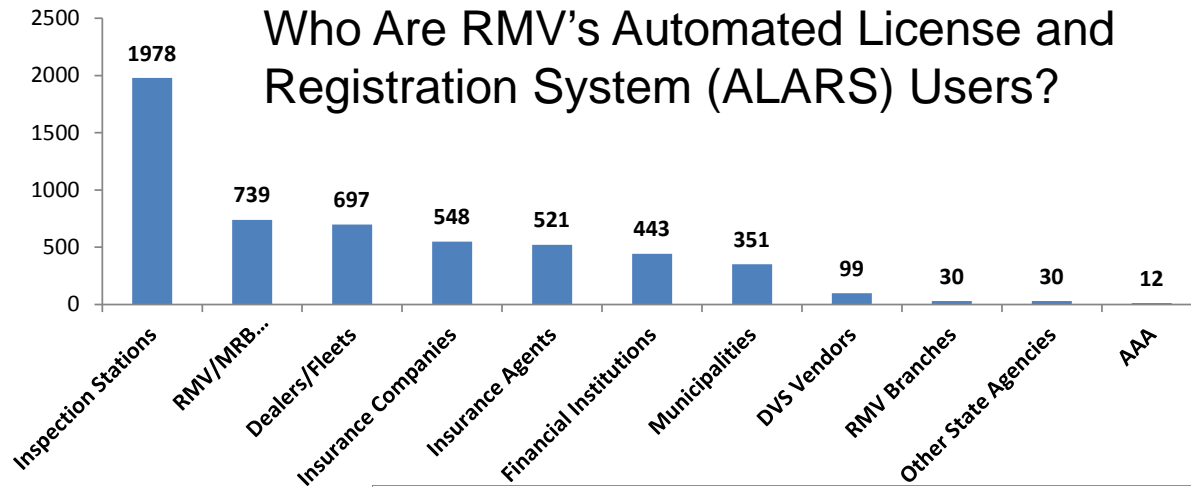## ATLAS Program Update

April 11, 2016

WHAT IS ALARS?

ALARS is the RMV's Automated License and Registration System- 24/7 transaction based system

- Has exceeded projected useful life and maintains ability to process 7M transactions daily

- Responsible for collecting over $1B in revenue annually for the Commonwealth

Risks of Not Modernizing

- 30-year-old mainframe based system dated in technical and user interface terms

- Core legacy products expensive to maintain, confusing to users, lacking flexibility to update as business requirements change

