

EXHIBIT QQ

From: Spriggs, Nicole (DOT)
Sent: Friday, July 12, 2019 4:32 PM
To: Coker, Roxanne (DOT);Anderson, Christine (DOT);Dunne, Josie (DOT);Glover, Tanya (DOT);Hall, Frances (DOT);Trotman, Tracey (DOT);Weekes, Jenise (DOT);Williams, Yonga (DOT);Hoggard, Thaiysha (DOT);Cox, Jeanette (DOT);Pina, Kim (DOT);Rogers, Kelly (DOT);Holmes-Lewis, Patricia (DOT);Jarvis, Laurie (DOT);Bonarrigo, Thomas (DOT);Eaton, Debra (DOT);Williams, Cynthia (DOT);Harden, Rosaline (DOT);Kilburn, Lisa (DOT);Hannan, Sherri (DOT);Torres, Jessica (DOT);Lucas, Kiana M. (DOT);Steer, Sabrina (DOT);Fox, Dale (DOT);Brown, Brandon (DOT);Tran, Kimberly (DOT);Wooten-Benion, Tarsha (DOT);Flores, Joann (DOT);Costantino, Keith (DOT);Carrion, Luz (DOT);Curran, Dan (DOT);Canaan, Kenneth (DOT);Douville, Deana (DOT);O'Brien, Patrick A. (DOT);Accica, Holly (DOT);Arvanitis, Alexandra (DOT);Furtado, Tania (DOT);White, Christopher (DOT);Noonan, Christopher (DOT);LaPia, Richard (DOT);Hoban, Jennifer (DOT);Bernard, Steven (DOT);Cheney, Dana (DOT);Kassimis, Kristian (DOT);Noronha, Michael (DOT);Dwyer, Brie-Anne (DOT);Spagnuolo, Lucy (DOT);Sagi, Diwakar (DOT);Outlaw, Ryan (DOT);Griffin, Mary Jo (DOT);Sheehan, Erin (DOT);Pizzi, Tanya (DOT);Crispin, Susan (DOT);Evans, Steve (DOT);Nawrocki, Rose (DOT)
Cc: Bowes, Tom (DOT);Lacey, TJ (DOT);Lavoie, Sara (DOT);Tesler, Jamey (DOT);Pitman, Billy (DOT);D'Arbeloff, Mindy (GOV);Macdonald, Alan (DOT)
Subject: Thank you to an Amazing Team!

All – Please see message below on behalf of Secretary Pollack:

I know that it has been a difficult couple of weeks at the Registry and that it is very hard to read and hear the criticism that has come in the wake of the unacceptable breakdown in process that resulted from the case of Volodymyr Zhukovskyy and the failure to act expeditiously in pulling his Commercial Driver's License. That breakdown is a sobering reminder that the work we do every day is critical to protecting the health and safety of Massachusetts residents and those in other states and it is essential that we get it right. Acting Registrar Jamey Tesler and I know how much more work there is to do to ensure that we learn from this tragedy, reset our priorities to focus more on the Registry's safety responsibilities and change the processes that facilitated this failure.

But it is important to pause and take a moment to celebrate the hard work that each of you has done as a member of the team that has worked tirelessly since Wednesday, June 26 (including two consecutive weekends for many of you).

You came together as a team, established processes where none existed and worked through problems and obstacles. Together you went through countless pieces of paper, looked up thousands of license records, worked through legal and practical issues and ultimately suspended more than 1600 drivers who had committed safety-critical violations punishable by the loss of their privilege to operate a motor vehicle in Massachusetts. An important part of our job is to ensure that those who should not be driving on our roads (and those in other states) are denied that privilege: in only days, you cleared a months- and even years-long backlog of responding to out-of-state violation notices for serious offenses.

QQ cont.

The words "thank you" seem inadequate but nevertheless I want to thank you because of the way you stepped up to get the job done, a task you undertook willingly because of how deeply you care about the safety of those who use our roads.

So, again, thank you. And I hope you get some well-deserved rest this weekend.

Stephanie

Stephanie Pollack
Secretary and CEO
Massachusetts Department of Transportation

EXHIBIT RR

From: Lavoie, Michelle (DOT)
Sent: Thursday, December 8, 2016 11:30 AM
To: Ogilvie, Colleen (DOT)
Cc: Zaphiris, Sarah
Subject: RE: ATLAS Governance Deck....Who has the latest version?
Attachments: ATLAS Governance Meetings_120816.pptx

I don't know if this is the latest version, but it's the most recent one I have. I have not seen the full deck that was approved by ESC

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#H82WAIT? Skip the line, go online!
www.massrmv.com



From: Ogilvie, Colleen (DOT) [mailto:Colleen.Ogilvie@MassMail.State.MA.US]
Sent: Thursday, December 08, 2016 9:41 AM
To: Zaphiris, Sarah; Lavoie, Michelle (DOT)
Subject: ATLAS Governance Deck....Who has the latest version?

I need what used to be slide 8—the slide with the meetings in boxes...the slide is blue, red..identifies ESC, Scrum, Hub, Daily.

Thank you

Colleen Ogilvie
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MassDOT Registry of Motor Vehicles Division
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Colleen.ogilvie@state.ma.us

Executive Level

****Monthly ESC**
 Chaired Monthly by Registrar Deveney
 Secretary Pollack, Director Nunnally, Chief Kadish, Mindy D'Arbeloff, ATLAS APM
 **Other meetings called as needed

Executive Steering Committee

Unresolvable impediments, funding issues, customization decisions, program status updates

Program goal to limit number of issues needing ESC intervention

Registrar Level

Weekly SOS
 Chaired Weekly by Registrar Deveney
 ATLAS Program Manager
 RMV PD, Mindy D'Arbeloff, CAO Sarah Zaphiris, PFCs, Project Managers, HR, OCM, IT

Registrar Deveney

Impediments the Program Hub, Project Directors and Project Teams cannot resolve.

Less than 1% of the project decisions

Program Hub

Daily 9am
 Chaired by APM*
 RMV PD*, Fast PD*, MDOT IT PD* MassDOT
 Deputy CIO John Primerano, BA/STE Jack Calhoun
 *Mandatory for FT Program staff

ATLAS Program Manager (APM) Patricia Wada

Empowered to address issues and impediments. Escalate Secretary & Registrar level decisions to SOS.

5% or less of the project decisions

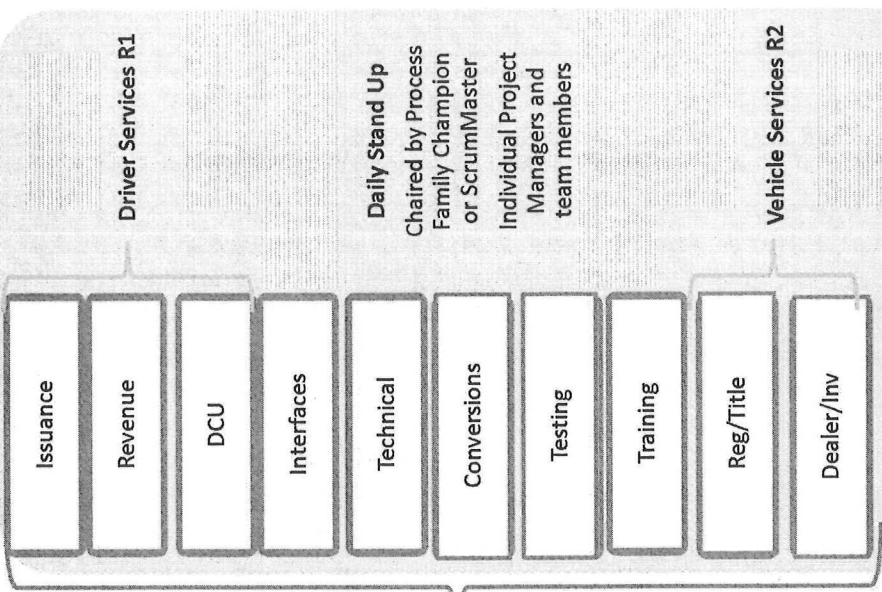
Project Director Level

Daily 8:30am Stand Up
 Chaired by RMV or FAST PD
 RMV PD, Fast PD, Project Managers
RMV Project Director Colleen Ogilvie
Fast Project Director Maggie Gleason

Reviews issues, impacts and change requests from the project team managers. Empowered to solve issues directly if there is no global impact to the RMV the integrity of the COTS product.

5-10% of the project decisions

Individual Project Team Level



Operate independently and in parallel to allow the project to execute without excessive overhead. Ensure program tasks beyond software implementation are completed.

Approximately 90% of the project decisions

RR cont

RMV – ATLAS Transition Aug 24, 2017 213 Days until Release 1 (Drivers) Goes Live!

Next ESC Meeting Monday, September 19, 2017

EXHIBIT SS

ATLAS Executive Steering Committee Decisions and Outstanding Items

Executive Steering Committee (meets once a month)

- Key participants: Gov Chief of Staff, Deputy Chief of Staff, DOT Sec, Registrar, Program Manager, FAST and Commonwealth Project Managers, Lead Business Architect and others
- Meets monthly – the Registrar can also request a meeting to approve customizations, changes to the FAST contract outside of the monthly meetings, or the use of ATLAS Capital Contingency.

ESC Decisions

- 1/12/17 – Approval to expand the R1 functionality (no cost) to use the FAST Doc Management, Case Mang, and Scheduling
- 1/12/17 – Confirmed approval to implement R1 on March 26th and to close the RMV Offices on Friday, March 23rd 2018
- 1/12/17 - Approval of the ALARS Driver's Freeze June 30, 2017
- 4/13/17 - Approval of the RMV Operational Freeze Dec 1, 2017
- 6/12/17 - Approval of the ATLAS Design/Demonstration and End to End Process Reviews
- 6/12/17 - Archive all non-renewal mark registration or license records 10+ years old
- 7/24/17 - Approval of the ALARS Release 2 (Registration) freeze on Sep 1, 2017

ESC Outstanding Items

- 1/12/17 – External Real ID Communications Strategy
- 2/22/17 - Go-No/Go Criteria to begin the (implementation) cut over plan
- 2/22/17 - Confirm the Disaster Recovery/Business Continuity Plan between R1 (March 2017) and R2 (Nov 2019)
- 6/12/17 - ATLAS Implementation and Labor Relationship (finger printing, ATLAS Implementation ...)
- 6/12/17 - Customer Service (Service Center, Call Center, AAA, On-Line, KIOSKS) Metrics
- 6/12/17 - Real ID Demand Management and Facility Security Requirements and Service Center Facilities,
- 7/24/17 - ALARS Freeze Update (Payment Processing, Registration KIOSKS/potential project, and Photo ID – Valid to 14 vs 9 years

SS cont.

Measuring the Success of the ATLAS Transformation

PERFORMANCE MEASURE	CURRENT FY 17	CHANGE FROM FY16	FY16 METRICS (2016 BAW TRACKER)	PREVIOUS 2 YEAR TARGET (2016 BAW TRACKER)	RJ ESTIMATES	RZ ESTIMATES	LONG-TERM TARGET (FY2021)	VOLUME COURTES	ASSUMPTIONS/RISK
Increase customer satisfaction. (All channels)	Baseline: OPMBI CSAT Survey	N/A							Survey to customers being sent out Fall 2017
Service Center customer wait time (systemwide): Percent of total customers waiting less than 30 minutes	80%*	14%	66%	80%	60%	60%	80%	Current average daily number of SC transactions 9,000-14,000	*This data includes only July 2016 - February 2017 QMATIC data. Qflow implementations began in March. Is not comparable to QMATIC data.
QFLOW data for June 17	60%							Under 30 mins: 60%	Assuming 90% Real ID Adoption: Over 60 mins: 20%
QFLOW data for July 17	63%							Predicted R1 average daily number of SC transactions 9,500-16,000	Scenarios include AAA expansion and permit holders that will be required to prove legal presence. Also assumes an effective communications plan. This plan does not include any post-10/2020 license expirations (2.9 million) that may want a Real ID prior to their normal license expiration.
Service Center customer wait time (systemwide): Percent of total customers waiting one hour or more	4%*	-8%	12%	10%	20%	20%	0%		
QFLOW data for June 17	14%								
QFLOW data for July 17	13%								
Contact Center average speed to answer (customer wait time for an agent)	17:06 mins	13.72 mins	3.34 mins	5:30 mins	TBD	TBD	TBD		Subject to Contact Center people process and technology improvements which include:
Wait Time for June 17	16:00 mins								
Wait Time for July 17	11:58 mins								
Average Abandonment IVR & Agents	58%								Process: focus on performance & que demand management. Increase agent availability, reduce after call work. Strip out non-core agent tasks. Adopt task management que/group/batch processing in ATLAS R1. Reduce overall call abandonment rates
ACD Average Abandonment FY17: June 17	58%								
July 17	48%								
	38%								Technology: Enhance reporting capability & drive continuous improvement across the technology stack
									Metric Summary:
									1. Current forecast target metrics/goals as we progress through the re-engineering phase
									2. Baseline update of actual performance Dec 31st (conclusion of re-engineering phase 1.0)
									3. R1 targets updated Jan 31st 2018
% of license renewals conducted online as a percentage of eligible transactions volume**	71% (432,261)	21%	50.1%	80%	75% of eligible transactions volume (60,750)	80% of eligible transactions volume (64,800)	80% of eligible transactions volume (64,800)	FY17 Renewals: 813,002 FY17 Total Eligible: 432,261 FY17 Total Completed: 330,385 FY18 & FY19 Prediction of Eligible: 81,000	While the percentage may remain high, the actual number of customers using the online channel to complete a renewal will decrease with the introduction of Lawful Presence because the 90% of customers who want a Real ID have to visit a service center to prove lawful presence
% of registration renewals conducted online (as a percentage of eligible transactions volume**)	67% (1,503,195)	9%	58.3%	92%	75% of eligible transactions volume (1,725,000)	80% of eligible transactions volume (1,840,000)	80% of eligible transactions volume (1,840,000)	FY17 Renewals: 2,556,455 FY17 Total Eligible: 2,297,704 FY17 Total Completed: 1,503,195 FY18 Prediction of Eligible: 2.3m FY19 Prediction of Eligible: 2.3m	**Current Eligible transaction volume excludes: Over 75, under 21, CDL, picture >9 years old, last renewal on-line and non-renewal The enhancement of additional options for renewal (Insurance Companies and Agents, non-renewal vendors, EVR etc.) is going to cap the percentage of customer's choosing the internet. ***Eligible transaction volume excludes: Lack of insurance verification and non-renewal.
% of systemwide transactions conducted outside of service center	63% (4,181,106)	1%	61.5%	65%	60% (4,020,000)	70% (4,711,000)	75% (5,047,500)	FY17 Total Transactions Conducted: 6,730,001 FY17 Transactions Conducted outside of SCs: 4,181,106	Lawful presence will cause, even with 33 AAA offices, an influx of between 10-20,000 additional branch transactions monthly.
% of systemwide transactions conducted online	52% (2,057,040)	4%	28.6%	35%	35% (2,355,500)	50% (3,365,000)	60% (4,038,000)	FY17 Total Transactions Conducted: 6,730,001 FY17 Transactions Conducted Online: 2,057,040	This number will decrease in R1 because of the effect of lawful presence. It will increase over R1 in R2 with a noticeable expansion of the available registration transactions online

EXHIBIT TT

From: Ogilvie, Colleen (DOT) <Colleen.Ogilvie@MassMail.State.MA.US>
Sent: Friday, July 17, 2015 11:02 AM
To: Albertz, David (DOT); Mulhall, MaryAnn (DOT); Denton, Gregory (DOT); Brennan, Donna (DOT); Kusky, Eileen (MRB)
Subject: RE: Scrum of Scrums

Excellent Summary, Dave!

A few additions:

The staffing track should follow whatever option is fastest.

Registrar requested that the business flow process of staffing be documented by that team.

Citations

Question was by Jack- What is causing the citation delay? Is it people, process or technology?

This is a good question to keep in mind as you go through your products on each sprint. The cause may require different solutions.

We indicated in the meeting that a payment skeleton could be done by mail or in person. Is this true? We need to clarify the methods for skeleton payments.

Tasks from Registrar to report back on Thursday, July 23 SOS meeting

- Citation team is required to prioritize the expansion of more clerks being authorized for citation payments by expanding security issuance and also create a Fastlane line to accommodate hearing customers paying their fees after a hearing.

Steve K wants to know what of the product list could be done by October 1.

Steve K asked what date all items can be completed. He wants specific tasks completed by August 10th. And wants due dates identified for all items. I recommend you team make sure you have this prior to the 7/23 meeting.

Late and release fee payment online: Steve K wants John P to report back on 7/21 about a date for this task to be completed.

Default letter language revision: 7/21- the text needs to be revised and John P is required to report back on a date for the letter medication to go in to production.

Secretary expectations:

She is expecting teams to work together on items that require coordination. If teams can't then the issue should be raised via PM team or at the scrum of scrums.

She wants a clear format for the impediments to be presented. PM team will establish as part of the presentation format.

Colleen

From: Albertz, David (MRB)
Sent: Friday, July 17, 2015 10:08 AM
To: Mulhall, MaryAnn (MRB); Denton, Gregory (MRB); Brennan, Donna (MRB); Kusky, Eileen (MRB)

Cc: Ogilvie, Colleen (DOT)
Subject: Scrum of Scrums

TT cont.

FYI,

The meeting went well yesterday afternoon. Our presentation was given a good reception and we got some good feedback for going forward.

A couple of administrative details from the meeting:

1. Everyone had a slightly different format in their presentation and the Registrar mentioned that a uniform template is being developed for all future SoS presentations. The template should be delivered to all teams by Monday next week.
2. If a team has a topic that they want brought up during an SoS meeting where it's not their turn to present, they need to contact Faye by 3pm the day before the SoS to let her know the topic and the reason why it needs to be brought up.

I'm afraid I did not take notes on the other presentations, so my summary will be a bit sketchy.

1. John Primerano presented the Technology report. He presented a diagram showing the complicated nature of the technology infrastructure for the RMV. The main focus of their Sprint 1 (that I remember) is getting WiFi into the branches. There was a list of transactions for the web interface that was presented. Hearing requests was not on that list but I did mention that it was one of our backlog items and should be added. John also brought up the idea that the Technology group will put together some "Brown Bag" meetings to familiarize business people with the infrastructure at a high level. The Registrar stated that she would prefer this to be more formal than just "brown bag", i.e. she wants these to be required meetings. I didn't catch exactly who the targeted audience was going to be outside of the SoS group members.
2. Kimberly Hinden presented the Staffing report. She presented a report on the current hiring cycle – new clerks and especially the new managers to replace those who retired. They have an aggressive schedule for this round of hiring and have broken the interview teams into regional teams so they can better support getting people in for a particular location who live in the area. She also mentioned that they are working on improving and streamlining the hiring process to try to reduce the time-to-hire.
3. Our team was third on the list. We got specific direction from the Registrar and Steve about our direction going forward. The top priorities going forward are: Expand the number of clerks in branches who are able to take citation payments; get the "Fast Lane" implemented – a short pilot program in Haymarket branch and then a quick rollout to the rest of branches (this should be accomplished by the end of the second sprint – Aug 10); Adding the verbiage to the default letters about going online to pay fines and fees should be an easy win; allowing the call center to enter payment skeletons should become a parking lot item. The rest of the discussion focused on the problem with timeliness of citation submissions by the police departments where the data shows that basically no one is in compliance with the legal requirements. We will be waiting on the decision of the Secretary and Registrar about whether they will proceed with a letter to or a conversation with the police chiefs/commissioners. Our monitor task will begin once the letter has gone out or the conversations have been held. The eCitation project is obviously our best bet at solving this problem but unfortunately, it's not something that can be implemented by the October 1 date that seems to be the focus of the task force at this time.
4. Faye Boardman and Rachel Bain presented the Program management report. This focused on the dashboard that they are creating for performance measurement. They showed a preliminary daily dashboard setup with graphs of branch wait times (comparing this day's metrics with the same day's metrics from last week). They decided that the Tier 1 branches needed more drill down data to get more context about the wait times, i.e. staffing levels/problems, system outages, etc. They also showed dashboard graphs for call center statistics of wait times and virtual hold callbacks. They will want to add similar graphs regarding IVR statistics.

It was clear from the questions and directions given that we need to have "products" that are definite tasks capable of having a definite target date. Not that it has to have a definite date when added to the list, but it needs to be something

that can be given a definite date once there's enough information to be able to move it into a sprint. Everyone is being given a lot of leeway at the moment as we're all getting used to the new methodology. My impression is that we should start thinking in terms of using our "research" type tasks as generators of specific tasks that can be added to a sprint rather than as actual sprint items. It was mentioned that there will be training offered on the Agile method and use of Asana that will be very useful to us. I did get some tips from Rachel about how to use the Asana tool – how to add the color tags to individual products and how to set the color and status of the project.

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EXHIBIT UU

From: Lavoie, Sara (DOT)
Sent: Tuesday, August 18, 2015 10:34 PM
To: =SMTP:mindy.darbeloff@MassMail.State.MA.US;O'Hearn, Amie (DOT);Sobczynski, Gregory (DOT);Lozada, John (DOT);Graziano, Tracy (DOT)
Cc: =SMTP:mark.withington@accelare.com;Warren, Aric (DOT);Giordano, Richard (DOT)
Subject: Sign Review by 2pm Wednesday!
Attachments: SL Version 1 Edits Pilot Signage Design Spec.pptx

Hi everyone—we received feedback from the Secretary and Registrar on the signs today. I have updated the attached presentation with their feedback on signage. I have made a note on each slide in red. Some say approved, others ask for help, others indicate we are open to feedback. The line names –Ready to Go and Walk In – are the Secretary's suggestions. Please send to me any changes to the text by 2pm tomorrow. Thank you! I have tried to keep this review to a smaller audience, if there is someone critical to the process who have left off inadvertently (because I'm never working this late!!!), please forward for me ☺ Sara

From: Deveney, Erin (DOT)
Sent: Friday, April 27, 2018 11:51 AM
To: Pollack, Stephanie (DOT);Pollack, Stephanie (DOT);D'Arbeloff, Mindy (GOV);Tesler, Jamey (DOT);Riley, Judith Reardon (DOT)
Cc: Zaphiris, Sarah (DOT);Ogilvie, Colleen (DOT);Tibma, Mary (DOT);Valente, Ralph R (DOT);Rochet, Jean-Louis (GOV);Vaughn, Michelle (DOT);Goodman, Ben (DOT)
Subject: RE: AAMVA Status

Getting new social media messages approved. 11:20 AM call with all managers and DMs told that they are to inform customers that if they didn't expire/won't expire over the weekend, we strongly recommend that they come back because their time is valuable and we don't know that we are going to be able to serve them today.

From: Pollack, Stephanie (DOT) [mailto:Stephanie.Pollack@dot.state.ma.us]
Sent: Friday, April 27, 2018 11:21 AM
To: Deveney, Erin (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT); Riley, Judith Reardon (DOT)
Cc: Zaphiris, Sarah (DOT); Ogilvie, Colleen (DOT); Tibma, Mary (DOT); Valente, Ralph R (DOT); Rochet, Jean-Louis (GOV); Vaughn, Michelle (DOT); Goodman, Ben (DOT)
Subject: Re: AAMVA Status
Importance: High

I just checked Twitter and website and am underwhelmed by messaging. Shouldn't we be telling folks NOT TO COME TODAY FOR LICENSES AND ID'S? What are we telling people at the door? At the service centers?

Stephanie

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Deveney, Erin (DOT)" <Erin.Deveney@MassMail.State.MA.US>
Date: 4/27/18 10:59 AM (GMT-05:00)
To: "Pollack, Stephanie (DOT)" <stephanie.pollack@state.ma.us>, "D'Arbeloff, Mindy (GOV)" <mindy.darbeloff@MassMail.State.MA.US>, "Tesler, Jamey (DOT)" <jamey.tesler@state.ma.us>, "Riley, Judith Reardon (DOT)" <judith.reardon.riley@state.ma.us>
Cc: "Zaphiris, Sarah (DOT)" <sarah.zaphiris@state.ma.us>, "Ogilvie, Colleen (DOT)" <colleen.ogilvie@state.ma.us>, "Tibma, Mary (DOT)" <mary.tibma@state.ma.us>, "Valente, Ralph R (DOT)" <ralph.r.valente@state.ma.us>, "Rochet, Jean-Louis (GOV)" <jeanlouis.rochet@MassMail.State.MA.US>, "Vaughn, Michelle (DOT)" <michelle.vaughn@state.ma.us>, "Goodman, Ben (DOT)" <ben.goodman2@state.ma.us>
Subject: RE: AAMVA Status

10:50 UPDATE:

AAMVA has fixed their system issues; however, DHS now has a problem and SAVE and USPS is down, which means that we can only verify lawful presence for customers that have a US birth certificate. Instructions have gone out to RMV and

UU cont.