- Relied upon by law enforcement, other state agencies and the insurance industry to perform essential functions
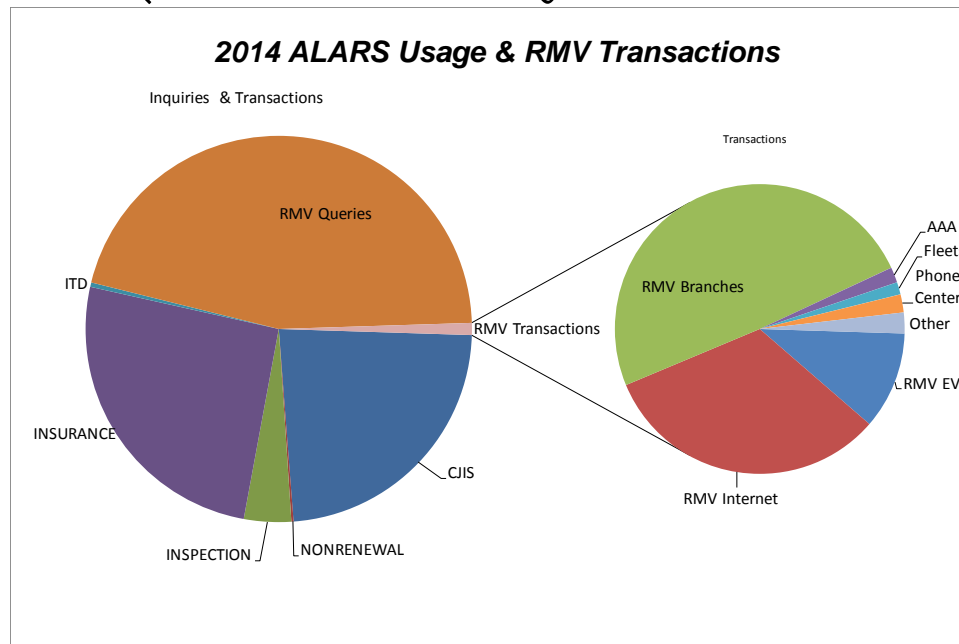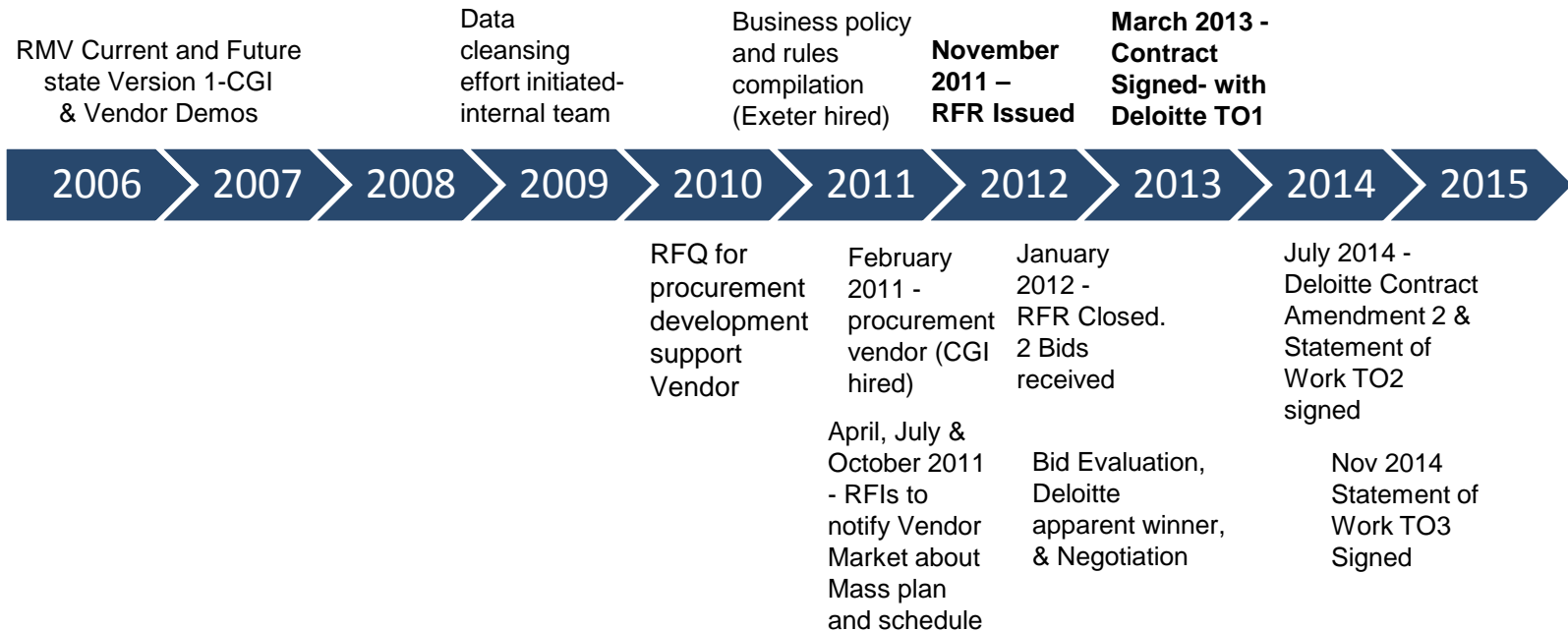
Today's RMV Systems Overview

Who Are RMV's Automated License and Registration System (ALARS) Users?