AAA on the steps that they can take in ATLAS to issue customers a 60-day extension so they won't be expired due to no fault of their own.

From: Deveney, Erin (DOT)
Sent: Friday, April 27, 2018 10:16 AM
To: Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT); Riley, Judith Reardon (DOT)
Cc: Zaphiris, Sarah (DOT); Ogilvie, Colleen (DOT); Tibma, Mary (DOT); Valente, Ralph R (DOT); Rochet, Jean-Louis (GOV); Vaughn, Michelle (DOT); Goodman, Ben (DOT)
Subject: RE: AAMVA Status
Importance: High

We have confirmed that we are able process license and ID transactions, but the US Passport Verification System is not working nationally. We also noticed that the system response is a bit slow, but that is because you have 50 states all trying to start back up at the same time.

We are processing customers who can prove lawful presence with some other documents. We will still get information out to the field for the temporary license option for anyone that expires today or over the weekend if they only thing that they have today is the US passport to prove lawful presence.

From: Deveney, Erin (DOT)
Sent: Friday, April 27, 2018 9:47 AM
To: Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT); Riley, Judith Reardon (DOT)
Cc: Zaphiris, Sarah (DOT); Ogilvie, Colleen (DOT); Tibma, Mary (DOT); Valente, Ralph R (DOT); Rochet, Jean-Louis (GOV); Vaughn, Michelle (DOT); Goodman, Ben (DOT)
Subject: AAMVA Status
Importance: High

AAMVA is experiencing a similar, but not the same issue, as they did yesterday. The impact to us, though, is the same since we can't perform licensing transactions because the Commercial Driver License Information System (CDLIS) is down and federal CDL rules require us to do CDLIS checks on all license transactions (CDL and passenger licenses).

They had given states an ETA for resolution of 9 AM this morning. When we didn't see anything, we called the head of system QA at AAMVA for an update. The only information that they had is that it was not back up; I am not aware that they have issued a new ETA. From what we know speaking to parties within AAMVA, this is not a situation that they have ever encountered (their primary and also their secondary servers for these applications being down).

We are working on putting information in the field to help customers to get a 60-day temporary credential to those customers who either expire today or over the weekend first; depending on how the day goes, we could expand that to customers who expire on a day next week to mitigate everyone running back in at the same time next week. The Service Center teams are sharing this information with customers to let those who really need service today that we will help them; discouraging those who don't expire any time soon from waiting because we have no ETA from AAMVA; and we taking and processing registration transactions.

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From: Pollack, Stephanie (DOT)
Sent: Tuesday, July 17, 2018 2:44 PM
To: Deveney, Erin (DOT);Pollack, Stephanie (DOT);Tesler, Jamey (DOT)
Subject: RE: Follow-Up on Get Ready Issues

Thanks. Did you also check on whether the pull down menus on the Get Ready app do or don't include current licenses, etc.?

sp

From: Deveney, Erin (DOT) [mailto:Erin.Deveney@MassMail.State.MA.US]
Sent: Tuesday, July 17, 2018 12:10 PM
To: Pollack, Stephanie (DOT); Tesler, Jamey (DOT)
Subject: Follow-Up on Get Ready Issues

Followed up on that valuable customer information you provided yesterday. ATLAS did not cause the problem; it was a Microsoft issue.

There was a Microsoft patch that was put into place over the weekend that impacted a UNI server at EOTSS. This caused a problem with the Get Ready applications and also with SPEX yesterday morning. EOTSS and MassDOT have been working with Microsoft, which has identified a fix to the patch. Our teams are testing it in non-production environments today to see if the fix will work and if it does, will roll it out tonight after 7 pm and business has been concluded for the day.

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EXHIBIT VV

From: Deveney, Erin (DOT) <Erin.Deveney@MassMail.State.MA.US> on behalf of Deveney, Erin (DOT)
Sent: Tuesday, January 19, 2016 11:16 AM
To: Pollack, Stephanie (DOT)
Subject: RE: ALARS Program Sprint 1 Product-New name

Thanks for feedback. Steve has asked Adam to sit in on ESC now for him. Since Steve had an opinion on "Revolution" as well, I will parking lot the new name suggestion for next week's meeting, since this is one of the larger single capital projects (non-physical construction) of this administration.

Gio and I have spoken about the objectives for R3 WOWT that you had mentioned at the last ESC we had (hearings, road tests, RACE units, REAL ID, People are Policy) and we are making sure that we are creating threads as needed and introducing products in other threads, where appropriate. He is focusing on supporting appropriately for sprint planning. That should keep us in good shape for WOWT SoS. Biggest issue presently for the ALARS replacement SoS is the need for a revised time line for the procurement. Jack had recommended a more aggressive timeline in December that we are not meeting, but that had required his getting resources on his team finalized, which he is still working to do. Colleen and I are taking this up this week as a priority.

Absent any urgent issues, I will plan to work the new schedule with StratStaff and office hours to help you get a sense if that new format works better; if we don't try and use that, then you won't know.

Thank you.

From: Pollack, Stephanie (DOT) [mailto:stephanie.pollack@dot.state.ma.us]
Sent: Tuesday, January 19, 2016 11:00 AM
To: Deveney, Erin (DOT)
Subject: RE: ALARS Program Sprint 1 Product-New name

I like it! Way better than ALARS. And than Revolution.

Don't know that we need to discuss it with Steve especially this week with State of the Commonwealth dominating – can probably just bring it up at next week's steering committee meeting.

Let me/Nathan know if you need me at SOS or need any one-on-one time, otherwise I'm assuming no RMV meetings this week.

Stephanie

From: Deveney, Erin (DOT) [mailto:Erin.Deveney@MassMail.State.MA.US]
Sent: Tuesday, January 19, 2016 8:42 AM
To: Pollack, Stephanie (DOT)
Subject: ALARS Program Sprint 1 Product-New name

Good morning:

The ALARS replacement scrum of scrum has come up with a recommendation to replace the "Revolution" name.

By majority vote, subject to ESC approval: ATLAS

VV cont.

- It is the name of the first cervical vertebra, the uppermost segment of the vertebral column, which supports the skull – The system will support the work we do.
- It is the name for a titan who for his part in the Titans' revolt against the gods is forced by Zeus to support the heavens on his shoulders; one who bears a heavy burden – It will need to be reliable and robust.
- It is a collection of maps; it is typically a map of Earth or a region of Earth, but there are atlases of the other planets in the Solar System – It will contain our whole world – driver and vehicle records for the entire Commonwealth.

Some campaign ideas: “Get the support you need using ATLAS.” “Let ATLAS carry you through your transaction.”
“Navigate your way through the RMV using ATLAS.”

And, it sounds pretty close to “AT-LAST- We have a new system!”

Please let me know what you think. If you like it, then we can send to Steve to see his thoughts. But, if you don't like it- we can send along some of the other suggestions in order of team ranking.

Thank you.

EXHIBIT WW

From: Jack Calhoun <jack.calhoun@accelare.com> on behalf of Jack Calhoun
Sent: Friday, May 18, 2018 1:26 PM
To: D'Arbeloff, Mindy (GOV);Richard Giordano;Withington, Mark (accelare.com)
Cc: Deveney, Erin (DOT)
Subject: RE: SoS Sprint Review, Retrospective, and Planning Meeting

I saw this in Haymarket on Wednesday. The Manager should have a full playbook for the CSR 4 or Asst. manager for both the Front-of House and Back of House if they are not going to be there.

We need two "assistant coaches" for each role one who runs front of house and one who runs the kitchen – If the manager is out for any reason

From: DArbeloff, Mindy (GOV) [mailto:mindy.darbeloff@state.ma.us]
Sent: Friday, May 18, 2018 11:29 AM
To: Jack Calhoun <jack.calhoun@accelare.com>; Richard Giordano <richard.giordano@accelare.com>; Mark Withington <mark.withington@accelare.com>
Cc: Deveney, Erin (DOT) <erin.deveney@state.ma.us>
Subject: RE: SoS Sprint Review, Retrospective, and Planning Meeting

I have been observing a problem that we have not addressed. Today in Braintree is very illustrative of this.

- The manager unexpectedly called in the am to say she had a doctor's appointment.
- 2 staff called out
- 1 staff had told them in advance he would be late
- 1 staff slid in the back door at 8:55 – counter was not ready at 9:00
- At 9:00 there were 5 counters empty – until roughly 9:10

I went to the front, got Max and Nate and asked them to get onto counters.

- I moved Brian into his corner – where he almost never stays.
- I put Susan at the door for triage.

The line eased up around 9:20 with all benches full.

- Orange and Green lines shrunk to around 10 people. I waited.
- Finally I couldn't wait any more. Asked Orange Advocate to start calling customers.
- Couldn't find Brian to move to just one line – did it myself.
- Orange Advocate disappeared to the back.
- Advocate Returned and spent 8 minutes cleaning the surfaces of her desk and shelf (she was the one who was late – if she had been on time, she could have done that before doors (apparently overnight construction left dust – shouldn't they clean up after themselves?).
- Finally, almost 10 minutes after I asked her, she called her first customer.

Since Max was on a counter – no one was making announcements.

- I asked Susan to make an announcement. She was great. Then she answered questions.
- While she was doing this, I saw Brian wander into the back with a customer – then he wandered back to the door with him. Meanwhile customers were streaming in with no direction because Susan was still on the floor answering questions.
- Told Brian he needed to pay attention to what the other Advocate was doing and that he needed to stay at the door or corner.

- People self-selected and the lines got confused – and no docs had been checked.
- Matt started triaging at door.

WW cont.

This is coaching – pure and simple. Perhaps this would have been avoided with a manager there.

- Every team needs to have a plan B – if the manager isn't going to be there – how does that affect everyone's responsibilities.
- Someone needs to be managing the front of the house at all times.

Given all of this and the notice we received that all the back of the house Support is short staffed, this Center has no shot today.

Arrg

From: Jack Calhoun [<mailto:jack.calhoun@accelare.com>]
Sent: Friday, May 18, 2018 10:51 AM
To: D'Arbeloff, Mindy (GOV); Richard Giordano; Withington, Mark (accelare.com)
Subject: RE: SoS Sprint Review, Retrospective, and Planning Meeting

Mindy,

I am in Quincy all day. What do you think of the following for Sprint 5:

1. **Back to Basics** – this team will focus on taking all of the front of house improvements and the desk side/support and escalation process to 2 high-priority service centers per week. Next week Revere and Haymarket? Focus improve wait times to clear line of site to 80/30 and ensure that only ready customers get to CSRs.
2. **Long Transactions** – Steve McCollem has said he can't keep up with his SQR fixes and Captain this team so we will switch the Captain to Mark Withington and align this team with the Software Quality Team led by Colleen. (they are tightly related). The Long Transaction Team will focus on BOTH Breakdown Transactions and start to streamline Pothole transactions as well.

Jack

From: D'Arbeloff, Mindy (GOV) [<mailto:mindy.darbeloff@state.ma.us>]
Sent: Friday, May 18, 2018 9:17 AM
To: Deveney, Erin (DOT) <erin.deveney@state.ma.us>
Cc: Rochet, Jean-Louis (GOV) <jean-louis.rochet@state.ma.us>; Zaphiris, Sarah (DOT) <sarah.zaphiris@state.ma.us>; McCollem, Steve (DOT) <steve.mccollem@state.ma.us>; Gukasyan, Tigran (DOT) <tigran.gukasyan@state.ma.us>; Tibma, Mary (DOT) <mary.tibma@state.ma.us>; Vaughn, Michelle (DOT) <michelle.vaughn@state.ma.us>; Jack Calhoun <jack.calhoun@accelare.com>; Ogilvie, Colleen (DOT) <colleen.ogilvie@state.ma.us>; Matthew Donovan <matthew.donovan@accelare.com>; Mark Withington <mark.withington@accelare.com>; Giordano, Richard (DOT) <richard.giordano@state.ma.us>; Pollack, Stephanie (DOT) <stephanie.pollack@state.ma.us>; Bain, Rachel (DOT) <rachel.bain@state.ma.us>; Johnson, Selina (DOT) <selina.johnson@state.ma.us>; Wilton-Kinney, Debra (DOT) <debra.wilton-kinney2@state.ma.us>; Nelson, Jim (DOT) <jim.nelson@state.ma.us>; Valente, Ralph R (DOT) <ralph.r.valente@state.ma.us>; Coldstream, Craig (DOT) <craig.coldstream@state.ma.us>; Will, Hannah (DOT) <hannah.will@state.ma.us>; Tesler, Jamey (DOT) <jamey.tesler@state.ma.us>; Hughes, Kathleen (DOT) <kathleen.hughes2@state.ma.us>; Faria, Kevin (DOT) <kevin.faria@state.ma.us>; Lavoie, Sara (DOT) <sara.lavoie@state.ma.us>; Wada, Patricia S (DOT) <patricia.s.wada@state.ma.us>; John, Samuel (DOT) <samuel.john@state.ma.us>
Subject: Re: SoS Sprint Review, Retrospective, and Planning Meeting

We will be in Braintree until close today. Big day. Goal to make it 80 under 30! And we have a couple of surprises for them! Registrar, can you represent us in the planning thread?

Mindy d'Arbeloff
Deputy Chief of Staff
Office of Governor Baker
617-725-4000

WW cont.

On May 18, 2018, at 8:43 AM, Deveney, Erin (DOT) <Erin.Deveney@MassMail.State.MA.US> wrote:

Please note that we are adjusting today's (5/18/18) retro and planning session to 4:00 to 5:00 PM to allow for threads to get some other products in order to complete tasks this week or be ready for next week's sprint. Thank you.

-----Original Appointment-----

From: Rochet, Jean-Louis (GOV)

Sent: Friday, April 20, 2018 7:44 PM

To: Rochet, Jean-Louis (GOV); Zaphiris, Sarah (DOT); McCollem, Steve (DOT); Deveney, Erin (DOT); Gukasyan, Tigran (DOT); Tibma, Mary (DOT); Vaughn, Michelle (DOT); Calhoun, Jack (accelare.com); Ogilvie, Colleen (DOT); Donovan, Matthew (accelare.com); Withington, Mark (accelare.com); Giordano, Richard (DOT); Pollack, Stephanie (DOT); Bain, Rachel (DOT); Johnson, Selina (DOT); Wilton-Kinney, Debra (DOT); Nelson, Jim (DOT); Valente, Ralph R (DOT); Coldstream, Craig (DOT); D'Arbeloff, Mindy (GOV); Will, Hannah (DOT); Tesler, Jamey (DOT)

Cc: Hughes, Kathleen (DOT); Faria, Kevin (DOT); Lavoie, Sara (DOT); Wada, Patricia (DOT); John, Samuel (DOT)

Subject: SoS Sprint Review, Retrospective, and Planning Meeting

When: Friday, May 18, 2018 3:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Gnazzo or [REDACTED] (GoToMeeting link is enclosed)

Extending through June 15

We will review each thread's deliverables for the current sprint on Asana, move or add deliverables to next week's sprint, and conduct a sprint retrospective to improve our way of work for next week.

Please join my meeting from your computer, tablet or smartphone.

[https://global.gotomeeting.com/join/\[REDACTED\]](https://global.gotomeeting.com/join/[REDACTED])

You can also dial in using your phone.

United States: [REDACTED]

Access Code: [REDACTED]

First GoToMeeting? Let's do a quick system check: <https://link.gotomeeting.com/system-check>

EXHIBIT XX

From: Pollack, Stephanie (DOT)
Sent: Wednesday, February 10, 2016 11:31 AM
To: Kadish, Steven (GOV);Pollack, Stephanie (DOT);Deveney, Erin (DOT);Bain, Rachel (DOT);D'Arbeloff, Mindy (GOV);Tibma, Mary (DOT);Jack Calhoun;Weikel, Adam (GOV);Garrity, Rob (DOT);Ogilvie, Colleen (DOT);mark.withington@accelare.com;Barry, Ibrahima (DOT)
Cc: Dustin, Cheryl A (DOT);Garrity, Rob (DOT);Zarella, Lily (GOV)
Subject: RE: Let's please meet on the RMV metrics

Absolutely agree. We also need clarity on a topic I have raised a number of times – what is our target and how we measure it. As Steve knows the Governor is preparing to put up a website with customer-facing metrics for all state secretariats and agencies that will include targets so we need to be clear on what our target is and how we measure it.

Due to the President's Day holiday I assume there is no steering committee next week. Steve, if you are at the Transportation Building on Tuesday for our usual MBTA meetings perhaps we could meet at 3pm just before the RMV's regularly scheduled scrum of scrums and even move the SoS starting time back to 4pm to allow for an hour meeting? That would allow me (and you if you're staying) to get to the MBTA SoS which starts at 4.

If that doesn't work we can work with Lily to schedule another time.

Stephanie

From: Kadish, Steven (GOV) [mailto:steven.kadish@MassMail.State.MA.US]
Sent: Wednesday, February 10, 2016 9:34 AM
To: Pollack, Stephanie (DOT); Deveney, Erin (DOT); Bain, Rachel (DOT); D'Arbeloff, Mindy (GOV); Tibma, Mary (DOT); Jack Calhoun; Weikel, Adam (GOV); Garrity, Rob (DOT); Ogilvie, Colleen (DOT); mark.withington@accelare.com; Barry, Ibrahima (DOT)
Cc: Dustin, Cheryl A (DOT); Garrity, Rob (DOT); Zarella, Lily (GOV)
Subject: Let's please meet on the RMV metrics
Importance: High

Secretary Pollack, Registrar, Mindy, Jack and colleagues,

We really need to meet.

I am concerned that we may be out of sync on something that it is critical the successful operations of the RMV – daily performance metrics.

Rachel – Happy to talk with you about how to translate the attached metrics into the RMV.

I would also like to discuss the Customer Service Representatives monitors, how they are being deployed, etc.

Details matter.

Look forward to meeting with you soon,

Steve

From: Deveney, Erin (DOT)
Sent: Tuesday, February 09, 2016 8:31 PM

To: Kadish, Steven (GOV); Bain, Rachel (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tibma, Mary (DOT); Jack Calhoun; Weikel, Adam (GOV); Garrity, Rob (DOT); Boardman, Faye (DOT)

Subject: RE: Subway/Bus Weekday Report

XX cont.

Some of us took the chance after today's SOS to have a discussion about data elements that could be factored into the RMV dashboard in addition to what is in the current app. For example, Mary T. has advised that her team is working with OPM&I to try to find a less labor intensive, more automated way to add staffing into the dashboard than methods the RMV has used in the past.

The RMV supports the concept of having good assessment and diagnostic tools; we know the management and informational value of these. But, I would like to make sure that trying to increase my operational efficiency doesn't cause a fellow MassDOT office to become more inefficient. I think that how we proceed from here to modify the dashboard is something that Rachel needs to advise as to what data sources are readily available and can be incorporated into reporting on a daily basis. If some data elements sought are not automated now and don't have a clear path to becoming automated, and have to be compiled manually in a way that takes a great deal of time that could cause us to lose other support that OPM&I provides presently to the RMV, then perhaps we consider reporting on those still in a meaningful way, even if less frequently than daily.

From: Kadish, Steven (GOV)

Sent: Tuesday, February 9, 2016 6:34 PM

To: Bain, Rachel (DOT); Deveney, Erin (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tibma, Mary (DOT); Jack Calhoun; Weikel, Adam (GOV); Garrity, Rob (DOT); Boardman, Faye (DOT)

Subject: FW: Subway/Bus Weekday Report

Rachel – I have come to really like the attached and what it shows: the daily result and the trends, the specific lines and bus routes, and the equivalent to equipment availability would be staffing at the RMV, and the equivalent to power/signals would be system reliability at the RMV.

All: What do you think?

From: Johnson, Todd (MBTA) [<mailto:tgjohnson@mbta.com>]

Sent: Tuesday, February 09, 2016 10:45 AM

To: Johnson, Todd (MBTA); Lynch, Christopher R (MBTA); Thibodeaux, Tamiaka R (MBTA); Kadish, Steven (GOV); DePaola, Frank (DOT); Pollack, Stephanie (DOT); Gonville, Jeffrey D. (MBTA); McClellan, William P (MBTA); Carney, David B. (MBTA); Shortsleeve, Brian (MBTA); Pofatak, Steven (DOT)

Cc: Weikel, Adam (GOV); Bode, Molly (GOV); MBTAOCC; Garrity, Rob (DOT); Fichter, Katherine (DOT); 'astrid.glynn@dot.state.ma.us'; Clarke, Randy (MBTA); Planck, Charles (MBTA); Beasley, Tina (MBTA); Tribone, Dominick (MBTA); Kane, Brian (MBTA); Dugan, Thomas (MBTA); Schoby, Jamaal (MBTA); Dullea, Melissa (MBTA); Bain, Rachel (DOT); Canniff, Brian (MBTA); Woollard, Kimberly (MBTA); Le, Michael; Gordon, Andrea (MBTA); Dobbins, Richard (MBTA); Shea, Christopher (MBTA); McAuliffe, Darrin M (MBTA); Yates, Rose (MBTA); Howze, Carla D (MBTA); Dooley, Richard (MBTA); Hicks, Steve C (MBTA); Jordan, Carol A. (MBTA); Avelino, Timothy (MBTA); Burns, Karen (MBTA); Garcia, Leslie A (MBTA); Murray, John (MBTA); McGuire, Matthew (MBTA); Gentilucci, Joseph C (MBTA); Twerago, Stephen (MBTA); Creedon, Robert (MBTA); Kineavy, Patrick (MBTA); Michaud, Norman (MBTA); Martin, John A (MBTA); McNall, Joseph (MBTA); Ulloa-Murray, Elizabeth (MBTA); Reed, Walter A (MBTA); Balerna, Kathleen A (MBTA); Berry, Jay (MBTA); Rosselle, Paul (MBTA); Ortiz, Nikki (MBTA); Fong, Margaret (MBTA); Olson, Frederick (MBTA); Richmond, Patrick (MBTA); Mills, Sean (MBTA); Barker, David (MBTA); Storer, Erick (MBTA); Cook, Justin (MBTA); Arrigal, Kevin F (MBTA); Reina, Vincent (MBTA); Mathew, Samuel (MBTA); Anderson, Joseph M (MBTA); Payne, Danny (MBTA); Reddy, Michael (MBTA); Haynes, David (MBTA); Walsh, John P. (MBTA); Holmes, Thoma (MBTA); Lovejoy, Alex (MBTA); Patel, Satyen (MBTA); Fuller, Mark (MBTA)

Subject: Subway/Bus Weekday Report

Good morning,

Please see the attached weekday report for Monday February 8th.

Thank you

XX cont.

Todd G. Johnson
Chief Transportation Officer
MassDOT Rail & Transit Division/MBTA
45 High Street Boston Ma. 02110
Office# 617-222-3948
Cell# 617-908-4573
Fax# 617-222-3928
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From: Tibma, Mary (DOT)
Sent: Monday, September 19, 2016 1:53 PM
To: Badore, Rebecca (DOT); Barry, Ibrahima (DOT); D'Arbeloff, Mindy (GOV); Deveney, Erin (DOT); Kadish, Steven (GOV); Lavoie, Michelle (DOT); Sheehan, Erin (DOT); Williams, Alan R. (DOT); Zaphiris, Sarah; Wilton-Kinney, Debra (DOT); Nelson, Jim (DOT)
Subject: Forecast for Service Center Performance - September 19-23

Colleagues –

The District managers are beginning to forecast one month out and developing specific action plans to mitigate the factors that influence performance. I am going to summarize their plans so that you can better anticipate our performance in meeting service level expectations for both the month and the coming week. We are working with OPM&I to get estimates on work volume and types of transactions as well as our DM staff for nuances based on the expected events i.e. holidays etc. for the month. The items with asterisks are considered to be the most significant in terms of impact.

September Forecast:

Volume: 11-12k / day

Complexity of Transaction Types: Permits*
Out of State Conversions Increase*
Foreign Permit Testing Increase due to influx of college students

Staffing: Loss of Interns
High Volume of Scheduled Absences
Loss of 120's

Other Factors: Labor Day*
DL/ID Install / Training / Implementation*
ADHP Mandatory Training
Suspension Training - Springfield
Strategic Plan Barnstorming

Week of September 19 – 23

Overall, we expect that performance in the Northeast will rebound now that conversions are complete in most service centers. We expect some challenges, primarily in Metro as Braintree, Roslindale, Watertown and Fall River as they are sending staff to DL/ID training and the Metro centers typically draw on one another during staff shortages. Temps have been deployed to these branches to reduce impact on service levels. We have modified the training schedule somewhat to minimize the impact on the service centers involved but are still trying to train employees as close to the time of rollout as possible. Performance should remain consistent in West and Southeast.

Given that we are developing the format for our forecasting, we decided to start with the Central District and next week will have all 5 districts.

	Week 1	Week 2	Projection	
			Week 3	Week 4
Attleboro				
Leominster				
Lowell				
Milford				
Southbridge				
Worcester				

Additional FMLA; reducing staff
End of Month Spike and Compl

Planned Actions: 6 Temps will be attending registration training for 6 days in order to more
outs

Red Flag Items / Recommendations: Request backup for 6 week FMLA; suggest extending 120 that recently had
(Elevate Issues for Actions)

I would appreciate any feedback you might have to improve this as a forecasting vehicle.

Mary Tibma
Deputy Registrar
Registry of Motor Vehicles
Tel: 857-368-7958
Cell: 339-225-1896
Mary.Tibma@MassMail.state.ma.us
www.massrmv.com
Skip the Line – Go Online

From: Kadish, Steven (GOV)
Sent: Sunday, September 18, 2016 2:53 PM
To: Deveney, Erin (DOT); Tibma, Mary (DOT); D'Arbeloff, Mindy (GOV); Pollack, Stephanie (DOT); Garrity, Rob (DOT); Jack Calhoun
Subject: Fw: RMV daily snapshot for Thursday, September 15, 2016

Is Wilmington back to operating as we have come to expect?

Watertown?

Revere?

The west remains golden!!!

From: Spriggs, Nicole (RMV)

Sent: Friday, September 16, 2016 4:20:36 PM

To: Badore, Rebecca (DOT); Bain, Rachel (DOT); Barry, Ibrahima (DOT); Boardman, Faye (DOT); Calhoun, Jack (DOT); D'Arbeloff, Mindy (GOV); Deveney, Erin (DOT); Garrity, Rob (DOT); 'Jack Calhoun'; Kadish, Steven (GOV); Knosp, Matthew (DOT); Lavoie, Michelle (DOT); Lavoie, Sara (DOT); 'mark.withington@accelare.com'; Murray, Vera (DOT); Ogilvie, Colleen (DOT); Pollack, Stephanie (DOT); Sheehan, Erin (DOT); Tibma, Mary (DOT); Weikel, Adam (GOV); Williams, Alan R. (DOT); Zaphiris, Sarah; Wilton-Kinney, Debra (DOT); Nelson, Jim (DOT)

Subject: RMV daily snapshot for Thursday, September 15, 2016

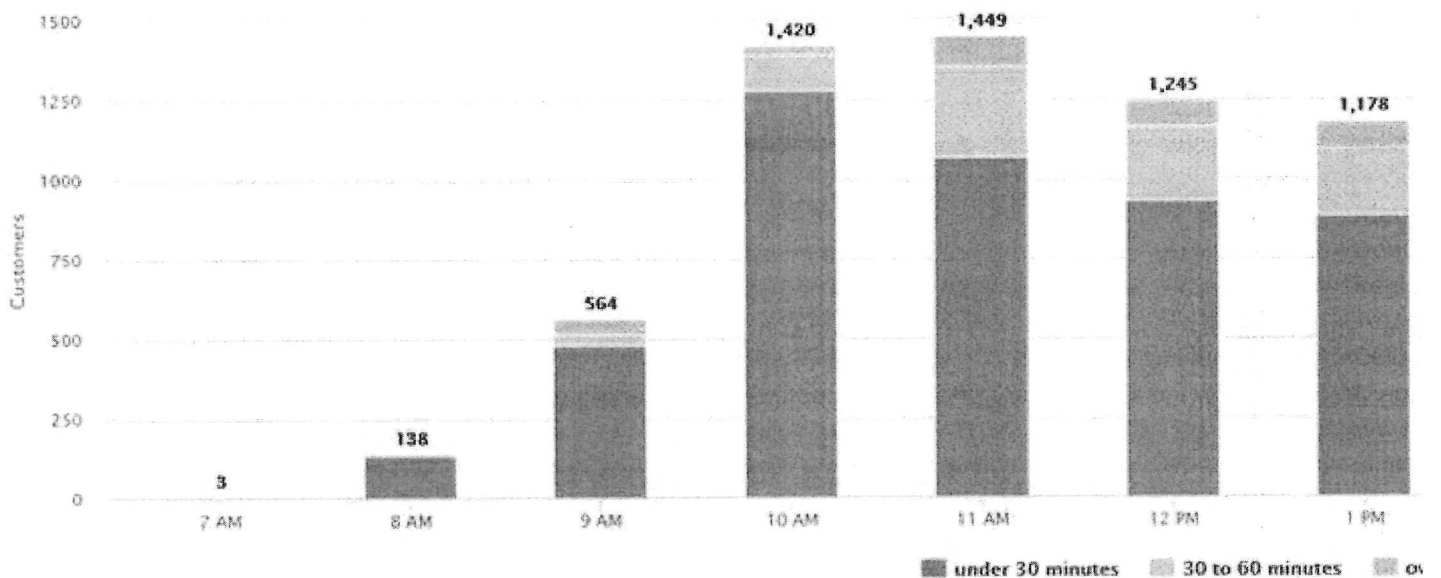
Good Afternoon,

The daily snapshot for **Thursday, September 15, 2016** is below. Yesterday the RMV served 10,495 customers.

Wait Times

76% 17% 7%

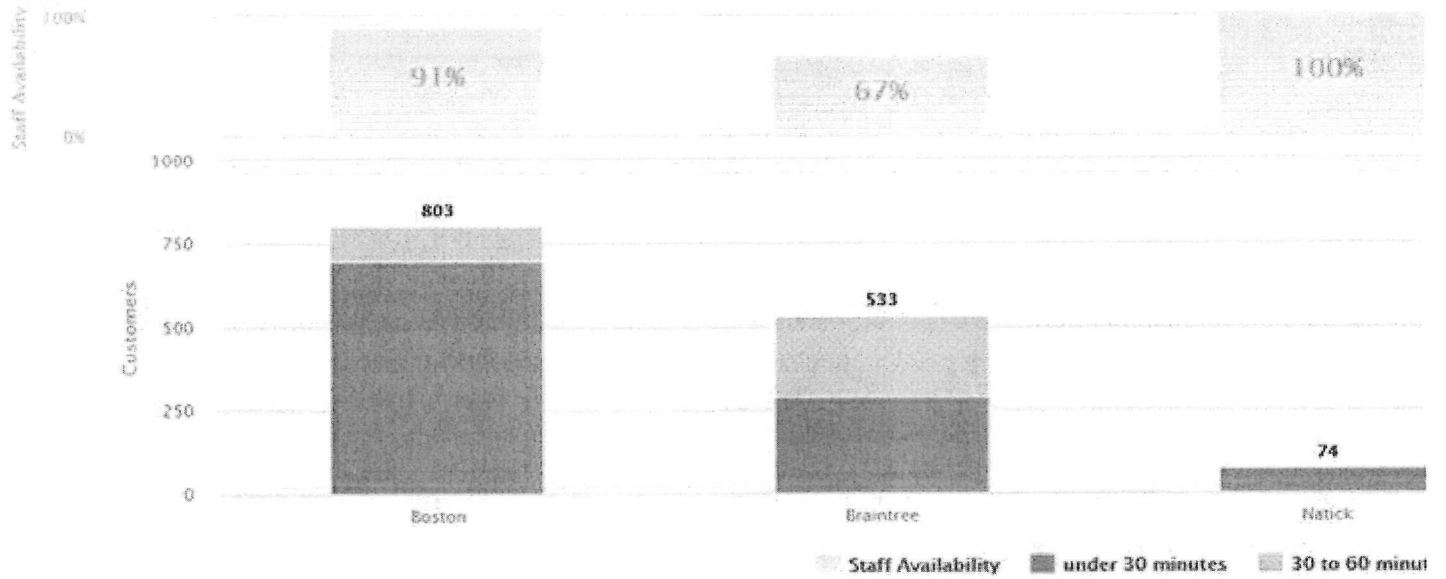
under 30 minutes 30 to 60 minutes over 60 minutes



Wait Times by Branch: Metro-Boston Region

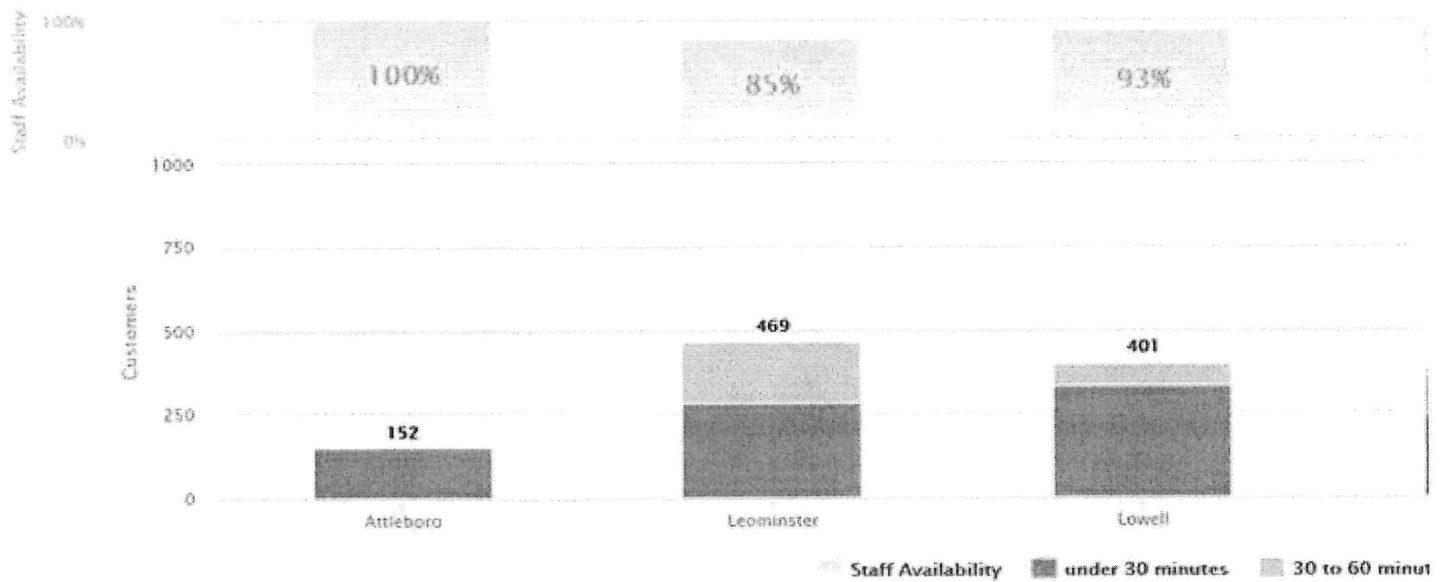
66% under 30 minutes 25% 30 to 60 minutes 9% over 60 minutes

YY cont.



Wait Times by Branch: Central Region

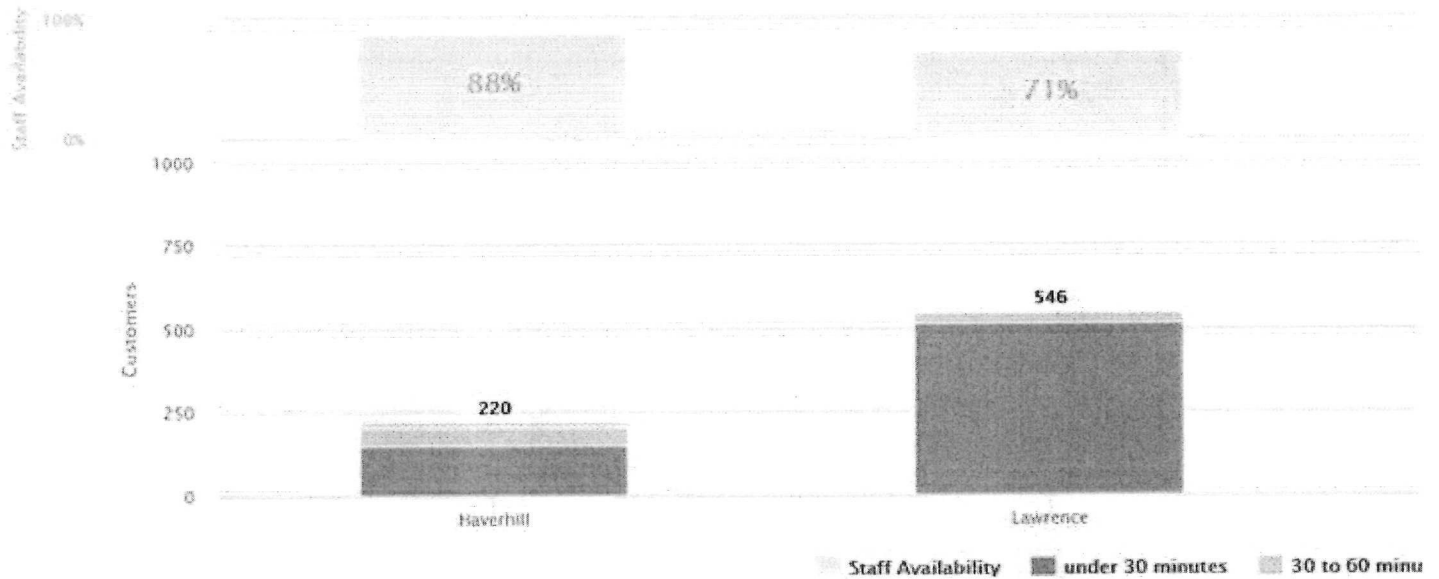
83% under 30 minutes 16% 30 to 60 minutes 1% over 60 minutes



Wait Times by Branch: Northeast Region

60% under 30 minutes 22% 30 to 60 minutes 18% over 60 minutes

YY cont.



Wait Times by Branch: Southeast Region

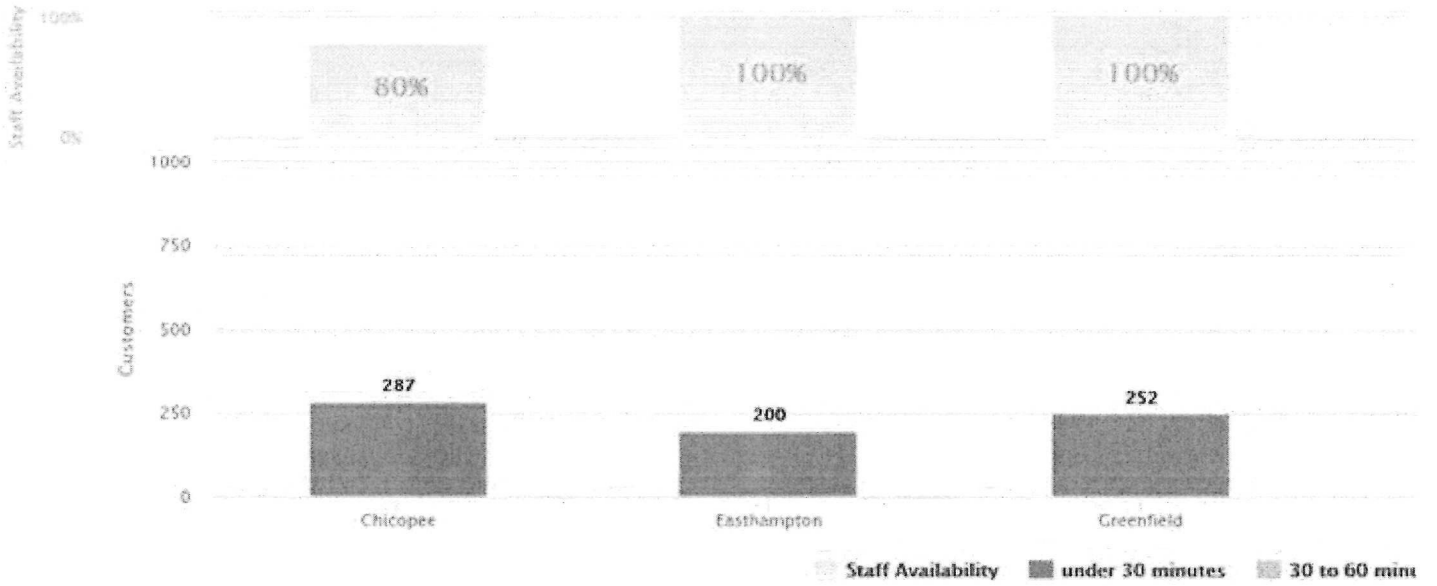
77% under 30 minutes 16% 30 to 60 minutes 6% over 60 minutes



Wait Times by Branch: Western Region

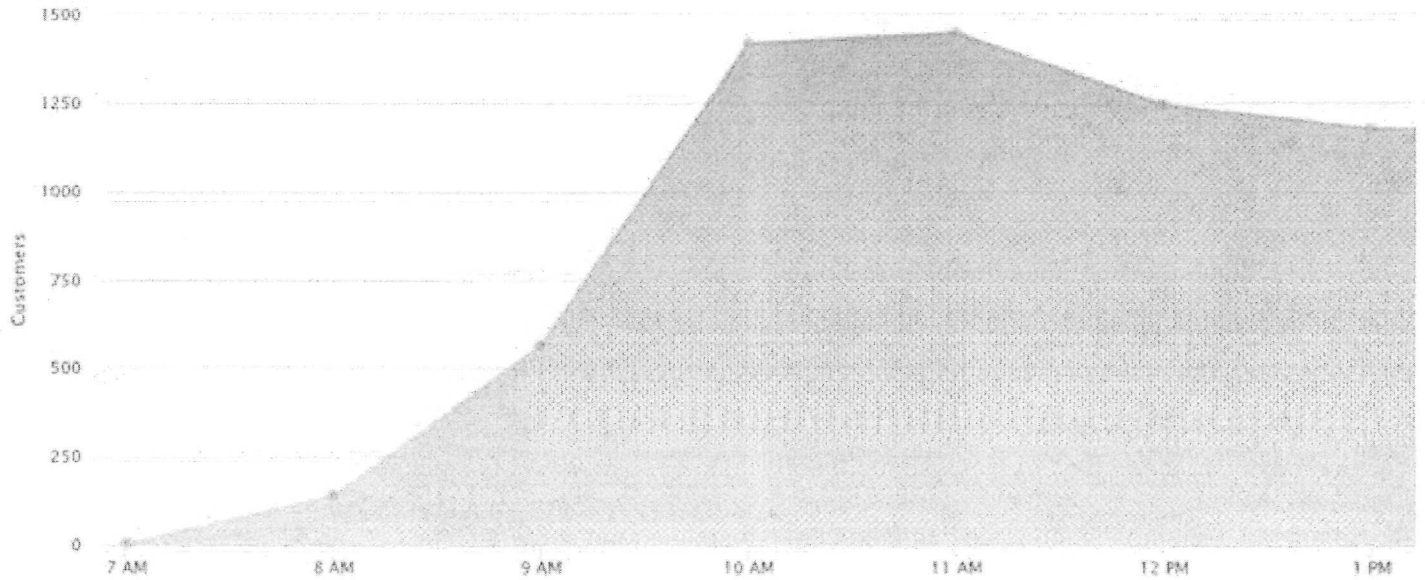
98% under 30 minutes 2% 30 to 60 minutes 0% over 60 minutes

YY cont.



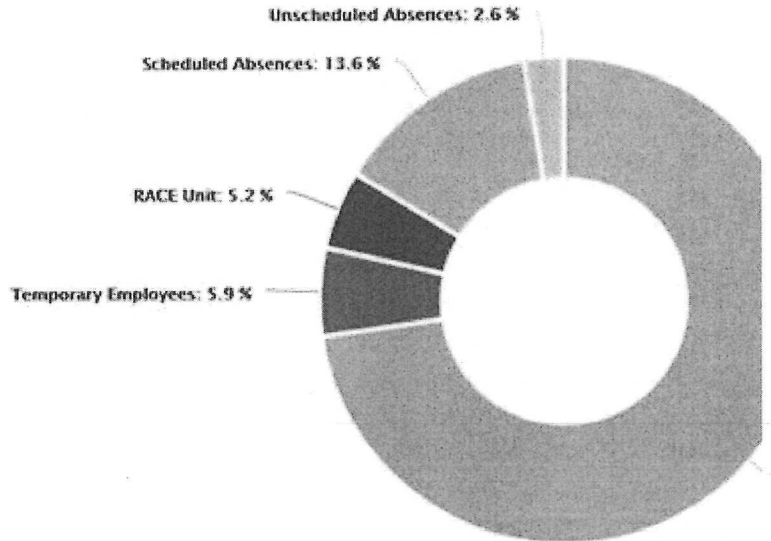
Customer Volume

10,495 customers



Staff Availability Breakdown

83% 28 310 256.5 49.5 **YY cont.**
Staff Availability Branches Head Count In-House Absences



Thanks,
Nicole

Nicole Spriggs
Office of the Registrar
MassDOT, RMV Division
10 Park Plaza, Suite 6620
Boston, MA 02116
857-368-9454 (p)
857-368-0634 (f)
Nicole.Spriggs@massmail.state.ma.us

SKIP THE LINE, GO ONLINE! MASSRMV.COM



YY cont.

From: [Deveney, Erin \(DOT\)](#)
To: [Kadish, Steven \(GOV\)](#); [Pollack, Stephanie \(DOT\)](#); [Tibma, Mary \(DOT\)](#); [D'Arbeloff, Mindy \(GOV\)](#); [Garrity, Rob \(DOT\)](#)
Subject: RE: RMV daily snapshot for Tuesday, March 7, 2017
Date: Thursday, March 9, 2017 11:28:13 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Brockton is the location that has a physical constraint that the team is not able to overcome. We had to reduce the available work stations as part of the renovation and while we worked to advise customers to consider AAA and other offices, they continue to see normal customer volume. The manager has been working consistently to ensure that what we are lacking in time of visit, we make sure that we give the best service and treatment to the customers to mitigate the waits.

The DMs have been asked to review certain locations for model adherence. When the Secretary and I were in Lowell on Friday afternoon, we had the chance to see that both advocate lines (green and orange) were long and seemed to be a bottleneck while CSRs were waiting to take customers. That is a case in which the advocates may have been trying to do too much at the window. In contrast, New Bedford had been struggling since they adopted dual line queuing for the first time with the move to the new location last month, but the DM had a strong CSR IV go down there to help them get the model straight and performance has been improving. Springfield is being looked at; initial reaction was that it was due to the loss of 2 positions, but that is an easy answer; even with that, they are at a staff level they were at this fall and had better performance, so they have been asked to do a model adherence check also.

In certain instances, staffing is a factor, such as Taunton. Taunton is down to 10.8 staff members, which is the lowest staffing level in comparison to sister locations like New Bedford and Fall River, but Taunton does more transactions. A posting to replace a higher paid former employee who recently left in the VSIP has been made and is awaiting approval.

With respect to transactions, the customer transactions that are taking the longest time are new registration transactions and permits. As we have discussed, permits are a longer transaction time for 2 reasons: review of identification documents and customers having to wait for other customers to finish taking the tests. We'll have the DMs speak with staff to identify the pain points in processing new registrations to see if there is any processing improvements to be made.

As discussed, license renewal volume has resumed. OPM&I is pulling stats to show how many customers who are online eligible are using that option. We are working on additional ways to divert those customers to other channels-revisiting the web promotion options, ensuring AAA is meeting its marketing obligations.

From: Kadish, Steven (GOV)
Sent: Wednesday, March 8, 2017 6:01 PM
To: Pollack, Stephanie (DOT); Deveney, Erin (DOT); Tibma, Mary (DOT); D'Arbeloff, Mindy (GOV); Garrity, Rob (DOT)
Subject: Fw: RMV daily snapshot for Tuesday, March 7, 2017

What's up?
The performance recently has not hit the level we have become used to.