Bar chart values:
- Inspection Stations: 1978
- RMV/MRB...: 739
- Dealers/Fleets: 697
- Insurance Companies: 548
- Insurance Agents: 521
- Financial Institutions: 443
- Municipalities: 351
- DVS Vendors: 99
- RMV Branches: 30
- Other State Agencies: 30
- AAA: 12

Revenue Collection

$1.35 billion in FY14

$723M Sales Tax
$533M Transportation Trust
$37.3M Other

2014 ALARS Usage & RMV Transactions

Inquiries & Transactions pie chart: RMV Queries, ITD, INSURANCE, INSPECTION, NONRENEWAL, CJIS, RMV Transactions

Transactions pie chart: RMV Branches, AAA, Fleets, Phone Center, Other, RMV EVR, RMV Internet

RMV Has Been Pursuing the Modernization of ALARS since 2006

RMV Current and Future
state Version 1-CGI
& Vendor Demos

Data
cleansing
effort initiated-
internal team

Business policy
and rules
compilation
(Exeter hired)

**November
2011 –
RFR Issued**

**March 2013 -
Contract
Signed- with
Deloitte TO1**

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015

RFQ for
procurement
development
support
Vendor

February
2011 -
procurement
vendor (CGI
hired)

January
2012 -
RFR Closed.
2 Bids
received

July 2014 -
Deloitte Contract
Amendment 2 &
Statement of
Work TO2
signed

April, July &
October 2011
- RFIs to
notify Vendor
Market about
Mass plan
and schedule

Bid Evaluation,
Deloitte
apparent winner,
& Negotiation

Nov 2014
Statement of
Work TO3
Signed

---

*Before initial procurement, RMV went through an extensive pre-procurement
process to make sure that what RMV was asking for was seen as viable from
industry's perspective*

Massachusetts
Registry of Motor Vehicles

How The System Modernization Landscape Changed since ALARS Replacement Effort Began

2012
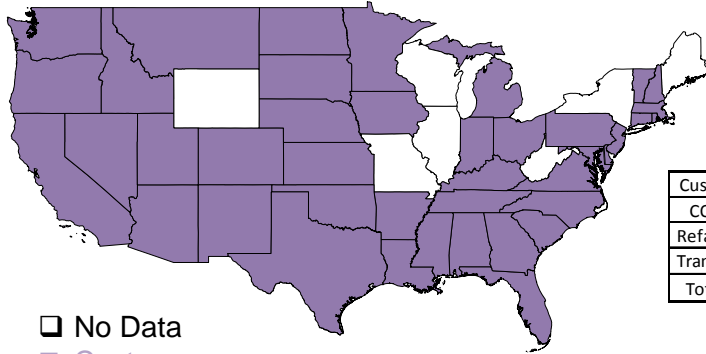
No Data / Custom / Refactor / Transfer / COTS (legend)

	Vendors											
	unknown	In-House	HP	3M	FAST	Morpho	Accenture	Deloitte	UniSys	EDS	Fujitsu	Totals
Custom	21	3	6	4	0	0	2	0	3	1	1	41
COTS	0	0	0	0	0	0	0	0	0	0	0	0
Refactor	0	0	0	0	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0	0	0	0	0
Totals	21	3	6	4	0	0	2	0	3	1	1	41

2015
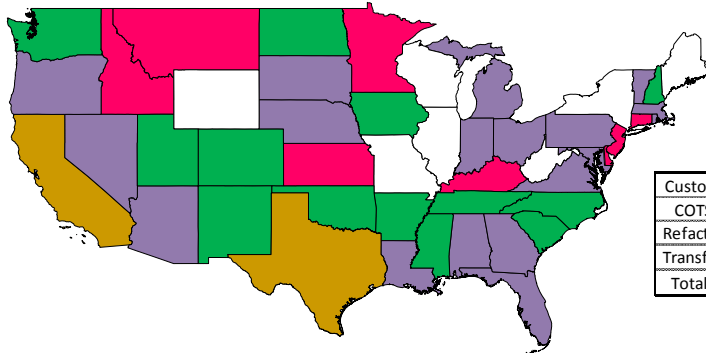
Note: From 2012- 2015
9 states have cancelled active custom contracts
7 states have had financial/schedule over-runs
4 states have active procurements in process