Sent using OWA for iPhone

From: Spriggs, Nicole (RMV)
Sent: Wednesday, March 8, 2017 4:54:13 PM

From: Tibma, Mary (DOT) <Mary.Tibma@MassMail.State.MA.US>
Sent: Monday, September 11, 2017 6:39 PM
To: Chabot, Emily K (GOV); Lepore, Kristen (GOV); Donovan, Matthew (accelare.com); Withington, Mark (accelare.com); Calhoun, Jack (accelare.com); Coldstream, Craig (DOT); Nelson, Jim (DOT); Wilton-Kinney, Debra (DOT); Zaphiris, Sarah (DOT); Williams, Alan R. (DOT); Weikel, Adam (GOV); Sheehan, Erin (DOT); Pollack, Stephanie (DOT); Vaughn, Michelle (DOT); Ogilvie, Colleen (DOT); Lavoie, Sara (DOT); Tesler, Jamey (DOT); Calhoun, Jack (DOT); Barry, Ibrahima (DOT); Bain, Rachel (DOT); Deveney, Erin (DOT); D'Arbeloff, Mindy (GOV)
Subject: RE: RMV weekly recap for September 4th and daily snapshot for Friday, September 8, 2017

Mindy –

Thanks for your email. I share your concern about Haymarket and agree that they need immediate intervention.

As for the attendance on Friday, there were 10 CSRs on the counter and 3 advocates. This includes one employee that was lent to Haymarket for the day. We have 5 vacancies in Haymarket and 4 of those will remain in Haymarket and one will be moved to Watertown. As you may recall, these positions show up as “unavailable” even though they are vacancies that haven’t been filled yet. In addition, we had 3 on vacation (which is the typical number) and two unscheduled/sick. While this was the day of Operation Stand-down, we did not take any staff to assist with that effort and had the SCM from Revere and the DM handle that event.

With the 4 positions opening up on August 2nd, and a retirement announced days after that, we have been able to fill two of the positions and those employees begin training tomorrow. This puts the time to hire at about 5 ½ weeks. As of Friday, there was a hold on one of the selected candidates because of their background check and that was not resolved in time for them to begin training tomorrow. We do not have a candidate for the fourth position as there is not an adequate pool from which to draw. Therefore, the earliest these remaining candidates can come on board is early October provided that Training has the availability to train them.

We are looking at options for deploying these new employees to other service centers in the District and trading them for more seasoned employees because these new employees will only be trained in half of the transactions. This should give Haymarket an ability to rebound faster when the new staff comes on-board.

My honest assessment is that based on preliminary statistics on workload, their performance statistics show that they performed at only 75% of their capacity during the month of June and I believe that this is fairly representative of current performance. We will be able to give you much more information on this when we meet on Wednesday. With 10 CSRs processing transaction on Friday and almost 700 coming through the door, 70 transactions per day is not a realistic expectation for this staff. I look forward to working with OPM&I to obtain reporting capabilities from QFlow/ATLAS data that will allow us to get real-time information on productivity.

As you know, we are currently unable to discipline based on performance but we are actively working on Time and Attendance issues and are expecting one employee to be terminated pending execution of documentation. There are roughly a half a dozen Haymarket CSRs being written up for similar issues. It comes as no surprise that if you are not at your station when you are expected to be, you are not likely to achieve a high level of performance. Therefore, we are vigilant in evaluating individuals on the basis of Time and Attendance. When Audit is available to do follow up audits, we will also be writing people up on Cash Policy violations. We are trying to identify dates when Audit can complete these audits but do not have a commitment on dates at this juncture.

YY cont.

In addition, we are using our new modeling capability to look at performance under the two algorithms we currently have for QFlow and will be bringing these findings to our MA DOT IT partners to find a resolution to the longer transactions (out of state conversions, new registrations and permits) going into the mode of "virtual hold" and being continually pushed behind incoming shorter transactions. This is a major issue for Haymarket, Watertown and to a lesser extent Wilmington.

My team and I agree with you and find the pace of change too slow and that we are calling on all our strategic partners to help shorten durations and go the extra mile to compress the time involved to bring staff on board, orient and train them and then audit their performance. The ability to discipline based on performance is also critical to our ability to increase our productivity and I am working on proposals that we hope to bring to the union during the upcoming contract negotiations.

I look forward to a productive discussion with specific outcomes on Wednesday to move forward our SC performance. I know we all want and need this and with the support of our strategic partners, the team will continue to push through to success.

Mary Tibma
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www.massrmv.com
Skip the Line – Go Online

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From: D'Arbeloff, Mindy (GOV)
Sent: Monday, September 11, 2017 5:05 PM
Subject: RE: RMV weekly recap for September 4th and daily snapshot for Friday, September 8, 2017

There are some real disappointments here. Boston is just getting worse. Why is there just a 61% attendance rate there? I understand there are some longer term fixes, but we need something short term here and in Watertown. We just can't have another full week of this.

Kudos to Springfield and Worcester!

Mindy d'Arbeloff
Deputy Chief of Staff
Office of Governor Baker
The State House, Room 280
Boston, MA 02133
617.725.4000
mindy.darbeloff@state.ma.us

From: Spriggs, Nicole (DOT)
Sent: Monday, September 11, 2017 4:01 PM
To: Deveney, Erin (DOT); Bain, Rachel (DOT); Barry, Ibrahima (DOT); Calhoun, Jack (DOT); Tesler, Jamey (DOT); Lavoie, Sara (DOT); Ogilvie, Colleen (DOT); Vaughn, Michelle (DOT); Pollack, Stephanie (DOT); Sheehan, Erin (DOT); Tibma, Mary (DOT); Weikel, Adam (GOV); Williams, Alan R. (DOT); Zaphiris, Sarah (DOT); Wilton-Kinney, Debra (DOT);

Nelson, Jim (DOT); Coldstream, Craig (DOT); Evans, Steve (DOT); Daley, Gretchen (DOT); Morris, Alison (DOT); Michalik, Anne (DOT); Wehrs, Brianna (GOV); D'Arbeloff, Mindy (GOV); Calhoun, Jack (accelare.com); Withington, Mark (accelare.com); Donovan, Matthew (accelare.com); Griffin, Mary Jo (DOT); Lepore, Kristen (GOV); Chabot, Emily K. (GOV)

Subject: RMV weekly recap for September 4th and daily snapshot for Friday, September 8, 2017

YY cont.

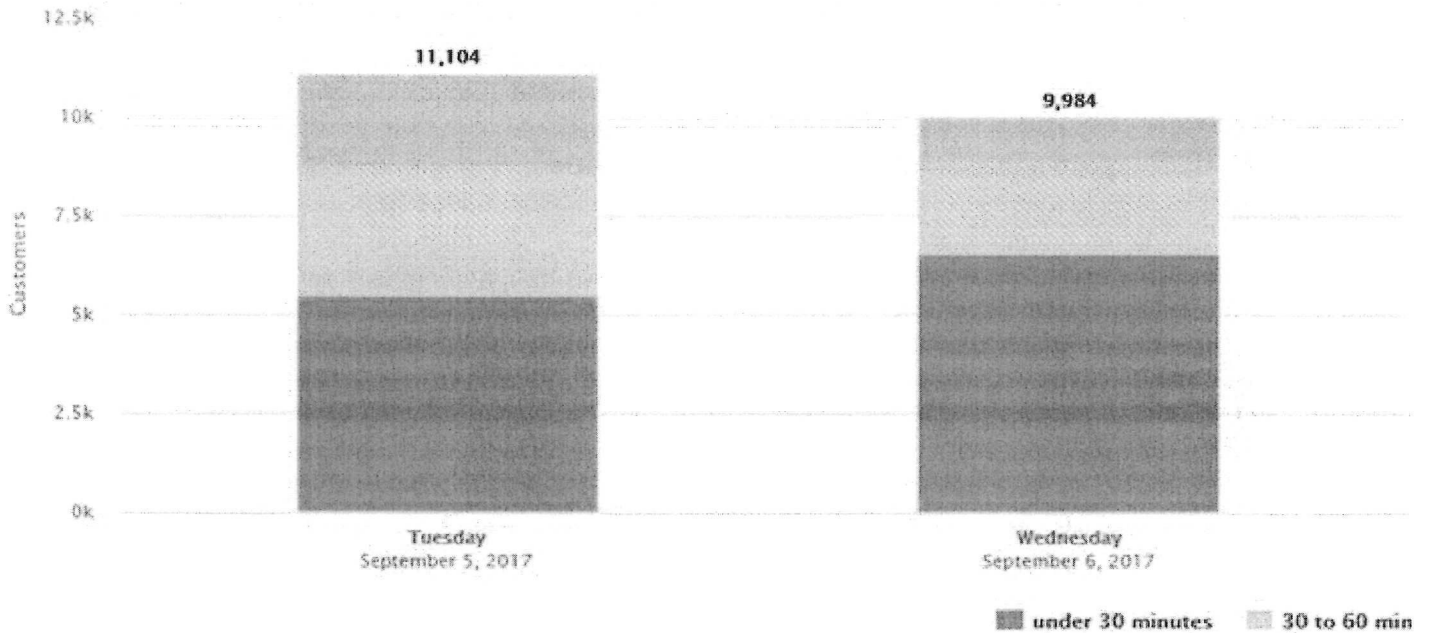
Good Afternoon,

The weekly recap for the week of September 4th and the daily snapshot for Friday, September 8, 2017 are below. Last week, the RMV served 41,263 customers.

**Weekly recap for *September 4th – September 8th
*Holiday**

Wait Times by Day Of Week

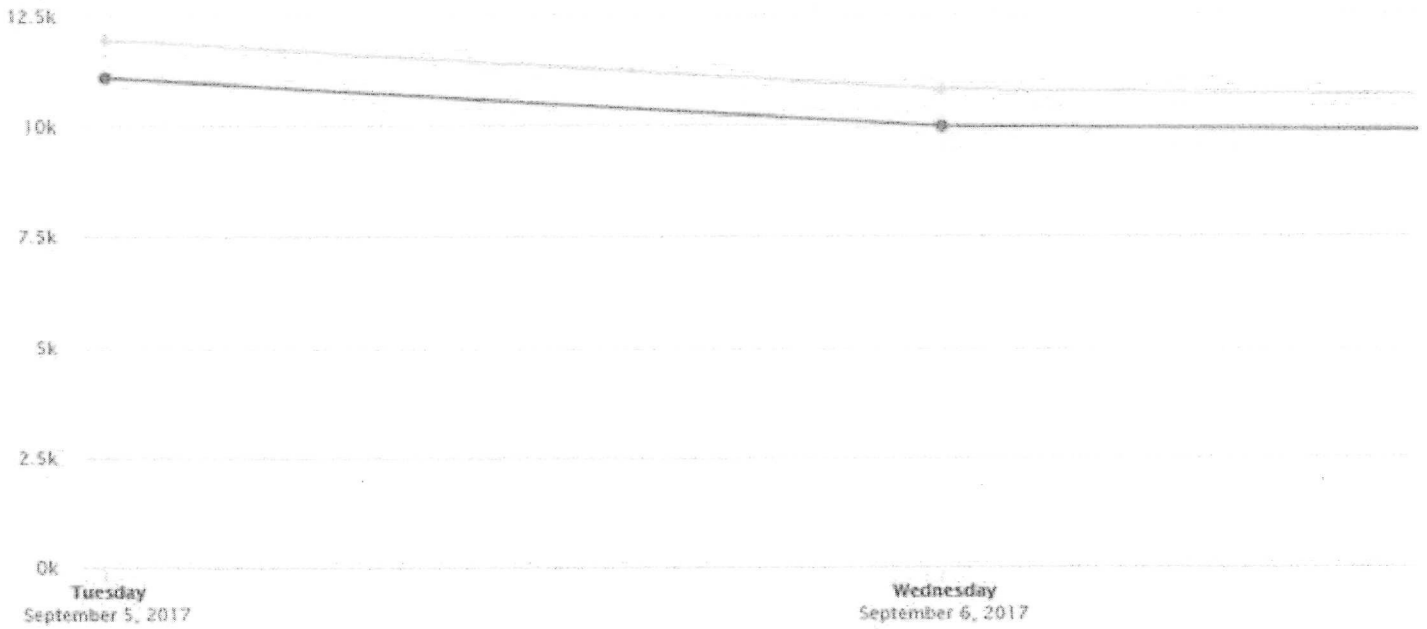
59% 26% 15%
under 30 minutes 30 to 60 minutes over 60 minutes



Customer Volume by Day Of Week

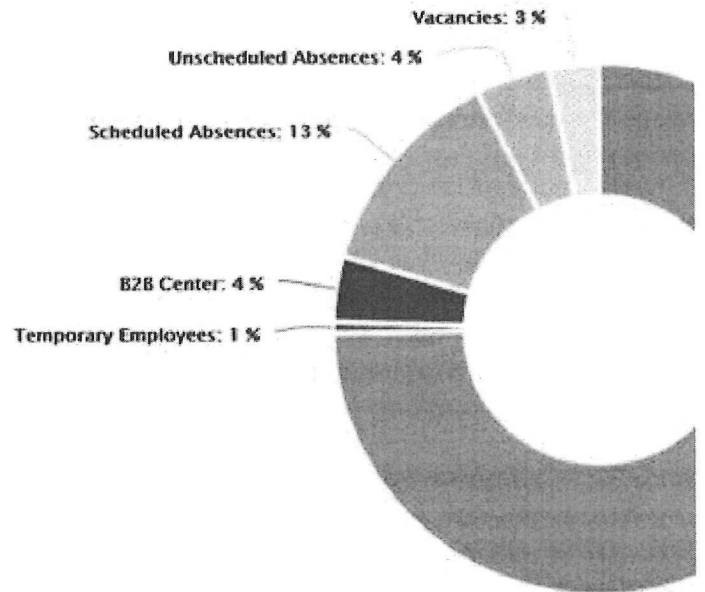
41,263 customers 44,586 transactions

YY cont.



Staff Availability Breakdown

78% Staff Availability 99 Branches 257.1 Head Count 199.9 In-House 51.5 Absences & Vacancies



The daily snapshot for **Friday, September 8, 2017** is below. On Friday the RMV served 10,739 customers.

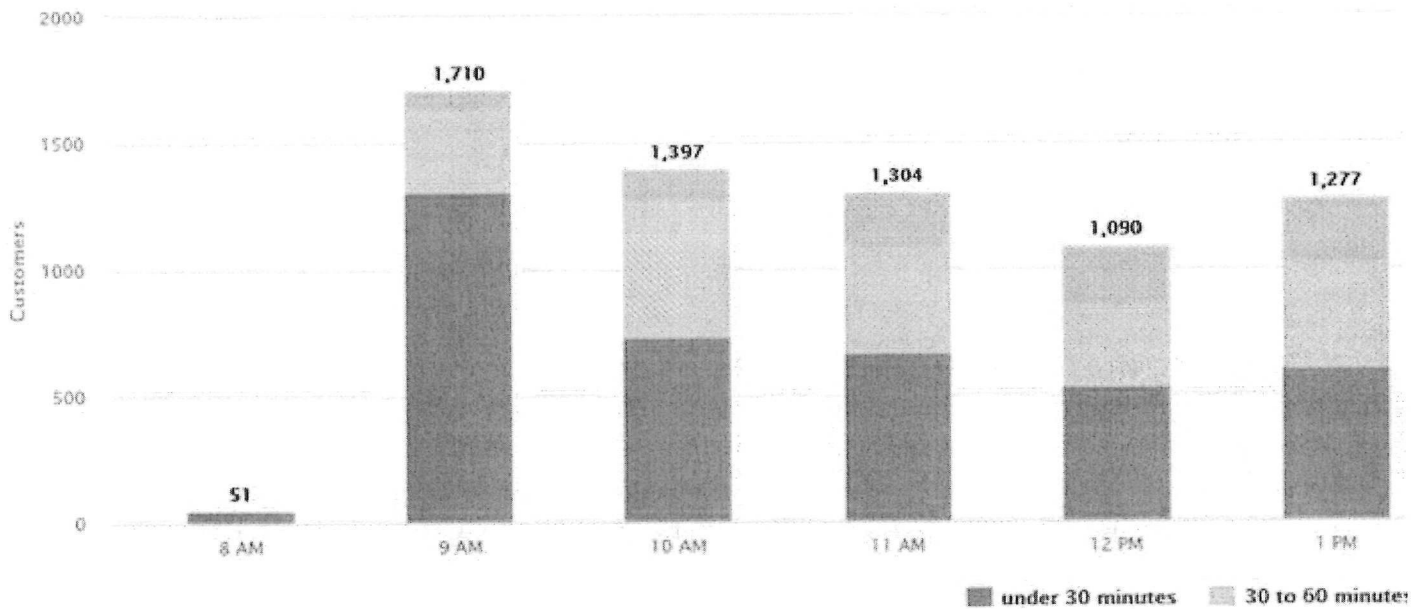
The following Services Centers serviced all in 30 minutes or less:

YY cont.

Service Center Location	# of Customers
Natick	120
North Adams	102
Attleboro	191
Martha's Vineyard	72
Nantucket	73

Wait Times by Arrival Hour

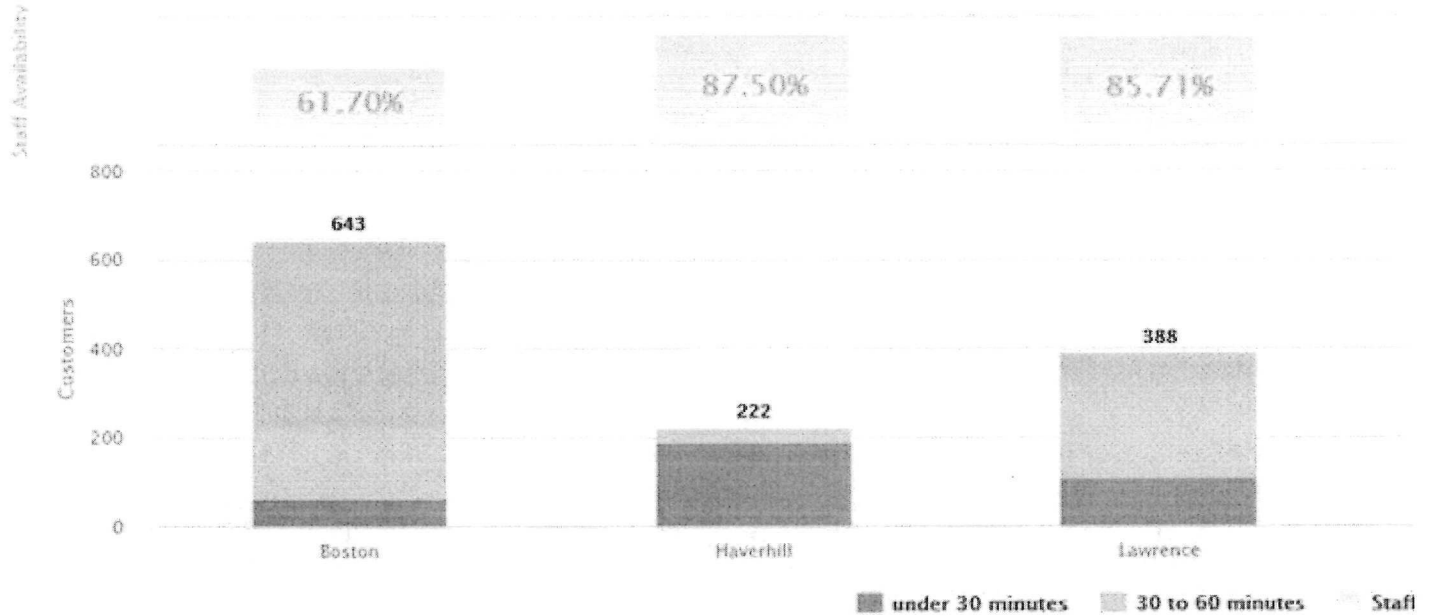
56% under 30 minutes 29% 30 to 60 minutes 16% over 60 minutes



Wait Times by Branch: Northeast Region

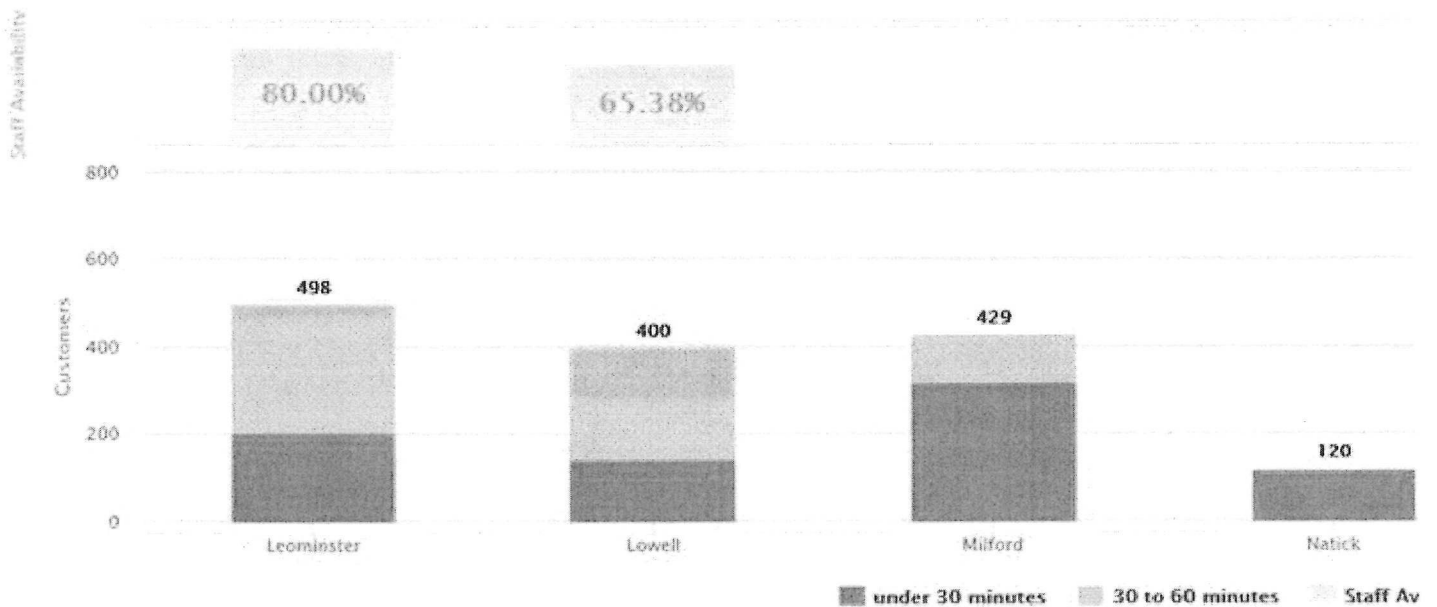
35% under 30 minutes 35% 30 to 60 minutes 30% over 60 minutes 74% Staff Availability

YY cont.



Wait Times by Branch: Central Region

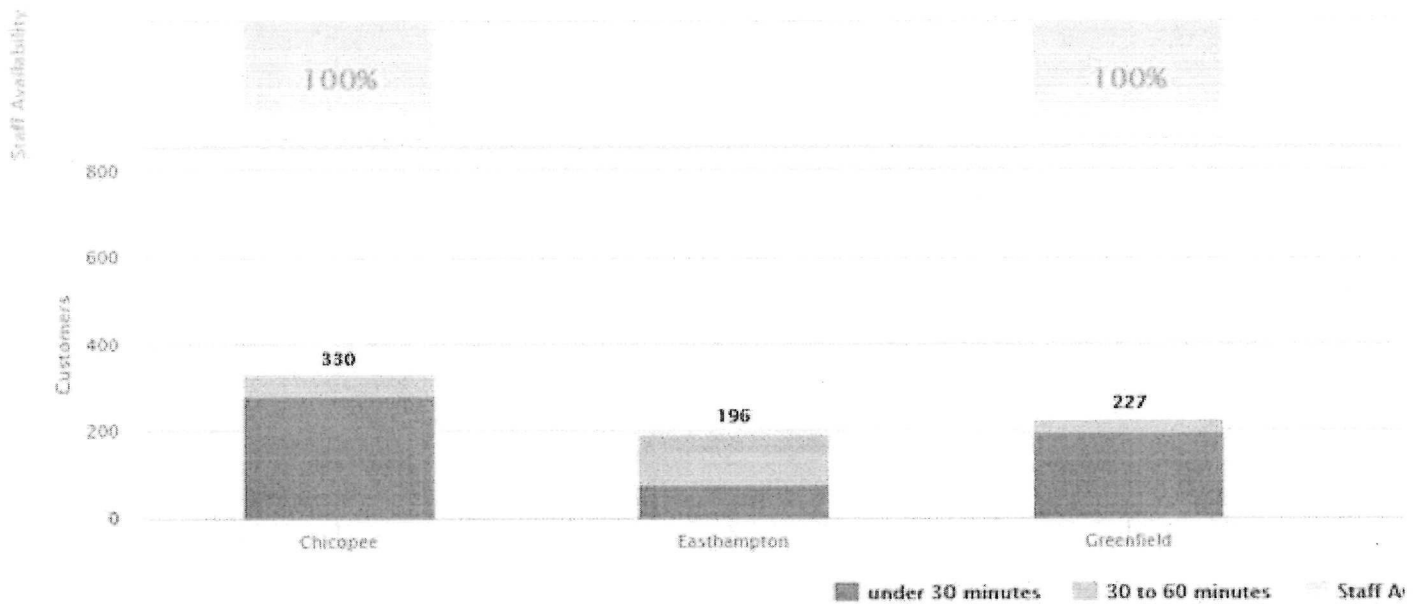
56% under 30 minutes 29% 30 to 60 minutes 16% over 60 minutes 73% Staff Availability



Wait Times by Branch: Western Region

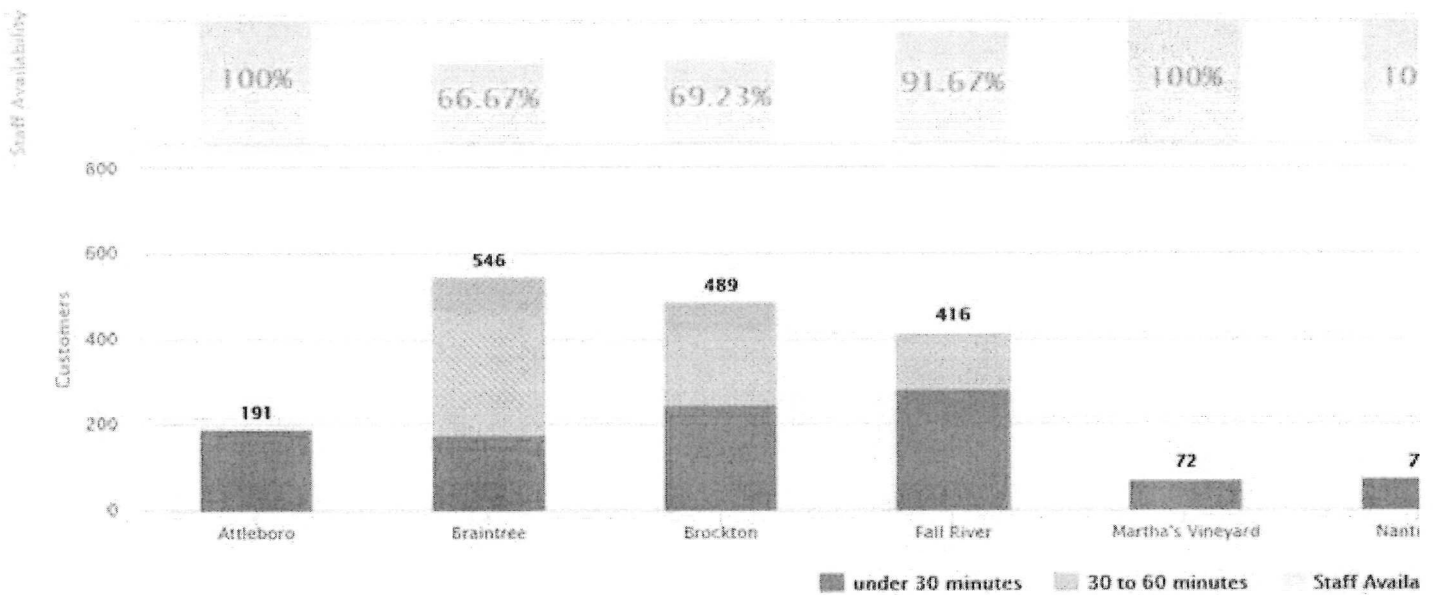
YY cont.

78% under 30 minutes 19% 30 to 60 minutes 3% over 60 minutes 83% Staff Availability



Wait Times by Branch: Southeast Region

62% under 30 minutes 28% 30 to 60 minutes 10% over 60 minutes 75% Staff Availability



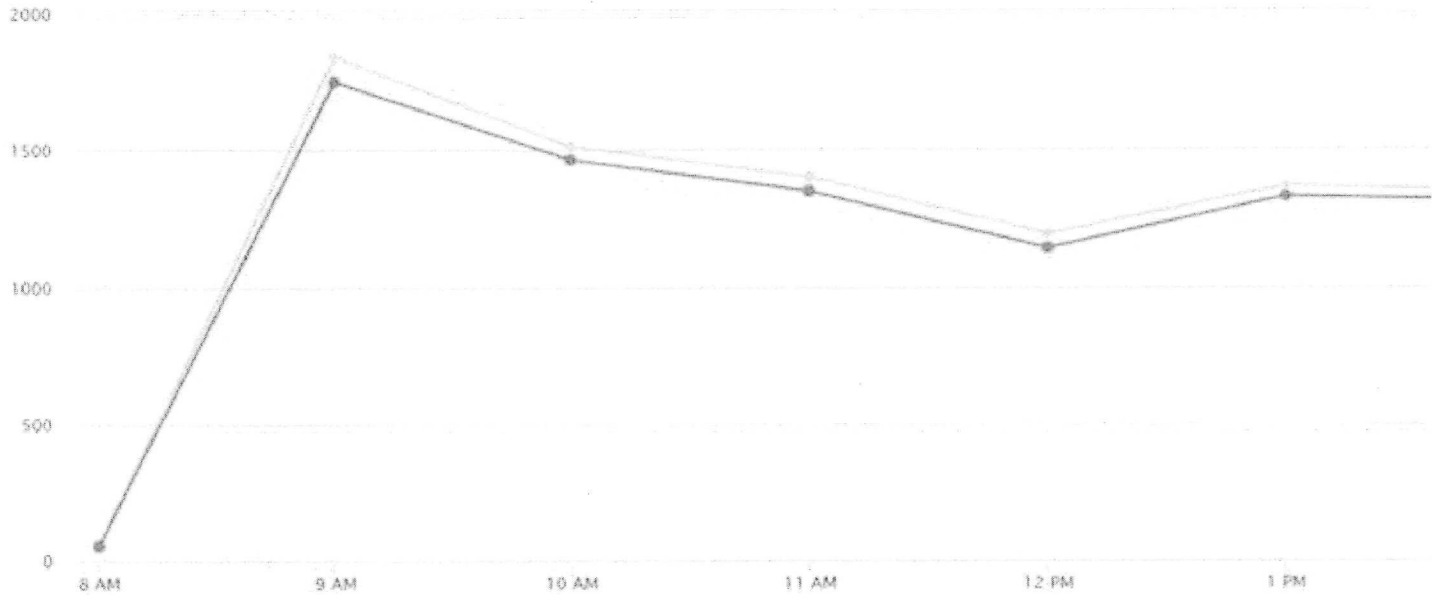
Customer Volume by Arrival Hour

10,739 11,189

customers

transactions

YY cont.



Staff Availability Breakdown

75%

Staff Availability

25

Branches

276.5

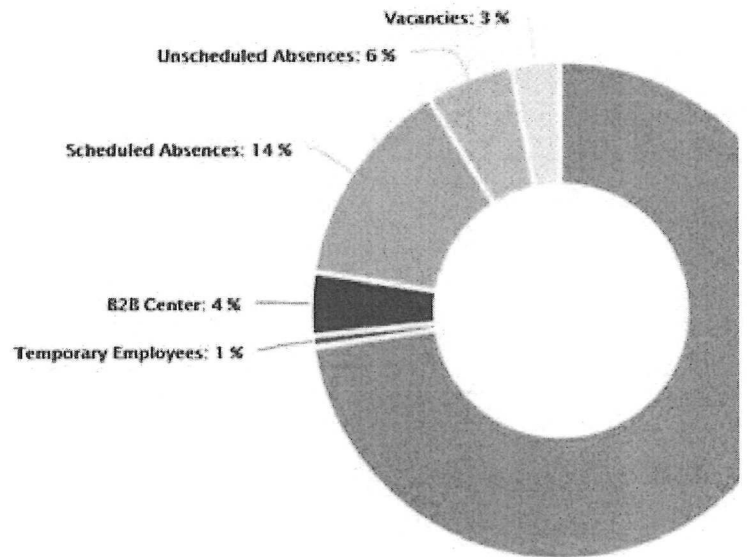
Head Count

207.5

In-House

60

Absences & Vacancies



Thank you,
Nicole

Nicole Spriggs
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10 Park Plaza, Suite 6620
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857-368-0634 (f)
Nicole.Spriggs@massmail.state.ma.us

YY cont.

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EXHIBIT ZZ

From: [Deveney, Erin \(DOT\)](#)
To: [Kadish, Steven \(GOV\)](#); [Pollack, Stephanie \(DOT\)](#); [Bain, Rachel \(DOT\)](#); [D'Arbeloff, Mindy \(GOV\)](#); [Garrity, Rob \(DOT\)](#); [Tibma, Mary \(DOT\)](#)
Cc: [Chabot, Emily K \(GOV\)](#); [Dustin, Cheryl A. \(DOT\)](#)
Subject: RE: Daily RMV performance report?
Date: Friday, May 19, 2017 7:13:38 AM

Will work with Emily and Cheryl to schedule.

Rachel's team has been working with Mary and her team to review the data we are pulling from Qflow on daily performance. Mary is setting up a meeting with ACF, OPM&I and the service center management team for next week when she is back from the ATLAS CO trip to help us rectify inconsistencies in how transactions are being recorded; this is an effort to eliminate any possible data issues with what we get from Qflow, but more importantly, so we eliminate inconsistencies in how our management team uses Qflow in the service centers. The greater concern at this point is that data collection is being impacted by a "people" issue, so we are working to ensure that we have engrained in our team consistent operational practices using Qflow from the very beginning.

We are not waiting for the data issues to be resolved, however, to address performance issues in the Service Centers. Mary has dispatched SWAT teams into the regions, partly to review the Qflow use, but also as general housekeeping to continually reinforce the need to be using dual line queuing correctly.

From: Kadish, Steven (GOV)
Sent: Friday, May 19, 2017 6:32 AM
To: Deveney, Erin (DOT); Pollack, Stephanie (DOT); Bain, Rachel (DOT); D'Arbeloff, Mindy (GOV); Garrity, Rob (DOT); Tibma, Mary (DOT)
Cc: Chabot, Emily K. (GOV); Dustin, Cheryl A (DOT)
Subject: Re: Daily RMV performance report?

Let's find a time that works.

In the meantime, what are you using for daily reporting metrics at the service centers?
I am hearing anecdotes of performance slipping.

Weekly works for me on the other access approaches.

From: Deveney, Erin (DOT)
Sent: Friday, May 19, 2017 6:24 AM
To: Kadish, Steven (GOV); Pollack, Stephanie (DOT); Bain, Rachel (DOT); D'Arbeloff, Mindy (GOV); Garrity, Rob (DOT); Tibma, Mary (DOT)
Cc: Chabot, Emily K. (GOV)
Subject: RE: Daily RMV performance report?

Good morning:

ZZ cont.

The Secretary and I were hoping that we could take 15 minutes of the ESC time on the calendar next week (5/24) to review with Rachel and the this team the differences in the dashboard that will be noted with the change from Qmatic to Qflow, as well as discuss associated performance issues being addressed.

We have been tracking the other service channels on a monthly basis with the OPM&I monthly performance report. I will defer to Rachel as to whether it is viable to present that data on a daily basis, or a greater frequency than the current monthly format. We can at least share with you the monthly overviews that we have to date.

Thank you.

From: Kadish, Steven (GOV)
Sent: Friday, May 19, 2017 6:04 AM
To: Deveney, Erin (DOT); Pollack, Stephanie (DOT); Bain, Rachel (DOT); D'Arbeloff, Mindy (GOV); Garrity, Rob (DOT); Tibma, Mary (DOT)
Cc: Chabot, Emily K. (GOV)
Subject: Daily RMV performance report?

Colleagues:

I am not getting the daily RMV performance report.

This is a critical view into the daily performance at the service centers.

I believe that we were also going to expand this to cover regular reporting on the other lines of access -- online, AAA, etc.

Status please?

Thx.

Steve

EXHIBIT AAA

From: Ogilvie, Colleen (DOT) <Colleen.Ogilvie@MassMail.State.MA.US> on behalf of Ogilvie, Colleen (DOT)
Sent: Tuesday, April 25, 2017 11:47 PM
To: Wada, Patricia S (DOT); Gleason, Margaret (DOT)
Subject: RE: Sign off - notes

Thank you for recording the notes.

We had pain points recorded for different processes. We could use those to highlight the improvements to address those customer service improvements.

I agree with Maggie's point about the Enforcement team. We do not have enough business perspective on that team and we need to add resources to represent these other topics and DCU.

Kevin F has also asked for a business resource for e-services (need to write 2,000 test scenarios and develop web content etc.)

We need service center perspective on the teams that don't have that now.

Colleen

From: Wada, Patricia (DOT)
Sent: Tuesday, April 25, 2017 5:34 PM
To: Gleason, Margaret (DOT); Ogilvie, Colleen (DOT)
Subject: Sign off - notes

Sarah L and Keith C – has raised concerns regarding specific work which has not been defined – and can we do the work within the end of June. Colleen organized the meeting because of the concern between Enforcement and Issuance – and the cross overs

1. What is the development schedule?
 - Enforcement (Sarah L. and Keith)
2. What we need to accomplish the work between now and the end of June.
3. Issuance Team – we issue a school bus license
 - ✓ We know the happy path – on the requirements
 - What happens with the driving school instructor has some action which impacts their credentials (when does it go to enforcement?)
 - What issuance activities which become an enforcement issue (I was suppose to provide a Medical Form within 30 days – and I did not do it)
4. Enforcement Services – (undercover licenses...) – this is under Issuance. Unclear where these requirements are being addressed.
 - This should be part of Issuance ?

Next Steps:

AAA cont.

- a. Maggie to set up a meeting – and have Ben work with the issuance and Enforcement Team;
- b. Maggie to talk to Nick (and Ben) about updating Ken (ASAP) regarding his two weeks in Denver – and who will be filling in for him
- c. Maggie/Colleen/PSW – to understand how we would know when a work unit is being developed (following with Erin, DOR, said on how she could track the development of a work unit).

In anticipation of the meeting with the ESC

- a. How are we validating that the Customer Service experience will be improved – I am assuming that the answer is some combination of:
 - We are using a COTs product which has been successfully implemented in X states;
 - The functional teams – have been working for 20 weeks (is that true?) on the requirements – and the demonstrations;
 - We have incorporated the Customer Service Experience (CSX?) – how?
- b. What documents from the Design work – document the “Customer Experience”
- c. What will happen in June (Maggie’s idea that we will can focus on X number of end to end transactions – and that we can describe what those transactions are in advance?)

Sign Off – we have to get sign off prior to the ESC meeting.

- The sign off would include the a list of Followup items
- If there are concerns regarding the sign off- we should address them ASAP – and well before the ESC meeting on May 4th

EXHIBIT BBB

From: Deveney, Erin (DOT)
Sent: Tuesday, May 30, 2017 12:53 PM
To: Ogilvie, Colleen (DOT);Wada, Patricia (DOT);Gleason, Margaret (DOT)
Subject: Revised ESC Agenda

I hope that you all had a chance to enjoy the long holiday weekend, weather notwithstanding.

I wanted to share with you the notes from the Secretary after our latest ESC and her suggestions as to how we will be able to demonstrate sufficient emphasis on End to End Business Processes. The direction that she has given, echoing the Chief of Staff's comments, are that we need to demonstrate more clearly how we are viewing the ATLAS Program from the customers' perspective and the employees' perspective, in addition to the work that we are doing to make sure that we hit our milestones for implementing the FAST product.

This perspective includes updates on the other "success elements" of the program:

1. Ensuring that the RMV has physical locations that are able to meet customer demand for in-person services, including REAL ID traffic -Resolving outstanding issues about RMV service centers, including locations that will not be able to meet federal requirements for security measures -Devising plans to complete any modifications to existing service centers to ensure REAL ID compliance -Meeting with AAA to discuss how they were able to implement REAL ID in CT and develop a plan for doing the same in MA (*There is a plan that is being tracked in the RMV operational projects for completing the roll-out of the AAA project to the remaining locations in MA; this effort would be an adjunct to that.)
2. Increasing the use of alternative service channels; diversion from in-person service visits -registration kiosks -website - mail and phone registration -contact center
3. Ensuring a qualified, prepared work force -completing the background check policy process, which is getting the approval for the policy from labor relations and the unions; then giving the managers and staff information on how the process will work -getting ODCR to sign-off on the hiring screening computer skills tests for new hires -completing the training plan and implementing it for existing staff to help them improve their computer skills and more successfully transition to the FAST environment
4. Communications
-Developing the strategy: making the policy determination as to whether it will be REAL ID focused first, or ATLAS emphasis with additional convenience that will help customers to decide if they need a REAL ID and how they will be able to do business with the RMV moving forward (emphasis on pre-stage, appointments, other features that can divert them from a service center, if possible, and make those who must visit have the most pleasant and successful experience we can offer.) -Identify all the materials that need to be developed for communications strategy, including inventory of existing communication materials and channels with plans to update and revise, with schedules and deadlines
5. Policy decisions to be made
-Price variation for transactions not completed through in-person channels -Eliminating transactions from service centers
6. Addressing the "people" needs of the ATLAS program (expanding from the slide in the last ESC about the staffing lessons learned from CO) -Identifying the people that we need to support the program -Determine backfill needs to replace them -Develop strategy with Labor and HR to implement plan, including NAGE negotiations

As we had completed Release 8 and with the impending June 30th ALARS freeze, it has been my intention that the Tuesday SoS format would merge into a dedicated "people, process" focused format, including these topics. This would be in addition to the Tuesday 3 PM standing REAL ID specific meeting.

I know that these topics fall into the "green boxes" on our governance chart, so I am very open to suggestions as to how we can most effectively use workbench to track deliverables and deadlines for these items, which will help to assure ESC members that we are focusing sufficiently on them and ensure that we have assigned responsibility for completing them. When I heard the Secretary's comments as to what she expected for discussion from ESC, it resonated with the type of views that we had with Asana in Tuesday SoS. I certainly am not suggesting that we continue to use Asana and strongly support the use of workbench, but I would like to help make sure that we use workbench in a way that could translate most easily to the Secretary's expectations.

I also am going to suggest to the Chief of Staff and the Secretary that we plan to use the next ESC as a session to ensure that we have revised the agenda sufficiently and rely on the dashboard for the more "technical aspects" update on the program.

Thank you.

RMV - ATLAS ESC

286 Days until Release 1 (Drivers) Goes Live!

June 12, 2017

EXHIBIT CCC

ATLAS is Transforming the RMV

ATLAS Program is the transformation of the RMV into a world class, customer-centric service organization

- **Driving principle is improving customer experience offered to those served**
 - Deliver more efficient, professional services
 - Goals of 80% of customer visit/service time under 30 minutes
 - <10 minutes average time to answer in contact center
 - Increase customer satisfaction with more first contact successful service completion
 - 90% customers satisfied or very satisfied with service
 - Be able to offer customers REAL ID compliant credentials
 - Lead the industry in online (E-service) availability
- **Develop of culture of success in the RMV workforce**
 - Ensure that the team is prepared for a successful adoption of new policies that will accompany the transition to the new ATLAS work environment
 - Increase staff performance to achieve 99+% transaction accuracy/quality
 - Create leadership and team engagement opportunities as part of program
 - Increase employee satisfaction resulting in higher quality service delivery
- **Implement 21st century technology to support more flexible business model**
 - FAST solution will enable the RMV to have the business model to best meet customer needs
 - Lead the industry in process efficiency (cost/transaction)
 - **ATLAS is not just about technology**

CCC cont.

EXHIBIT DDD

From: Johnson, Selina (DOT) <selina.johnson@dot.state.ma.us>
Sent: Monday, January 15, 2018 10:12 PM
To: Deveney, Erin (DOT); Nelson, Jim (DOT); Tibma, Mary (DOT); Johnson, Selina (DOT)
Cc: Ogilvie, Colleen (DOT)
Subject: Re: Hiring and Training

Good Evening Registrar,

HR has identified and extended a conditional offer to a candidate for the Worcester CSR I position. I am concerned that there may not be a candidate in place for one of the Haymarket vacancies, since the recommended candidate reconsidered the offer as of late Friday afternoon.

As for temporary positions, HR had identified and was pending background checks for the remaining temps to be hired which would have concluded the stabilization temp hiring efforts. However, on Friday there was a request to replace 3 temps (Milford, Plymouth and Brockton). Interviews are scheduled for tomorrow, January 16th in Springfield, and Braintree, to backfill these pending openings.

Thank you,
Selina

From: Deveney, Erin (DOT)
Sent: Monday, January 15, 2018 8:46:02 PM
To: Nelson, Jim (DOT); Tibma, Mary (DOT); Johnson, Selina (DOT)
Cc: Ogilvie, Colleen (DOT)
Subject: Hiring and Training

Confirming we are all on the same page with respect to hiring timelines and training availability.

Jim-you can correct me if I am wrong, but it was my understanding that this week is the last week that we have any new hire training scheduled for either FTEs or temps; we have a kick-off in Springfield T & W this week and then we have a kick-off W & Th in QHQ. If we don't have candidates in those seats, then it is my understanding that we would have to defer new hires until after R1 for the training team to be able to meet the R1 training obligations.

It seemed like as of Friday, we had an open FTE slot that was outstanding in Worcester due to a transfer being declined and I am not sure where we ended up with the remainder of the temp interviews as of the end of last week.

It is important for us to be clear for the ESC meeting on Tuesday afternoon whether we will complete the hiring this week.

Thank you.

Erin Deveney, Registrar
MassDOT RMV Division
10 Park Plaza, Suite 6620
Boston, Massachusetts 02116
erin.deveney@state.ma.us
(o) 857-368-9460
(m) 617-694-6055

EXHIBIT EEE

From: Pollack, Stephanie (DOT)
Sent: Wednesday, November 22, 2017 4:43 PM
To: Nunnely, Mark (EOTSS)
Subject: RE: ATLAS

Mark,

Thanks for a lot of great thoughts. We should definitely talk, 'tho I think it's OK if we wait until next week. Happy to try and schedule a time for our chat.

Have a great Thanksgiving.

Stephanie

-----Original Message-----

From: Nunnely, Mark (EOTSS) [mailto:Mark.Nunnely@MassMail.State.MA.US]
Sent: Wednesday, November 22, 2017 10:08 AM
To: Pollack, Stephanie (DOT)
Subject: ATLAS

PRIVATE AND CONFIDENTIAL/NOT FOR CIRCULATION/FOR POLICY DEVELOPMENT PURPOSES ONLY

Hi Stephanie.

Hope you and yours are looking forward to a good Thanksgiving.

I wanted to follow up the ESC discussion with a few thoughts and also happy to find time on your calendar to discuss.

I appreciated your willingness to convene the ESC more often. I think we need to create more urgency and faster resolution of key issues as you described...and as I think is alluding the team right now.

My sense, from both direct and indirect feedback:

-the technology is going to be up and the data is going to be converted successfully by target date with a margin for error -i think the organization continues to be a bit confused by "do end to end" and "bring FAST up" and the competing priorities that are embedded within....of course, both are great goals....its just about what does the organization have the grasp to do between now and 26 March -the complex problem of demand management around RealID has become something of a greased pig which a clear point of view has not been landed on...and therefore making judgment about priorities and needed incremental investments are difficult -we are of course willing to engage and discuss using the contingency, that's what it is for....that said, it think to frame all of this as 25-50 special fte's will solve all of this focusses the question the (potentially) wrong issue -perhaps the thing that cuts across all of these is a day to day process that ruthlessly prioritizes and decides doesnt seem to be as functional as we would want it to be....in any big project like this there are MULTIPLE ways to success...some perhaps marginally better/worse,....but the killer is no decision...

So, all in, I'm a bit worried at this point.

Don't want to be Debbie Downer (I'm sure we can get through all of this) or the wolf who cried...but that 125 day clock is feeling pretty real.

EEE cont.

Know that you dont need more critics in the stands saying do this/not that...(trust me i know what that feels like)....so please take this in the spirit intended....this will be awesome on the other side, let's figure out how to do it...and WE WANT TO HELP!