	Vendors											
	unknown	In-House	HP	3M	FAST	Morpho	Accenture	Deloitte	UniSys	EDS	TBD	ech Mahind	Totals
Custom	5	4	3	0	0	0	0	2	3	0	1	0	18
COTS	0	0	0	1	8	3	0	0	0	0	0	1	13
Refactor	1	0	0	0	0	0	0	1	0	0	0	0	2
Transfer	1	1	2	4	0	0	0	0	0	0	0	0	8
Totals	7	5	5	5	8	3	0	3	3	0	1	1	41

There has been a rapid emergence of different vendors offering off-the-shelf and modifiable solutions in the RMV space since the MA RMV original procurement process

Massachusetts
Registry of Motor Vehicles

Evaluating Likelihood of Success

March 2015 RMV began evaluation of ALARS Replacement

Strategy

- Prior approach was for a complicated, custom built solution
- After 24 months with prior system integrator effort was over budget and behind schedule by 13 months

July 2015   MassDOT determined new direction needed

to innovate RMV and ensured improved service delivery

- Terminated Deloitte engagement
- Assessed assets that can be retained from initial effort (Appendix A)
- Reassessed approach to program
- Quickly evaluated alternative options

Massachusetts
Registry of Motor Vehicles

Reassessed Approach to Program

Critically important to maintain one system record

- Person identifier used for both license/identification and vehicle purposes

- Reduces data and system entries resulting in more efficient and accurate processes and records

Move to COTS/MOTS Model following industry trends

- COTS products are "commercial off the shelf" and MOTS are "modified or modifiable off the shelf" products

- Completed RFI process in December 2015
  - 4 responses, 3 vendor presentations
  - Confirmed that market place offerings can meet CORE System (license, vehicles) replacement needs

RMV in process of finalizing RFP for posting April 2016

Massachusetts
Registry of Motor Vehicles

ATLAS Program Capital Costs

- Program will include multiple project streams to be completed
  - CORE System Replacement contract is projected to be largest single cost for the program
  - Other project streams will be completed by other contracted resources
    - Provides a more agile procurement and project model allowing for multiple efforts to be underway simultaneously

- Revised procurement approach
  - Procurement process requires a model office concept to be completed by successful bidder closely following contract award
  - Will enable MassDOT to ensure that vendor can fulfill all contract obligations upfront to avoid protracted, ultimately unsuccessful engagement and stranded investment

Massachusetts
Registry of Motor Vehicles

ATLAS Program Capital Costs

The $105M recommended in MassDOT's 5-Year CIP will cover a series of program items

ATLAS CORE System (License & Vehicle) Replacement-seeking off-the-shelf system	Professional services to support MassDOT IT for program work needed to accept new CORE system
Data cleansing to convert only relevant records into new system environment	QA Testing, field integration and system implementation services
Business readiness and training solutions for RMV staff to prepare and use new system	Case management system for Contact Center customers to resolve customer issues and identify problematic business trends
Creating a mobile device responsive website design and configuration	Accessibility testing vendor
Expanding online transactions	Creating customer and business web portals for service accounts
External partner messaging and broker accounts (Social Security, CDL messages, etc.)	Electronic document management system upgrade and expansion
Electronic citations	Uninsured motorist system migration

Massachusetts
Registry of Motor Vehicles

APPENDIX A -Accomplishments with Retained Value

- Business policy documented in electronic repository

- Conducted data cleansing to purge 350M records

- Documented RMV current state business process models

- Implemented online license applications
  - Directs customer to complete online or prepares customer when must complete in person
  - Standardized communication of identity requirements, generates checklist and application

- Restored relationships with key RMV stakeholders

- Proof of concept of Service Oriented Architecture using XML gateway to publish web services

- Developed approximately 400 future state business process models and a general system design that aligns with the business vision of improving customer service

- Solution and Technical Architecture Design

- Proof of concept for data synchronization

- Built out the primary and secondary data center infrastructure

- Security- built environment to use the Commonwealth Identity and Access Management tool

- Development Environment for cloud based document management

- Established the Master Data Management database to support the concept of a golden customer record

- Cleansing person database and resolving address issues within customer records

Massachusetts
Registry of Motor Vehicles