There is nothing any of us want more than for this to be a big success!!!!

Think it's important to get some clarity as I don't think the ESC is being helpful or useful right now....and i worry that if the ESC tightens the rope a bit, which i believe is the right thing to do....if we dont create a "we need to make this decision today and move on" approach in our day to day work (which the ESC cant be the forcing function but not the driver)....we're going to start getting into the danger zone.

Happy to chat.

Have a great holiday.

Men

EXHIBIT FFF

From: Vaughn (Lavoie), Michelle (DOT) <Michelle.Vaughn@dot.state.ma.us>
Sent: Monday, December 4, 2017 3:28 PM
To: Nelson, Jim (DOT)
Cc: Ogilvie, Colleen (DOT)
Subject: Business Readiness Report - Training
Attachments: training.pptx

Along with the Registrar and Gio, we have been requested to provide the Secretary weekly updates on the RMV's business readiness and activities as they relate to people and process throughout the Transformation and ATLAS project. In order to effectively and accurately provide her updates, we need you and your team to help in completing the attached template showing progress and raising impediments and risks. Going back to our Continuous Improvement days, tagging an item as red is not bad, just provides an avenue to ask for help or raise an impediment and risk.

Please use the attached template and work with those you have been working with on this effort, your workbench items and team's items to fill in items/tasks/products your team is currently focusing on, along with a percentage goal for December, a percentage reflecting your current status (and please use colors along with the percent to show accurate status) and the date to which that task will be completed by. Using the impediments/risks slide, please include those items that "keep you up at night" and the risks and impediments you are tracking.

For this week, please itemize the projects include the goal, status and completion dates and identify your risks and impediments. Going forward, we will be reaching out on a weekly basis for you to update status and include new items as they are worked on.

Our weekly session with the Secretary is on Wednesday morning, so my apologies on the short turn around. We are hopeful this is not a heavy list as this work we know is ongoing and discussed amongst the teams. With that, we respectfully ask that you complete and send back to Gio and myself **by 3pm tomorrow, Tuesday 12/5**.

Thank you in advance for your cooperation and feel free to reach out with any questions.

Best,
Michelle

Michelle Vaughn
Director of Strategic Planning and Partnerships
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857-600-8709
Email: michelle.vaughn@state.ma.us

#H82WAIT? Skip the line, go online! www.massrmv.com

EXHIBIT GGG

From: Deveney, Erin (DOT)
Sent: Thursday, March 29, 2018 5:15 AM
To: Lee, Daniel (GOV);Vaughn, Michelle (DOT);Calhoun, Jack (accelare.com);Withington, Mark (accelare.com);Tibma, Mary (DOT);Bain, Rachel (DOT)
Cc: D'Arbeloff, Mindy (GOV)
Subject: Command Center-WOWT Strategy

Good morning:

We have a couple of days of ATLAS under us and we need to use what we have learned to modify how we are approaching our efforts to use data and turn that into information to improve performance. ATLAS may be new to us, but the business issues that we need to address-helping to support the Service Centers so they can focus on the issues and areas that will improve performance-is very much WOWT. We did it before, so we are going to go back to the techniques that helped us back then.

1. **Data, data, data.** We need the Command Center & OPMI to be the data work horses and take a more proactive lead in gathering it and analyzing it. The Command Center has helped us to this point to compile and present data and we need to make the important shift in having the Command Center and OPMI to go out and grab the data and turn it into information that will help Mary and the ATLAS PMO to focus on where we know that there are true performance issues are-both positive and negative. Mary has a feedback loop she has established with her team in the field, but we know that the RMV can have a tendency to manage by anecdote in a crisis. We need to help them to sort out fact from impression. We also need to be able to measure the impact of any changes that we are making to see if what we think needs to be done (people/process/technology) is having the desired impact. To do that, we need to make sure that the Command Center and OPMI have access to the data sources they need.

Jack and Mark- Let's please get the queries run and some analysis done for 10 this morning, or as much of it as possible, from the Secretary's data hypotheses. It will not be good for the Secretary to have to ask for that information for a 3rd time.

Rachel-Please let us know what access you need for OPM&I to see real time data during the day. We need OPMI and the Command Center both to be able to watch and mark trends during the day to see when the service centers are heading into trouble from a wait perspective; look at ATLAS to see what is happening at that point; and then help the service centers to take corrective steps to ward off failing behind to a point that can't recover for the remainder of the day. The service centers that could use the most support right now are jammed with customers and that is where their focus should be, so we need to help steer them when we can by having a higher level view. I have kept hearing that OPMI doesn't have certain access to Qflow; we need to know what that issue is and resolve it once and for all for OPMI to help as the Secretary has asked. Likewise, Maggie is willing to work with you to help you with report and data access to ATLAS to get you up and running there, too.

2. **Let's be agile.** We need the 1 and 6 calls to morph into more of a scrum format. What are we doing today; what do we need to do tomorrow; and how are we measuring that to see if we are getting the improvement traction that we need.

Dan and Michelle-we need you to keep track of what the service centers are seeing as impediments; create the product backlog; track who is working to resolve those impediments (products); ensure that we are tracking data to see if the products have the intended outcome. There is a lot going on in the service centers, so we need

to help get better visibility around that, so that others who are not embedded here have a greater visibility into the work that is being done to continue moving performance in the right direction and to see greater rates of improvement where it is needed most. To do that, we need to get more interactive involvement with the efforts Mary and her team have put together already to take the reporting lift from them; they need to be able to focus on managing.

3. **Getting ahead.** We need to start looking at forecasting. Monday is the first beginning of the month in the new ATLAS world. We need to look at what that has meant in the ALARS world order (trends, operational impact) and be able to think about what we can do to mitigate those business cycle impacts as much as we can. That includes letting the ESC know in advance what we could be facing, so they are prepared and understand what we may see in performance.

We are going to have a small group call with the Secretary and the Chief at 10 this morning. Let's have this plan of action underway-as well as other steps that we need-for that discussion with them.

Here's to a great day-we can do this.

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EXHIBIT HHH

From: Rochet, Jean-Louis (GOV)
Sent: Tuesday, April 10, 2018 2:26 PM
To: Morris, Alison (DOT);Deveney, Erin (DOT);Orenberg, Joshua (DOT);Coldstream, Craig (DOT);Seadale, Lars (DOT);Flynn, Nathan (DOT);Zaphiris, Sarah (DOT);D'Arbeloff, Mindy (GOV);Ogletree, Roberta (DOT);Duffaut, Edvard (DOT)
Cc: Valente, Ralph R (DOT);Faria, Kevin (DOT)
Subject: RT Action Items - Tuesday, April 10th

Hi all,

Please see below for road test action items. Please note that there are some time sensitive tasks due today.

JL

Communication to driving schools to announce PM transition	Sarah Z	Tuesday, April 10, 2018	Due Today	
Finish communicating internally with road test team on transition	Alison	Tuesday, April 10, 2018	Due Today	
Request Sarah Doyle to train Edvard, Roberta, Lars on ATLAS road test application	Sarah Z	Tuesday, April 10, 2018	Due Today	
Schedule walkthrough of block scheduling with Roberta, supervisors and Kerry (4/11, 11:30)	Craig	Tuesday, April 10, 2018	Due Today	Craig, please add road test team and FAST to the calendar invite
Be ready to share results of Tuesday tablet pilot rollout	Lars/Josh	Wednesday, April 11, 2018	Due Tomorrow	
Send out official notice on Edvard's new role	Registrar	Wednesday, April 11, 2018	Due Tomorrow	
Establish ATLAS weekend support for Roberta	Jean-Louis / Sarah Z	Wednesday, April 11, 2018	Due Tomorrow	
Handoff plan for Edvard (incl. hiring plan, weekly tasks/schedule, weekend support duties)	Alison	Wednesday, April 11, 2018	Due Tomorrow	
Check with Nancy on 35 bulk conversion fee balance from license issues yesterday	Kevin	Wednesday, April 11, 2018	Due Tomorrow	
Confirm interim plan for block scheduling - Roberta creates work item, FAST resource does scheduling	Sarah Z	Wednesday, April 11, 2018	Due Tomorrow	Sarah to check in with Ben
Establish plan for regular weekly updates to driving schools - aim to send these every Friday morning	Ralph	Thursday, April 12, 2018	Due Thursday	
Communication to students to get ready online	Sarah Z	Thursday, April 12, 2018	Due Thursday	
Draft topics for ATLAS tip sheet for RTEs and send to Sarah Doyle and Sarah Z after training	Roberta/Lars/Edvard	Friday, April 13, 2018	Due Friday	
Generate an SQR to explore student transfer process implementation in ATLAS with FAST	Craig	Wednesday, April 18, 2018	Due	In the backlog, not a high priority at the moment

Subscribe to, pull, and bring SQR list for road tests to daily check in meetings	Josh	Ongoing	Ongoing	
Handle communication to driving schools for one-off issues	Sarah Z	Ongoing	Ongoing	

From: Rochet, Jean-Louis (GOV)

Sent: Monday, April 09, 2018 4:10 PM

To: Morris, Alison (DOT); Deveney, Erin (DOT); Orenberg, Joshua (DOT); Coldstream, Craig (DOT); Seadale, Lars (DOT); Flynn, Nathan (DOT); Zaphiris, Sarah (DOT); D'Arbeloff, Mindy (GOV); Ogletree, Roberta (DOT); Duffaut, Edvard (DOT)

Cc: Valente, Ralph R (DOT)

Subject: RT Action Items - Monday, April 9th

Hi everyone,

Please see below for tasks that are overdue, due today, or due later this week.

Tasks/Items	Owner	Due	Status	Notes
New SQR (or follow up on existing SQR) for FAST to work on implementing 16.5 change for weekend/weekday	Craig	Friday, April 6, 2018	Overdue	
Set up meeting for next week to scope new screen for reason for customer ineligibility	Craig	Friday, April 6, 2018	Overdue	
Generate an SQR to explore student transfer process implementation in ATLAS with FAST	Craig	Friday, April 6, 2018	Overdue	
Figure out timeline for implementing 45 to 60 day change (needs to happen this week per Registrar)	Nathan	Monday, April 9, 2018	Due Today	Followed up with John and Steve on Monday Apr 9th
FAST to implement notification on booking window - "you are scheduling for X weekend"	Nathan	Monday, April 9, 2018	Due Today	In testing as of Monday Apr 9th
Communication to driving schools to announce PM transition	Sarah Z	Tuesday, April 10, 2018	New	
Finish communicating internally with road test team on transition	Alison	Tuesday, April 10, 2018	New	
Request Sarah Doyle to train Edvard, Roberta, Lars on ATLAS road test application	Sarah Z	Tuesday, April 10, 2018	New	
Check to see if there is a block scheduling SQR - if not, elevate with Ben	Sarah Z	Tuesday, April 10, 2018	New	
Follow up with Craig on interim FAST resource to handle manual block scheduling	Sarah Z	Tuesday, April 10, 2018	New	
Establish plan for regular weekly updates to driving schools - aim to send these every Friday morning	Ralph	Wednesday, April 11, 2018	Due Wed.	
Be ready to share results of Tuesday tablet pilot rollout	Lars/Josh	Wednesday, April 11, 2018	Due Wed.	
Nathan to check in with Alison and Lars to test changes from last week	Nathan	Wednesday, April 11, 2018	New	
Send out official notice on Edvard's new role	Registrar	Wednesday, April 11, 2018	New	
Draft topics for ATLAS tip sheet for RTEs and send to Sarah Doyle and Sarah Z after training	Roberta/Lars/Edvard	Friday, April 13, 2018	Due Fri.	

Communication to students to get ready online	Sarah Z	Thursday, April 12, 2018	New	HHH cont.
Subscribe to, pull, and bring SQR list for road tests to daily check in meetings	Josh	Ongoing	Ongoing	
Handle communication to driving schools for one-off issues	Sarah Z	Ongoing	Ongoing	

From: Rochet, Jean-Louis (GOV)

Sent: Friday, April 06, 2018 4:01 PM

To: Morris, Alison (DOT); Deveney, Erin (DOT); Orenberg, Joshua (DOT); Coldstream, Craig (DOT); Seadale, Lars (DOT); Flynn, Nathan (DOT); Donovan, Matthew (accelare.com)

Cc: Zaphiris, Sarah (DOT); D'Arbeloff, Mindy (GOV)

Subject: RT Action Items - Friday, April 6th

Hi all,

Please see the below task list for action items, owners, and due dates. Reply to me directly if you need clarification or changes for any of your items. We will follow up on these items at our next meeting.

JL

--

Tasks/Items	Owner	Due	Status
Subscribe to, pull, and bring SQR list for road tests to daily check in meetings	Josh	Ongoing	Ongoing
Share current validation criteria with Devyn and Ralph	Nathan	Friday, April 6, 2018	New
New SQR (or follow up on existing SQR) for FAST to work on implementing 16.5 change for weekend/weekday	Craig	Friday, April 6, 2018	New
Set up meeting for next week to scope new screen for reason for customer ineligibility	Craig	Friday, April 6, 2018	New
Generate an SQR to explore student transfer process implementation in ATLAS with FAST	Craig	Friday, April 6, 2018	New
Draft Friday communication to driving schools and share with Registrar	Devyn/Ralph	Friday, April 6, 2018	New
Approve communication	Registrar	Friday, April 6, 2018	New
Send communication	Devyn	Friday, April 6, 2018	New
Schedule meeting with road test team and FAST team - walk through and determine necessary changes	JL	Friday, April 6, 2018	New
Restore SQR access for Josh	Sarah Z	Friday, April 6, 2018	New
Figure out timeline for implementing 45 to 60 day change	Nathan	Monday, April 9, 2018	New
Establish plan for regular weekly updates to driving schools - aim to send these every Friday morning	Ralph	Monday, April 9, 2018	New
FAST to implement notification on booking window - "you are scheduling for X weekend"	Nathan	Monday, April 9, 2018	New
Draft topics for ATLAS tip sheet for RTEs and send to Sarah D and Sarah Z	Lars	Monday, April 9, 2018	New
Put together webinar for RTEs on WhenIWork	Matt	Wednesday, April 11, 2018	New

HHH cont.

EXHIBIT III

From: Vaughn (Lavoie), Michelle (DOT) <Michelle.Vaughn@dot.state.ma.us> on behalf of Vaughn (Lavoie), Michelle (DOT)
Sent: Tuesday, April 24, 2018 12:02 PM
To: Tibma, Mary (DOT);Ogilvie, Colleen (DOT);Zaphiris, Sarah (DOT)
Subject: Fwd: RMV Midmorning Update
Attachments: RMV Middmorning Update 042418.pdf

So you're aware:

This is what the Secretary will receive each morning and then what will be used for the middayreport to the larger ESC audience.

We are awaiting feedback on any changes, but this was based on directive from Registrar, Jamey, Secretary last night.

From: Vaughn (Lavoie), Michelle (DOT)
Sent: Tuesday, April 24, 2018 11:25:42 AM
To: Pollack, Stephanie (DOT); Tesler, Jamey (DOT)
Cc: Deveney, Erin (DOT); DArbeloff, Mindy (GOV); Rochet, Jean-Louis (GOV) (jean-louis.rochet@state.ma.us); Giordano, Richard (DOT) (richard.giordano@state.ma.us); Donovan, Matthew (accelare.com)
Subject: RMV Midmorning Update

Secretary and Jamey:

Attached is today's newly formatted midmorning report which we will send daily around 11/11:30am.

Page 1 has two short updates from the field – Easthampton delayed opening and activities implemented in Wilmington today

The chart on page 2 shows the number of people waiting in each location along with the max wait time (as of 10:45am)and the staffing levels for each location. Any pilots happening in specific locations are also included.

Our plan is to use this format for the midday report out to the ESC group for 2pm daily. If there is any additional information you would like us to include, or changes you would like made we will be happy to incorporate those.

Best,
Michelle and the PM thread

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RMV Midmorning Update

Tuesday April 24, 2018



- Easthampton service center had a delayed opening today due to a problem with the cash out procedure for an ATLAS drawer last night and confusion/ misunderstanding that a single drawer prevented the entire office from opening this morning. The team is reviewing the process and to ensure the correct procedures are in place going forward.
- This morning in Wilmington the following has been implemented:
 - New Queuing Algorithm
 - Escalation Desk
 - Floor Advocates
 - Performance Efficiency Mix

III cont.

RMV Midmorning Update



Max Wait Times and Staffing by Location as of (10:45am)

Tier	Service Center	# of People Currently Waiting	Current Max Wait (in minutes)	Scheduled Absences	Unscheduled Absences	Baselined Staffing	Staffing Level	Pilots
High	Attleboro	8	16	0	0	5	60%	
High	Chicopee	18	68	1	0	6	83%	
High	Fall River	14	25	0	1	15	67%	
High	Haverhill	12	46	1	0	10	90%	
High	Marthas Vineyard	15	91	0	1	2	100%	
High	Nantucket	3	19	1	0	2	100%	
High	Natick	11	44	0	1	3	133%	
High	North Adams	5	23	1	0	2	100%	
High	Southbridge	19	80	1	0	5	100%	
High	Taunton	9	12	0	0	11	73%	
Medium	Brockton	50	53	0	2	14.5	83%	Reg Only Clerks
Medium	Easthampton	33	50	1	0	7	100%	
Medium	Lowell	38	45	1	2.5	12.5	104%	
Medium	Milford	40	74	1	0	15.5	77%	
Medium	New Bedford	32	70	1	1	13	62%	
Medium	Worcester	13	21	1	3	20	90%	
Low	Braintree	121	84	3	0	19	84%	Reg Only Clerks
Low	Greenfield	27	83	1	0	5	100%	
Low	Haymarket Boston	135	84	5	1	31	84%	Escalation Desk New Queuing Algorithm
Low	Lawrence	57	82	2	1	16	88%	
Low	Leominster	32	47	1	1	15	93%	
Low	Pittsfield	18	32	1	1	6	67%	
Low	Plymouth	49	73	3	1	13	69%	New Queuing Algorithm
Low	Revere	43	44	2	4	22	73%	Escalation Desk New Queuing Algorithm
Low	Rosindale	14	30	0	0	6.5	108%	
Low	South Yarmouth	44	82	2	1	11	91%	Reg Only Clerks
Low	Springfield	10	9	2	0	26	81%	
Low	Watertown	71	101	4	0	25	92%	Escalation Desk
Low	Wilmington	46	43	2	2	21	81%	New Queuing Algorithm Escalation Desk, Floor Advocates Performance Efficiency Mix

cont

EXHIBIT JJJ

From: Tibma, Mary (DOT)
To: LaPia, Richard (DOT); Pizzi, Tanya M (DOT); Noronha, Michael (DOT); Hoban, Jennifer (DOT); Hughes, Christina (DOT); Hebert, Luke (DOT); Scarpetti, Melissa (DOT)
Cc: Wilton-Kinney, Debra (DOT); John, Samuel (DOT); Will, Hannah (DOT); Sheehan, Erin (DOT); Deveney, Erin (DOT); D'Arbeloff, Mindy (GOV); Calhoun, Jack (accelare.com); Withington, Mark (accelare.com); Vaughn, Michelle (DOT)
Subject: Important Changes for Expert Users!
Date: Tuesday, April 10, 2018 10:13:52 AM
Attachments: image001.png

To our beloved Expert Users –

I can't tell you how much I appreciate the work you are doing to make ATLAS a success. The ATLAS program is nothing but software that came in a box. You are the ones that have made this come to life and have brought it to your colleagues. It has been amazing to see you become the leaders of our organization. I respect you guys more than you could know and I am so darn proud of you!!

I know we have changed course on you a dozen times and sent you to the far-flung parts of the state. Never has anyone complained. You are amazing.

Four of you have been serving as Escalation Experts in Haymarket, Revere, Braintree and Watertown. This is a pilot engineered by the Secretary and the Executive Steering Committee. We had you all calling into a 10AM call to discuss issues and this has given us invaluable insight into the issues in the system, training deficiencies and policy issues. Now, we'd like to do this slightly differently. As you probably know, we have been dissecting "long tail" transactions i.e. ones that take an excessive period of time. We have found system errors and other issues needing fixing. We would like to combine our call that was held at 10 with this 9 o'clock meeting held in the Command Center. We would like you to join us at 9, for 15 minutes. We want to hear what the transaction types are that you want us to look at in detail. If you can tag transactions that you see as either the Escalation Expert or the Expert User from the day prior, we will look at those transaction during the rest of our meeting. We want you out there on the counter but want to pick your brain for 15 minutes.

We will send you "Go to Meeting" instructions and an invitation today but I wanted to fill you in on our expectations and objectives for this change in format (again).

Thanks for your patience (with the never-ending change), your professionalism and your incredible engagement!! We'll talk to you at 9 tomorrow.

Mary Tibma
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Skip the Line – Go Online

EXHIBIT KKK

From: Rochet, Jean-Louis (GOV) <jeanlouis.rochet@massmail.state.ma.us> on behalf of Rochet, Jean-Louis (GOV)
Sent: Friday, April 20, 2018 11:06 AM
To: Pollack, Stephanie (DOT); Deveney, Erin (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT); Bain, Rachel (DOT)
Cc: Giordano, Richard (DOT)
Subject: RE: DRAFT R1 SOS Framework

Secretary:

Thank you for providing feedback on the draft framework slide deck. Your detailed comments will help us ensure that today's kickoff establishes both a sense of urgency and the right organizational structure for this effort. I will incorporate your comments into the version to be presented at this afternoon's kickoff. I will also incorporate the detailed feedback on the threads once you send your second email. Thanks again!

JL

From: Pollack, Stephanie (DOT) [mailto:Stephanie.Pollack@dot.state.ma.us]
Sent: Friday, April 20, 2018 10:33 AM
To: Rochet, Jean-Louis (GOV); Deveney, Erin (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT); Bain, Rachel (DOT)
Cc: Giordano, Richard (DOT)
Subject: Re: DRAFT R1 SOS Framework
Importance: High

This is great planning work but I need to be honest—there is a long way to go here. Please note that I have added Rachel Bain to this email – I want her to be part of this early planning effort as she has been staring at data and has some important, data-based perspectives on what needs to happen to reduce wait times and improve performance.

I am EXTREMELY concerned that this effort lacks the necessary sense of urgency. Sprint 1 coincides with the end of April. WE WERE SUPPOSED TO BE LARGELY RECOVERED BY THE END OF APRIL AND WE ARE NOWHERE CLOSE. I do not see how the efforts outlined will “recover” the RMV in a timely manner. We are running out of time, frustrating our customers and burning out our employees. We need a gameplan that focuses on reducing wait times, every day and every week in every service center. If something at least has the potential to reduce wait times we should be trying it, if not it can wait. (Exception can be made for other customer-facing issues eg ensuring handicapped placards get out and road tests are scheduled. But then nothing on those topics appears in the plan.)

So let's start with basics:

TERMINOLOGY

This effort is NOT about ATLAS. It is about RMV performance, measured largely (but not exclusively) by wait times. So the title of the effort is not ATLAS. It is RMV Recovery Plan or RMV Wait Time Reduction Plan.

We need a new slide on overall goals for the effort as a whole, which in turn will shape the R1 and sprint goals for each thread. We need to think short, medium and long-term as follows:

Short term = every week and therefore every sprint. One non-negotiable goal is that the **overall wait time average improves week over week every week both across the system and in each individual service center**. The baseline week is NOT this week (too easy for improvement), it's last week. And no the goal doesn't apply to this week but it does apply to next week so Sprint 1 needs to have a lot of stuff going on because the Sprint 1 goal is going to be achieving 80% of customers across all but a handful of low performing/high risk service centers are served in under 60 minutes. Yes, that is the Sprint 1 goal. And remember I made it clear that the 60 minute focus applies only to April. So starting with Sprint 2 we are in May, which brings us to

Mid term = end of May. By the end of May we need to be back to 80% in under **30 minutes** in all but a handful of low performing/high risk service centers. In other words, my goal is to recover most of the system by the end of May and at that point be focusing only on a small number of low performing/high risk service centers. Note that this means that in Sprint 1 we need to categorize centers by both risk and performance so everyone knows starting with Sprint 2 which service centers are in which category.

Long term = end of June. We need to understand AND ACHIEVE the "new normal" by the end of June BECAUSE THAT'S THE END OF ALL OF THE TEMPS. That's the NAGE agreement. After June 30 it's FY19 and hires are permanent and that's a big investment. So our long term goal of being "recovered" has to be achieved by June 30.

DEFINITION OF DONE

I like and agree with #1 and #3. Not sure why we have "performance efficiency" in the definition of Done. The "uber metric" has to be customer-facing which is why I picked wait times. There are lots of things we can measure that will contribute to wait times, including performance efficiency. But I'm not sure why this definition elevates performance efficiency to be its own "end" when I see it as just a "means" to the end of achieving wait times. Quite honestly if we were going to pick a non-wait time metric to be part of our overall definition. I would pick "Get Ready" not only because it is a sub-behavior that will help reduce wait times but because it measures another critical factor: changes in customer behavior. This is a behavior change effort – our customers need to understand how to succeed in the new world of Real ID/lawful presence. And that means going online and getting ready. So I would define the third aspect of done as something like "at least half of all licensing/ID customers and 75% of license renewal customers are arriving at service centers and AAA having completed the online Get Ready process."

PRINCIPLES (current slide 3)

- I would add as the first principle "URGENCY-we have to improve performance NOW"
- I would reword the (current) third principle as "everyone knows what they are doing and stays in their lane"
- I am a huge fan of "more of what works, less of what doesn't" but would also like to add something like "Work smart, agile and incrementally". The plan reads too much like a long term plan – we'll study and think and plan and collect data and then fix Haymarket. Non-starter for me. We should be doing something every day to improve performance DEFINED AS LOWERING WAIT TIMES.

I am going to push hard and possibly even exercise Secretary's prerogative that Jamey is on the PM at least initially. There are going to be a lot of resource, procurement, cross-functional impediments to remove and he's the guy that can do it, without having to wait for SOSs. Erin and I are the clients or owners or whatever terminology you guys prefer. Mindy, I need to understand what role you want to/can play.

I am fine with the first and third objectives. I don't like "minimize thread data reporting burden." Either the PM is responsible for "ensuring data is collected, pulled and reported" OR there needs to be a new thread added with that responsibility. But as I said on the phone yesterday I don't understand who owns data-related work and there is lots of it. I welcome input from Rachel and others on what data tasks should belong to the PM, which ones should belong to individual threads and whether there needs to be a new thread on data and metrics.

Finally I would like to add a fourth objective: Coordinate across threads. There will be zillions of cross-thread issues. For S1, for example, we need to ensure that the Training thread has resources and DATES for training sessions consistent with the hiring cadence in the staffing thread.

THREAD STRUCTURE

There will be a second, longer email from me later this morning with thoughts on the individual thread slides. For starters, I need the folks on this email to think about the following:

- Should there be a separate (presumably temporary) thread for Data and Metrics? BTW at one of our first SOS sessions I'd like Rachel to present her idea for how we can get a good, relatively comprehensive internal performance dashboard up the running.
- There is no thread entitled Service Center Performance Improvement. Where is all of the work to rethink how we queue registration vs. licensing? How we "sort" people at the door? From my perspective there needs to be one and it needs to be permanent, until we achieve the overall goal.
- Model Service Center: I like the idea of this thread but cannot understand why the team would pick the WORST service center. That's NOT what we did when we picked Wilimington for dual line queuing. And, to make the previous bullet perfectly clear, this thread is a key part of achieving the long-term June goal of getting all centers including low performance/high risk up to standards but cannot as currently defined help much with achieving the short and medium term goals so either instead of or in addition to the Model Service Center there needs to be another thread working in ALL of the service centers.

Thanks as always for the good work and the other good work you'll be doing today before we all meet at 4:45pm. More to follow!

Stephanie

Stephanie Pollack
Secretary and CEO

From: Rochet, Jean-Louis (GOV) <jeanlouis.rochet@MassMail.State.MA.US>
Sent: Thursday, April 19, 2018 5:29 PM
To: Deveney, Erin (DOT); Pollack, Stephanie (DOT); D'Arbeloff, Mindy (GOV); Tesler, Jamey (DOT)
Cc: Giordano, Richard (DOT)
Subject: DRAFT R1 SOS Framework

Hi all,

Please see attached for the draft version of the Release 1 SOS framework. Feedback on this draft version is more than welcome.

JL

Jean-Louis Rochet
Fellow, Strategic Innovation Group
Office of Governor Charlie Baker
Phone: 857-400-5356 ext. 35356

EXHIBIT LLL

From: Tesler, Jamey (DOT)
Sent: Monday, April 30, 2018 7:27 AM
To: Pollack, Stephanie (DOT) (stephanie.pollack@state.ma.us)
Subject: Fwd: PM Thread Stand-Up

Fyi only

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Tesler, Jamey (DOT)" <Jamey.Tesler@dot.state.ma.us>
Date: 4/29/18 5:39 PM (GMT-05:00)
To: "Rochet, Jean-Louis (GOV)" <jeanlouis.rochet@MassMail.State.MA.US>, "Giordano, Richard (DOT)" <Richard.Giordano@dot.state.ma.us>, "Vaughn (Lavoie), Michelle (DOT)" <Michelle.Vaughn@dot.state.ma.us>, "Donovan, Matthew (accelare.com)" <matthew.donovan@accelare.com>
Subject: RE: PM Thread Stand-Up

All,

First, I want to thank you for all the effort and leadership you provided this past week. While a number of challenges were presented last week, and especially ones beyond our control, I know that we began to make meaningful progress towards our goals. Really appreciate everyone's focus, passion, encouragement and most of all constructive feedback to everyone to make sure that we are constantly evolving and improving. The only way to achieve our goal is keep moving forward and we need to press the captains this week to take risks, encourage daily innovations, and emphasize immediate gains (not big picture plans that take time to implement). This week we need to take a huge stride toward our goal and show that benefit of this effort.

I am not sure yet if I can get to this call tomorrow am. So before the PMO call to lead off this week, I wanted to share my notes from Friday, comments I have heard, the feedback I am getting and points of emphasis as we hit this week. I will do my best to be there tomorrow night and I anticipate, if the Board meeting goes relatively on schedule, so will the Secretary.

Here are my comments and questions:

-overall, we continue to need to press urgency and short term efforts. Our focus cannot be on the big, high hurdles we face—but just everyday getting better, everyday being will to fail and everyday trying new things. Lots of Asana tasks are thinking or planning and not doing. Perhaps we need to give out awards at the end of the week to the captain who is willing to try the most things (and fail/learn/improve) to get past risk aversion.

-the captains and teams all have regular work. And that work is valued, important and needs to get done. But this WWOT2 is focused on a very specific goal-80/30. If it does not help us get there, tomorrow and every day step by step, then it should not be part of this exercise. To be clear, it still needs to get done. Much of the Sprint remains unclear if it is just worthwhile effort or directed at getting us to our goal this week and over the next few weeks. Again, not a devaluation of the work, but the PMO can only manage so many things and only some many priorities can exist. Hoping we can continue to push on this distinction and make sure we continue to get this pinpoint focused as we go on.

-Many tasks really can be broken down into more meaningful increments and steps. Too many things in Asana look like a big task that takes a week. We need to see progress, steps and potential impediments before we hit the end of the week.

-the business support thread is really important, the big change from Sprint 1 to 2, and can hopefully contribute immediately to our customer experience. How can this thread prioritize urgent, immediate actions that may/or may not work out-try things, evaluate and repeat? Please press hard on this team to get something tangible either completed or underway (that will help our customers this week) by Tuesday ESC.

-Important to figure out a way, without burdening Rachel and the data thread, to better determine the gains from Colleen's and Steve's threads. They are certainly of benefit to 80/30. But it is hard to measure how. And, as a result, over time, we don't know how to prioritize it and whether it deserves more or less time/attention this week to achieve our goal. Thoughts on how to approach this?

Text

-further focus on this week getting some mid/high tier SCs to 80/30. Needs to stay in the forefront of our mind.

-Service Ops thread. After discussions on Friday, including with Mary, my understanding is that the District Manager is responsible for Wilmington efforts. As we continue to discover, pilots are as good as they are consistently and continuously observed-otherwise we don't learn anything from an incomplete trial. I expressed to Mary my concern that these efforts are not giving us sufficient information and someone needs to be accountable for whether it was tested. We need to objectively be able to state each day whether: 1) a valid test of a pilot was executed; and 2) whether it worked or not (against defined goals). Otherwise, we are expending very limited resources with no immediate gain or feedback. How can we help implement a tighter oversight and validation process?

-how, if at all, are the efforts to observe each SC (the "back to basics" team) incorporated officially into this effort?

-----Original Appointment-----

From: Rochet, Jean-Louis (GOV) [<mailto:jeanlouis.rochet@MassMail.State.MA.US>]

Sent: Monday, April 23, 2018 1:43 PM

To: Rochet, Jean-Louis (GOV); Giordano, Richard (DOT); Vaughn (Lavoie), Michelle (DOT); Tesler, Jamey (DOT); Donovan, Matthew (accelare.com)

Subject: PM Thread Stand-Up

When: Monday, April 30, 2018 9:00 AM-9:15 AM (UTC-05:00) Eastern Time (US & Canada).

Where: QHQ Conference C d [REDACTED] GoToMeeting link is enclosed)

From: Deveney, Erin (DOT)
Sent: Friday, April 27, 2018 3:27 PM
To: Coldstream, Craig (DOT)
Cc: Ogilvie, Colleen (DOT);Wada, Patricia (DOT)
Subject: Re: FW:

We are going to post more positions. But you do need to work with us to find ways to improve service delivery in the meantime.

We have to find ways to address impediments until those people get hired. We need to look at what we need to do to make sure that there is phone support until service centers are set with customers.

We can't say there is nothing we can do in the meantime.

Sent from my iPhone

On Apr 27, 2018, at 3:05 PM, Coldstream, Craig (DOT) <Craig.Coldstream@MassMail.State.MA.US> wrote:

Hi Erin,

These stats are being generated to a wider group on a daily basis. We discussed the option of SPEXS providing cover, however this is not going to solve the overall decline in service level due to call complexity/increasing handle time. The current Governor led war on wait times will not tolerate increasing abandonment & wait times for any length of time (perceived or otherwise). In addition I met with HR & labor relations to evaluate classifications across SPEXS & other roles that could possibly provide cover in business support. The classifications do not align with the current business support FTE titles/classifications & only create more complexity across job function. This approach is not recommended nor considered an effective short, mid or long term solution.

Recommendation

Hire 3 more business support FTE's

The recommendation hasn't changed from the staffing needs/analysis presented in mid 2017 for ATLAS roll out & business support needs in 2018.

RMV has increased head count considerably in the **service centers**, expanded service type (real ID), added more AAA's in 2017 & rolled out capex initiatives without expanding the business support functions across RMV.

Cc Colleen & Patricia from ATLAS PMO perspective to keep them in the loop. Business support is now being raised as a constraint/impact to wait times in service centers by Mindy et al.

Cheers

From: Orenberg, Joshua (DOT) [<mailto:joshua.orenberg@state.ma.us>]
Sent: Thursday, April 26, 2018 6:01 AM

To: Coldstream, Craig (DOT); Rochet, Jean-Louis (GOV); Vaughn, Michelle (DOT); Orenberg, Joshua (DOT); Michalik, Anne (DOT)
Subject:

<Business Support_31_914408148423256773.xlsx>

EXHIBIT NNN

Fiscal 2019 RMV Work Plan and Metrics V.2/Q2

1) Consistent and Continuous Improvement of Service Center Customer Experience

- a. 80/15/5 Wait Times
- b. Minimize/Eliminate over 90 min waits
- c. Improve performance on most challenging days-Mondays, Fridays, holiday weeks
- d. TK/DCP/Ongoing Innovation
 - i. Determine right queuing models and group service centers into appropriate ones to achieve the greatest customer flow based on transaction types, customer traffic trends and team resources
- e. Right size staffing levels with performance expectations
 - i. Create medium run operating plan/model for service and staffing, including use of rapid response and other schedule adjustments
 - ii. Evaluate the impact of the restoration of the Danvers service center on the remaining Northeast service centers on staffing levels

2) Eliminate backlog for disabled placards

- a. Maintain new service level expectations of 1 week or less
- b. Evaluate and procure new placard processing solution to increase production efficiency
- c. Improve communications on non-Haymarket receipt of applications

3) R1/R2

- a. Achieve stabilization on R1 (establish threshold for conversion from stabilization to maintenance)
- b. Successfully launch and progress R2
- c. Implement R1 retro lessons learned
- d. Strong PMO built/operating

4) Driving Schools and Road Test Programs -Continuing Improvements

- a. Complete hiring process for 3 additional examiners
 - i. Determine if we can use of MREP coaches during winter months
- b. Measure and monitor ability to meet alternative test schedule demands and reduce the length of wait for M-F tests to reassure ROI from examiner positions
- c. Compare the availability of tests to see if 14-day waiting period has had desired impact on test availability
- d. Complete migration of driving schools onto the ATLAS portal October 1st

5) Hearing Process

- a. Implement scheduled hearings
- b. Improved customer experience and information sharing
- c. Review results from AAMVA survey and conduct appropriate response follow-up with other jurisdictions

- d. Data and transparency on process

6) Contact Center Improvements

- a. Implement IVR replacement without conflicting with ATLAS R2 deliverables
- b. Determine the right size staffing levels with performance expectations

7) Long-term Capacity/Service Plan

- a. Identify service delivery model and potential supercenter locations (and services)
- b. Needs coordination from OPMI/Real Estate/Legislative Affairs

Metrics

- A. RMV Wait Times Dashboard
- B. Expanded RMV Dashboard for data on other key areas (placards/road tests/contact center) being implemented by OPMI
- C. Hearing Process Data Point
- D. R2 PMO Dashboard

Process [*where the above will be regularly reviewed*]

- A. 1 on 1s with Secretary
- B. ESC for R2 and Service Centers
 - a. Decision to be made on Service Center SOS transitioning from initiative to standard operations
- C. RMV Senior Staff meetings
- D. Standing COO meeting on goals
- E. Monthly Board updates (some)

EXHIBIT 000

From: Ogilvie, Colleen (DOT)
Sent: Tuesday, May 8, 2018 8:34 AM
To: Lewis, David I (DOT)
Subject: FW: Initial List of SQRs to move on Wednesday, May 9
Attachments: SQR Completion Process v2 20180502 (3).docx

Meant to copy you

From: Ogilvie, Colleen (DOT)
Sent: Tuesday, May 8, 2018 7:40 AM
To: Andrade, Lena (DOT); Delmastro, Sharon M (DOT); Kassimis, Kristian (DOT); Bolsover, Laura (DOT); Valley, Joan (DOT); Mattacks, Caron (DOT); Faria, Kevin (DOT); Acharya, Aarpan (DOT); Cox, Nancy P. (DOT); McCollem, Steve (DOT); Bernard, Steven (DOT); Canaan, Kenneth (DOT); Johnson, Lynn (DOT); Gurney, Todd (DOT); Khanna, Rick (DOT)
Cc: Nelson, Jim (DOT); Fahy, Kayla (DOT); Hughes, Kathleen (DOT); Glovsky, Eileen (DOT); Harris, Andrea (DOT)
Subject: Initial List of SQRs to move on Wednesday, May 9
Importance: High

Good Morning RMV function teams and System Quality team members,
The production support team met on Monday to review SQRs moving this week and next. Below is the preliminary list of items I have requested move this week provided that testing is successful. This is based on the first priority of Service Centers meeting the goal of serving 80% of customers in 30 minutes.

For the Enforcement team, focusing on fixing processes that need to be adjusted or corrected is your top priority. I will need assistance identifying the focus of SQRs for this week.

We need to address the following with the SQR list below and all SQRs expected to move May 16 (and all SQRs in the very near future).

1. All SQRs need to have the checklist in the Details tab complete and a testing plan inclusive of the scope of regression testing. There is a guide for regression testing in the Details tab.
 - The System Quality Scrum team has requested that additional labels be added to the description field in SQR. I don't yet know when this will be available but want to include information in the SQR. The attached document outlines the information we would like SQRs to include so that the impact of the change can be more readily understood.
2. I need each functional team to take responsibility for the SQRs related to your team to complete the checklist and the testing approach. This is going to be a new gate to determine forward progression to production. For an example look at 3922 Request description and Checklist tab. We want to record the impact of the change.

Testing...

Kristian and Sharon,

Can you provide support and guidance for testing to the team and also assist with conducting testing to support the SQRs movement to production. We may need assistance with understanding the scope of testing including regression and how to complete it.

If you need help or guidance, let's discuss.

Thank you,

SQRs that are planned to move to production on May 9 if testing is successful.....(there could also be additional SQRs-enforcement)

3478

4079

4046

3914- birth certif screen

4033- eye color list

4034

4035- this item is tentative to move. John T and Ben need to discuss

4036/3579- populating manager name in SAVE fields. These items need to move together

3913-

3957-when SPex message timeout out, RMV was still able to issue licenses which should not have been allowed. This fixes this.

3922- This is a very important one for Service Center service delivery. Fee override for clerks.

4138—this is tentative

3930- this is a big change that is most likely for 5/17. The interim fix for this is 4152 that we would like this week if 3930 is next week.

4149

3919- this is waiting for review

3492-

4137

4068- temporary fix civil citation \$0 fee-needs to be tested but important for it to move forward

4125

4061

4037- This is planned to be rejected as we are not going to make a system change and will change the license application instead. This is so the Get Ready application can still collect this information.

SQR Completion Process (AKA filling out and SQR)

The System Quality Scrum Team is requesting the SQR form be adjusted to accommodate additional information.

In the **Details Tab description Box**, add the following headers. This will be required information for the SQR content to be complete. The expectation is that each area will need to be completed for each SQR and if not applicable then an N/A should be entered..

- Description of Issue : A short description of the issue, problem or proposed change
- Business Impact: What impact this change will have on the business process and/or what business purpose does this change support. This description needs to be specific, statements like "this will improve document security" are not acceptable, the impact needs to be specific. For example, "this will improve OOS process by creating a new external electronic verification of the facial image on file with the current state of license".
- Proposed Solution: This can be a TBD
- Estimated number of times the listed issue occurs in a day (alternatively number of customers affected by this issue today).
- Effect of proposed SQR on transaction processing time from a -3 to +3 where -3 reflects a 90 second or more reduction and +3 reflects a 90 second or more increase (I.E. each number reflects 30 seconds as anything less than this is probably very hard to quantify or estimate with any accuracy). For example, a + or - 1 would indicate 1 to 30 second change in the positive or negative; a zero would indicate the proposed change does not affect transaction processing time.

Below is SQR 3913 for a revision to the Out Of State License Conversion process (OOS).

Current Description: The business issue is that the previous Mass License has to be surrendered in order to issue the new Mass License because of the SPEX process if the state the customer is converting from is NOT on State to State. The Mass License is either active or expired. Can an auto surrender be processed for this scenario? Or could the employee be given the ability to surrender the license within the conversion transaction?

Proposed Description:

- Description of Issue: When processing an OOS for a driver that previously had a MA credential, the credential must be Canceled or Surrendered in order for the transaction to process correctly. This is further complicated by whether or not the customer is a conversion record, on SPEXS, whether or not the license is a CDL and whether or not the license has been expired for more or less than two years.
- Business Impact: Since this only occurs for drivers with a prior MA credential, clerks are getting confused and are not canceling the license and/or processing the transaction correctly. This results in a consistently long running OOS conversion transactions.
- Proposed Solution: Let Atlas do the cancelation or surrender in the background; I.E. standardize the transaction so it works the same way all the time regardless of the previous MA license status.
- Estimated Number of Times the listed issue occurs in a day: There are roughly 250 OOS transactions daily, best estimate is 10-20% involve instances where the license needs to be canceled or surrendered.

- Effect on Transaction processing Time: -3; Standardizing this transaction should reduce the average processing time for this subset of transactions by more than 90 seconds.

In addition to the above, in the Checklist Tab, the following five items have been added along with a check box. You should indicate all that are applicable using the check box and then add a short description. The boxes are: Policies Changing, Training Needed, Letter Output, Interface Changes, Financial Changes and eServices Changes. Using the 3913 SQR as the example, the only box that would be check is Training Needed as all of the others are not applicable. The expected description would be along the lines of:

Training Needed: It is anticipated that this change could be managed via a process update to the affected users (Driver licensing, Business Support, CAB, AAA and RMV Service Centers).

RMV ATLAS ESC Meeting

Tuesday, July 17, 2018

**ATLAS R1 – Driver License - 113 Days in Production
ATLAS R2 – Registration and Title – 483 Day until Go-Live**

Call Number: 888-390-2590; Passcode 5160085

Next meeting is Tuesday August 14, at 3:30 p.m.

EXHIBIT PPP

R1 Drivers ATLAS Update - SQRs Recently Implemented

Primary Focus to Assist Service Centers

Financials	<ul style="list-style-type: none"> -Allow fee adjustment to citation late and release fees on the same day as the assessment. -Resolve an issue causing a breakdown in the data sync process when an ALARS backed-out payment was also backed out in Atlas. 	<ul style="list-style-type: none"> -Benefit? - Enables the clerk drawer to be closed
E-Service- Proof of Lawful Presence	Change the name of the Birth Certificate number field to Registration number	MA Birth Certificates verify based on the 'Registration Number'. Eliminate confusion on which number should be used if there is more than one reference number on document.
E-Services	Revised the Real ID and Standard ID content	Provides clarification that fees are the same, a help button and confirmation that a permit is not a Real ID compliant document
E-services	Change button labels on Online Service Center page	Intended to make it clearer for customers attempting to do online transaction
Driver Issuance	Automatic removal of a license restriction when the interlock restriction requirement is met and the license is issued.	Eliminates extra manual steps to remove the restriction
Driver Issuance	Adding /Updating an OOS license Number to Record	Provides ability to have a more complete history record when reviewing possible duplicates
Driver Issuance	Fixed the expiration date calculation error for license renewal extensions	Eliminates extra manual steps to correct the expiration date
Proof of Lawful Presence	Adjust the birth certificate validation process to accommodate birth certificates without a first name	Removes the errors encountered in this scenario.

PPP cont.

ATLAS R1 Stabilization – July 17, 2018 ESC Meeting

The definition of Stabilization: The customer shall have a ninety day Stabilization Period to confirm that each Release contains no major operational issues that the Customer has identified and notified the Vendor of within the Acceptable Stabilization period. (Note that the 90 days is June 22nd)

Assumption: We will continue to make corrections and changes to ATLAS R1 up to the ATLAS Production Freeze as we prepare for the R2 Rollout. This work will continue to be managed and coordinated by the ATLAS Architecture and Application Support Team. MassDOT IT/Applications and the ATLAS PMO will help to direct and support this work.

Process of identifying the Major Operational Issues (Issuance, Finance, eServices, and Enforcement)

The RMV R1 Team leads have reviewed the current SQRS (Corrections, Changes, and Enhancements) and have recommended to the ATLAS PMO their list. (For example – the PMO has agreed that the End of Year Financial Reconciliation is considered a Major Operational Issue – not that these SQRS are already in progress of being tested and deployed).

1. FAST has already committed to complete all Urgent and HIGH Correction SQRS as part of the Stabilization work effort
2. The PMO reviewed the DRAFT Team Leads Lists and review their recommendation with the Registrar on June 20th.
 - ✓ June 20th - The major functional area outstanding was enforcement
 - ✓ July 13th – the PMO reviewed the Updated List – with the exception of Enforcement
 - July 16th – the PMO reviewed the Updated List – with Enforcement

3. Next Steps

- Week of July 16th – confirm what we agree on – and what can be accomplished by August 15th (FY18 Accounts Payable);
- Week of July 16th
 - Identify the items that we are in agreement on and review entire list with the Registrar to determine status;
 - Schedule the 2 week review of the Enforcement Major Operational Issues with a Hearing officer on site
- Week of July 23rd – determine the timeline of the balance of the SQRS (those which will be implemented after Aug 15th)

PPP cont.



ATLAS Architecture and Application Production Support

Working with MassDOT IT, RMV, and FAST – the ATLAS PMO has established and is supporting the transition from the Program to the ATLAS Production Support through Stabilization

- The Production Support Team is lead by: MassDOT IT: Sye Chanthaboun and Diwakar Sagi, RMV R1 Issuance Lead Steve McCollem, and FAST R1 Lead Nick Kintzler
- R1 Team Leads: Finance, eServices, Enforcement, Conversion, Interfaces, Testing, and Training participate in the submission, prioritization, testing, and training of SQRs
- While it is acknowledged that SQRs which are targeted to improve the Service Center Wait times may be “prioritized” over other SQRs, the Production Support Team AND the ATLAS R1 Business Leads/SME are using the ATLAS Severity Chart

Severity	Description
Urgent (Level 1)	Urgent requests that require immediate attention because it is significantly impacting business operation and there is no work around. Urgent SQRs are treated with the expectation of a less than 24-hour turnaround.
High (Level 2)	Requests that require immediate attention because it is significantly impacting business operation, but a work around exists
Medium (Level 3)	Requests that require attention and should be worked on as soon as possible but business impact is not urgent enough to be high
Low (Level 4)	Requests that do not require immediate attention. There is a workaround and business impact is minor.

- Every Tuesday , Functional HUB Meetings – review of the SQRs in Process with the RMV Senior Staff
- Wednesday night Release to Production Schedule/ and Training Updates
- Weekly Review of the Prioritization of the SQRs with the Enforcement (DCU and MRB), Finance (MassDOT Revenue), Medical Assistance Bureau (MAB) Business Owners, Road Test, Application Support Team, PMO, and Team Leads

PPP cont.



EXHIBIT QQQ

From: Crispin, Susan (DOT)
Sent: Tuesday, June 26, 2018 3:16 PM
To: 'Poirier, Matthew (FMCSA)'
Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

They are leaving the messaging until last to fix. They will not listen to me. It is a total mess. I am medicated to say the least.

Susan Crispin
Program Coordinator
Motor Carrier Safety Improvement Act
MASSDOT/RMV
Driver Licensing
857-368-7263



From: Poirier, Matthew (FMCSA) [mailto:Matthew.Poirier@dot.gov]
Sent: Tuesday, June 26, 2018 3:15 PM
To: Crispin, Susan (DOT)
Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

Yeah.

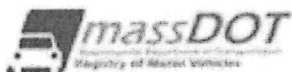
I saw the number of 4,000 convictions come through on the CDLIS Timeliness report for April.

That was eye opening.....

From: Crispin, Susan (DOT) [mailto:susan.crispin@state.ma.us]
Sent: Tuesday, June 26, 2018 3:13 PM
To: Poirier, Matthew (FMCSA) <Matthew.Poirier@dot.gov>
Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

It's a good as it can be considering.....omg.....

Susan Crispin
Program Coordinator
Motor Carrier Safety Improvement Act
MASSDOT/RMV
Driver Licensing
857-368-7263



QQQ cont.

From: Poirier, Matthew (FMCSA) [<mailto:Matthew.Poirier@dot.gov>]
Sent: Tuesday, June 26, 2018 3:10 PM
To: Crispin, Susan (DOT)
Cc: Noonan, Christopher (DOT); Kelley, Patricia (DOT)
Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

Thanks Sue.

Hope all is well.

Matt

Matthew Poirier
State Programs Specialist
USDOT – FMCSA
Massachusetts Division Office
50 Mall Road, Suite 212
Burlington, MA 01803
(o) 781-425-3212 (c) 617-599-4109

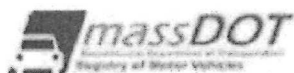
“In road injury epidemiology, kinetic energy is the pathogen, and risk for injury and severity are predicted by the combined effect of mass and speed derived from Newtonian laws of motion and energy.” - Robertson, 1992

From: Crispin, Susan (DOT) [<mailto:susan.crispin@state.ma.us>]
Sent: Tuesday, June 26, 2018 3:08 PM
To: Poirier, Matthew (FMCSA) <Matthew.Poirier@dot.gov>
Cc: Noonan, Christopher (DOT) <christopher.noonan@state.ma.us>; Kelley, Patricia (DOT) <patricia.kelley@state.ma.us>
Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

Matt,

Looping in someone from Driver Control. The Lifetime disqualification on our end appears invalid. The arrest was at 11PM for the OUI and leaving the scene. The breathe test failure was more than likely just past Midnight which makes it appear as a separate offense. I want Chris and Trish to take a look as well, but I can Negate the Lifetime DQ if he/they agree. Common occurrence.

Susan Crispin
Program Coordinator
Motor Carrier Safety Improvement Act
MASSDOT/RMV
Driver Licensing
857-368-7263



From: Poirier, Matthew (FMCSA) [<mailto:Matthew.Poirier@dot.gov>]
Sent: Tuesday, June 26, 2018 2:42 PM

QQQ cont.

To: Crispin, Susan (DOT)

Subject: [Not Virus Scanned] [WARNING : MESSAGE ENCRYPTED] FW: MA Convictions for Ohio CDL # [REDACTED]

Hi Sue:

I realize you're running in a thousand different directions over there.

Is it possible to answer those questions?

Any assistance is really appreciated.

Matt

From: Willoughby, Keith (FMCSA)

Sent: Tuesday, June 26, 2018 2:39 PM

To: Poirier, Matthew (FMCSA) <Matthew.Poirier@dot.gov>

Subject: FW: MA Convictions for Ohio CDL # [REDACTED]

Matt,

This is a follow-up to my inquiry back on 5/21/2018 and the responses received. Prior correspondence confirmed that the A21 and B08 violations on 1/31/2017 and corresponding convictions on 3/2/2017 were the result of the same incident. The attached CDLIS Report shows MA taking withdrawal action against the driver for A91, effective 2/1/2017 to 3/3/2017, although driving privileges have yet to be reinstated. Is the withdrawal action by MA for A91 (See Withdrawal #8 on the attached CDLIS Report) a result of the same incident as the A21 and B08 violations/convictions?

Also, is there any other violation or conviction information related to the traffic enforcement stop on 1/31/2017, such as a FTA(D45), FTP (D53) or FTC (D56)?

Thanks.

Keith

From: Poirier, Matthew (FMCSA)

Sent: Tuesday, June 05, 2018 3:41 PM

To: Willoughby, Keith (FMCSA) <keith.willoughby@dot.gov>

Subject: FW: MA Convictions for Ohio CDL # [REDACTED]

Hi Keith:

This is the answer I got back from MA.

Matt

From: Crispin, Susan (DOT) [mailto:susan.crispin@state.ma.us]

Sent: Tuesday, June 5, 2018 3:40 PM

To: Poirier, Matthew (FMCSA) <Matthew.Poirier@dot.gov>

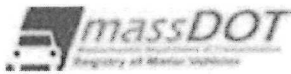
Cc: Rowland, Robert (DOT) <robert.rowland@state.ma.us>

Subject: RE: MA Convictions for Ohio CDL # [REDACTED]

The A21 and B08 were the same event. Both appear on the same citation issued by Chelsea, PD at the same time.

Susan Crispin
Program Coordinator
Motor Carrier Safety Improvement Act
MASSDOT/RMV
Driver Licensing
857-368-7263

QQQ cont.



From: Poirier, Matthew (FMCSA) [<mailto:Matthew.Poirier@dot.gov>]
Sent: Tuesday, June 5, 2018 2:46 PM
To: Crispin, Susan (DOT)
Cc: Rowland, Robert (DOT)
Subject: [Not Virus Scanned] [WARNING : MESSAGE ENCRYPTED] FW: MA Convictions for Ohio CDL # [REDACTED]

Hi Sue:

Would you be able to provide any insight for Keith on this?

Any assistant is appreciated.

Matt

From: Willoughby, Keith (FMCSA)
Sent: Monday, May 21, 2018 4:05 PM
To: Poirier, Matthew (FMCSA) <Matthew.Poirier@dot.gov>
Subject: MA Convictions for Ohio CDL # [REDACTED]

Matt,

I am conducting the first of 2 CD90.4.1 monitoring efforts for CY 2018 and have come across a 2 MA convictions for CDL holder # [REDACTED] that I would like additional information on. The driver was cited for an A21 and a B08 violation on 1/31/2017 and convicted of both on 3/2/2017. Can you check with your SDLA to determine if the 2 citations were the result of a single incident or if the 2 citations actually resulted from 2 totally separate incidents/traffic stops.

The Withdrawal History shows MA revoked the driver's driving privileges in MA for 1 year for the A21 conviction, 3 months for the B08 conviction, and Indefinite for W40 (accumulation of 2 or more convictions of major offenses), as well as, several other revocations that appear to be related.

Ohio in turn has disqualified the driver for A91 for 1 year and then imposed an Indefinite disqualification for W40. If the convictions resulted from the same incident, then the W40 Indefinite suspension issued by Ohio would need to be removed from the driving record. If the convictions resulted from 2 different incidents, then the disqualification period for the W40 withdrawal action will need to be corrected, as it cannot begin until at least 3/21/18, as the disqualification periods must be served consecutively rather than concurrently.

Let me know if any questions.

The attached CDLIS report is password protected. I will provide a password directly.

Keith R. Willoughby, State Program Specialist
Federal Motor Carrier Safety Administration
200 N. High Street, Room 609
Columbus, OH 43215
(614) 280-6863
keith.willoughby@dot.gov

QQQ cont.

EXHIBIT RRR

From: Bowes, Tom (DOT) <Tom.Bowes@MassMail.State.MA.US>
Sent: Friday, June 22, 2018 2:59 PM
To: MRB-DL - MRB Supervisors
Subject: Update

Good Afternoon,

A quick update.

Today I attended a Senior staff meeting with the Registrar and Secretary Pollack. The focus on the meeting was the status of the ATLAS project.

As you know, We are approx. 3 months into release 1 and we are still working on outstanding issues for which there are a number for MRB. We have been assured by the Secretary & Registrar that FAST is committed to resolving the issues as quickly as they can and they will have dedicated team members available to see that all SQR'S are completed.

Having said that, as you are already aware release 2 will be ramping up over the upcoming weeks and you will see more on what is in store for release 2.

I wanted to give special thanks to Chris Shackett for all that he has done for us on release 1. He has been a great advocate for us and I thank him for all that he has done and will continue to do for us in relation to release 1.

Please know that the Secretary and Registrar will continue to support us in seeing resolution on the outstanding SQR'S and both are excited for release 2. We have learned a lot about what worked and has not worked with release 1 and I am confident that we will see an improved roll out for release 2

Tom Bowes
Director, Merit Rating Board
25 Newport Ave Ext.
Quincy, MA. 02171

Tel: 857-368-7601
Fax: 857-368-0806

EXHIBIT SSS

From: Kintzler, Nicholas (DOT)
Sent: Friday, December 15, 2017 4:31 PM
To: Gleason, Margaret (DOT); Goodman, Ben (DOT)
Subject: RE: Merge Records Follow-up

This makes 1000% more sense than what Keith was suggesting. It adds a wrinkle to what we were thinking but overall, I think this is a fine direction for them to move in. Its basically what we were recommending but tacking on the additional suspension time at the time of the merge is the wrinkle, which should be a manageable thing to implement.

Thanks,

Nick

From: Gleason, Margaret (DOT)
Sent: Friday, December 15, 2017 4:25 PM
To: Goodman, Ben (DOT) <Ben.Goodman@MassMail.State.MA.US>; Kintzler, Nicholas (DOT) <Nicholas.Kintzler@MassMail.State.MA.US>
Subject: FW: Merge Records Follow-up

FYI. I know you were on this Ben, but just wanted to make sure you both saw. OK with this approach?

From: Deveney, Erin (DOT)
Sent: Friday, December 15, 2017 1:22 PM
To: Costantino, Keith (DOT) <Keith.Costantino@MassMail.State.MA.US>; Canaan, Kenneth (DOT) <Kenneth.Canaan@MassMail.State.MA.US>; Catania, Bill (DOT) <Bill.Catania@MassMail.State.MA.US>; Ogilvie, Colleen (DOT) <Colleen.Ogilvie@MassMail.State.MA.US>; Wada, Patricia (DOT) <Patricia.S.Wada@MassMail.State.MA.US>; Gleason, Margaret (DOT) <Margaret.Gleason@MassMail.State.MA.US>; Goodman, Ben (DOT) <Ben.Goodman@MassMail.State.MA.US>
Cc: Lavoie, Sara (DOT) <sara.lavoie@dot.state.ma.us>
Subject: Merge Records Follow-up

Good afternoon:

I had the opportunity to speak with the Secretary again last evening in follow up to the ESC conversation that was held on the merging of records practice for ATLAS.

She confirmed acceptance of the recommendation to merge the record in manageable batches that are closely reviewed by staff within 6 months post merge and adjudicate based on the current business rules. In the event that the driver has another lifetime event (prior to the batched/adjudication) the adjudication rules will include the citations. We would use the 6 year look back period, unless it qualified as a lifetime event.

The result of this would be that if a person served a 60-day suspension for a first event, then a 60-day suspension for a subsequent offense that should have been treated as 2nd offense with a 180-day suspension, we should issue a new suspension notice with advance notice of intent to suspend (not immediate suspension) for a 120-day suspension that is the remaining time to be served. If possible, we should not be imposing a reinstatement fee for the new suspension, unless that amount for the reinstatement fee is greater than what was paid. In the scenario I noted, if the reinstatement fee for the 2nd 60 day suspension is the same as it would have been if we had issued a 180-day suspension correctly,

SSS cont.

then the customer should not have to pay another reinstatement fee at the end of the 120-day suspension to be served. If, however, the reinstatement fee for the second suspension should have been \$500 for instance and the customer only paid \$100 to be reinstated, then the customer should have to pay the \$400 balance at the end of the new suspension to serve the full suspension period and pay the full amount that should have been assessed initially.

I think that this is the same explanation of the ESC decision as it was related by Maggie and Colleen last night. If there are other questions, though, please let me know. I know that these issues are perhaps the most complex ones that we will address in R1, so I do appreciate the diligence to make sure that we make and implement these decisions correctly.

Thank you.

Erin Deveney, Registrar
MassDOT RMV Division
10 Park Plaza, Suite 6620
Boston, Massachusetts 02116
erin.deveney@state.ma.us
(o) 857-368-9460
(m) 617-694-6055

EXHIBIT TTT

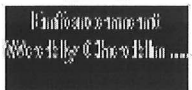
From: Canaan, Kenneth (DOT)
Sent: Monday, May 21, 2018 11:04 AM
To: Wada, Patricia (DOT);Lavoie, Sara (DOT);Goodman, Ben (DOT);Kintzler, Nicholas (DOT);Costantino, Keith (DOT);Bowes, Tom (DOT);Catania, Bill (DOT);Albertz, David (MRB);Sagi, Diwakar (DOT);Ogilvie, Colleen (DOT);Gleason, Margaret (DOT)
Cc: McCollem, Steve (DOT)
Subject: RE: Twice a week Enforcement Check In meetings 617-651-8230,,,303030#

Hi All,

Please see attached agenda for today's meeting. We will recap last week's discussion on the TSE letter issue and review the highlighted sections on the agenda in order to continue where we left off last week.

Additionally, I would like to get status on impediments holding Certified Driving Records from being printed. Primary impediment is related to providing correct envelope sizes to Chelsea.

Thanks,
Ken



-----Original Appointment-----

From: Wada, Patricia (DOT)
Sent: Friday, May 11, 2018 11:53 AM
To: Wada, Patricia (DOT); Lavoie, Sara (DOT); Goodman, Ben (DOT); Kintzler, Nicholas (DOT); Costantino, Keith (DOT); Bowes, Tom (DOT); Canaan, Kenneth (DOT); Catania, Bill (DOT); Albertz, David (MRB); Sagi, Diwakar (DOT); Ogilvie, Colleen (DOT); Gleason, Margaret (DOT)
Cc: McCollem, Steve (DOT)
Subject: Twice a week Enforcement Check In meetings 617-651-8230,,,303030#
When: Monday, May 21, 2018 1:00 PM-1:45 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Conference, McLaughlin Room (DOT)

Based on what I could see from people's calendar this was the best spot on a Monday.

I am going to put two calendar's on the books Monday and Friday's. I am scheduling them through the end of June.
Ken – it would be helpful if you put the agenda together and sent it out in advance.

Everyone – if you are sending Ken item's to include on the agenda please send include the SQR number.

Thanks everyone

(I may not be able to set up the Thursday meeting until Monday)

EXHIBIT UUU

Sent: Tuesday, June 26, 2018 11:25 AM
To: Ogilvie, Colleen (DOT)
Subject: RE: SQRs status for MAB and Enforcement...what is the status of Road test?

From: Ogilvie, Colleen (DOT)
Sent: Monday, June 25, 2018 2:33 PM
To: Chanthaboun, Sye (DOT); McCollem, Steve (DOT); Sagi, Diwakar (DOT)
Subject: SQRs status for MAB and Enforcement...what is the status of Road test?

Hi Team,
Here is my understanding of current state. I am concerned that the Enforcement list is not moving and they have a long list of high priorities. What can we do to improve progress?

MAB
4992 1A-implemented

4,671- in testing 1D

4,746 -jay tested and passed. what is next step? 2A

4,280 -tested but needs more dev work 1B

4,300 -submitted 2C

3,738 -in PROD-verify 1C

4,429 -migrate to mrs 2E

4743 -verify in mrp 1B

4670 -submitted 2B

4690 -in progress 1E

4552 -submitted 2D

Enforcement=blue font shows progress

SQR	Submitted	Assigned	Title	Priority	Status	Type
4,663	21-May-18	BSNTST. kintzlern	Citations from the court that have a different number of offenses but all offenses match to the ones on a citation should still auto post	Medium (Level 3)	P5 -- Migrate to MRS- test in MRS- shackett	Change
4,476	15-May-18	BSNTST. kintzlern	Driving Record does not display original license issue date	Medium (Level 3)	P5 - Test in MRS-verify in MRP	Change

4,302	08-May-18	goyettew	Multiple NSC class requirements evaluated onto record from manual requirement basis What are the number of records this impacts?	Medium (Level 3)	PS – Assigned- assigned	Change
4,907	04-Jun-18	BSNTST. kintzlern	AAMVA Change State of Record Suspensions posting immediate suspensions	High (Level 2)	PS – Submitted- status has not changed	Change
5,071	13-Jun-18	BSNTST. kintzlern	Send letter when AAMVA Sanctions are added to a record	Needs Prioritization	PS – Submitted- still submitted	Change
4,908	04-Jun-18	goyettew	IID IVO Work Queue not populating when Violations are posted	Low (Level 4)	PS – Assigned— still assigned	Change
3,775	20-Apr-18	BSNTST. tatumj	AAMVA Sanction Convictions added from driver history posting a sanction	High (Level 2)	PS – Assigned— still assigned	Change
3,725	19-Apr-18	goyettew	- Court finding results not resulting in proper sanctions because converted boolean exists on converted 'pending' verdicts	High (Level 2)	PS - In Progress-- assigned	Change
4,460	14-May-18	mcmind	CJIS Warrant File – Update file for modify transaction	High (Level 2)	PS - In Progress- still in progress- waiting for business decision?	Change
3,790	20-Apr-18	kcaanan	Add suspension posting functionality to CJIS Warrant File	Medium (Level 3)	PS – Test in MRS- assigned to ken on June 20 to test	Change
4,771	25-May-2018	BSNTST. kintzlern	Suspensions not posting base on Posted Date of Finding- needs to move with 4663	Needs Prioritization Prioritized as high	PS – Submitted- test in MRT-Ken	Change
3,915	25-Apr-18	BSNTST.kintzlern	TSE incorrectly expired following citation void	Needs Prioritization	PS – Submitted- still in submitted	Change
4,476	15-May-18	BSNTST. kintzlern	Driving Record does not display original license issue date	Needs Prioritization- medium	PS – Submitted- verify in MRP	Change
4,163	04-May-18	BSNTST. kintzlern	Update BATS processing of out of state drivers and arrest dates	Medium (Level 3)	PS – Assigned- still in assigned	Change

EXHIBIT VVV

From: Gleason, Margaret (ATLAS)
Sent: Monday, October 1, 2018 10:56 AM
To: Kintzler, Nicholas (ATLAS); Goodman, Ben (ATLAS)
Subject: Re: Availability of FAST resource

Why can't Alex do both? Are the stabilization taking 100% of his time? While he is awaiting testing, can he get started on any others from the Enforcement team? I assume you are both going to the Enforcement meeting today, correct? If so, we need to please show that we can get started on a couple of their things.

Maggie Gleason
404.536.2237

On Oct 1, 2018, at 10:38 AM, Kintzler, Nicholas (ATLAS) <Nicholas.Kintzler@dot.state.ma.us> wrote:

Hello Eileen,

Alex still is working through a couple of stabilization SQR's so he isn't available yet. They are his top priority and will be done as quickly as they can be. They are also enforcement SQR's that were flagged as a top priority by DCU for stabilization so its progression for the SQR's as it relates to the enforcement team.

Thanks,

Nick Kintzler

From: Glovsky, Eileen (DOT)
Sent: Monday, October 1, 2018 9:21 AM
To: Kintzler, Nicholas (ATLAS) <Nicholas.Kintzler@dot.state.ma.us>
Cc: Primerano, John (DOT) <John.Primerano@dot.state.ma.us>; Gleason, Margaret (ATLAS) <Margaret.Gleason@dot.state.ma.us>
Subject: Availability of FAST resource

Nick,

Could you please provide an update on Alex's availability to help with the prioritized SQR's from the enforcement team? I know you had hoped that he would complete the stabilization SQRs last week.

Thank you.

Eileen

Eileen Glovsky
OCM Specialist
ATLAS Project
Registry of Motor Vehicles

Eileen.glovsky2@dot.state.ma.us
617-875-2585

VVV cont.

EXHIBIT WWW

From: Costantino, Keith (DOT)
Sent: Thursday, January 31, 2019 6:18 PM
To: Canaan, Kenneth (DOT)
Subject: FW: Prioritizing SQRs
Attachments: Copy of Driver Control Ranking-Keith Costantino.xlsx

Hi Ken,

Let's take a look at this list first thing in the morning and get our priorities ranked and back to Alan. I am hoping that our continued persistence will move some of our issues to the forefront for resolution.

Chat with you in the morning.

Thanks,

Keith

From: Macdonald, Alan (DOT)
Sent: Thursday, January 31, 2019 5:43 PM
To: Costantino, Keith (DOT)
Cc: Primerano, John (DOT); Chanthaboun, Sye (DOT); McCollem, Steve (DOT)
Subject: Prioritizing SQRs

Hello,

I am writing to ask for your assistance in an effort to make an important step to address many of the critical outstanding SQR requests across the RMV. We all recognize that SQR requests reflect important challenges that you face in your daily work and in our effort to provide quality service to our customers and partners. The ATLAS Development and MassDOT IT teams are working diligently every day to remove these barriers and improve the system – and they are showing impressive progress by closing 1,129 SQRs since the inception of the SLURPEE process in September 2018.

As referenced in my previous update message back in November 2018, the ATLAS system and the simultaneous continued usage of ALARS is a very complex environment with extremely intertwined and sensitive components. This leads to the significant volume and wide variety of solution requests that are submitted to the process. As a result, there are still 691 SQRs that remain open in various stages of analysis, development, and implementation. Aside from the sheer volume of outstanding work, there are two significant milestones approaching that require a re-evaluation of the open solution requests; 1) the Spring 2019 ATLAS "Sync Pack" which will require a system freeze in mid-May and 2) the full ATLAS system freeze that will begin on July 1, 2019 in preparation for R2.

Although it is frustrating for us all, we have to acknowledge that it is unrealistic for all of the outstanding requests to be completed before the system freeze in July. Understanding this deadline, we want to ensure that as many absolutely critical changes as possible can be closed. Please find attached spreadsheets with all of the open SQRs in your business area. Please review this with your teams and respond with your ranking of these items. Feel free to add commentary highlighting the critical nature of the change being completed before the freeze – understanding that we look to key criteria such as public safety and RMV credibility as core metrics for prioritization.

The SLURPEE team will review the rankings submitted by all the business areas and identify a workplan to focus on the items that must get done. We plan to review the submissions at our regular meeting next Tuesday, February 5, 2019, so please provide your responses ASAP.

WWW cont.

Thank you and we appreciate your commitment to our customers and your understanding of the needs across the organization.

AI

Alan J. Macdonald
Chief Operating Officer
MassDOT Registry of Motor Vehicles
RMV Headquarters
25 Newport Avenue Extension
Quincy, MA 02171
(857) 368-7980
(857) 329-2774 *mobile*
Alan.macdonald@dot.state.ma.us

EXHIBIT XXX

From: Kelley, Patricia (DOT)
Sent: Wednesday, July 24, 2019 9:16 AM
To: Shackett, Christopher (DOT);Cox, Nancy P. (DOT);Canaan, Kenneth (DOT);Michalik, Anne (DOT);McCollem, Steve (DOT);Bowes, Tom (DOT);Nelson, Jim (DOT);Fahy, Kayla (DOT);Crispin, Susan (DOT);Coker, Roxanne (DOT);Lavoie, Sara (DOT);Jarvis, Laurie (DOT);Costantino, Keith (DOT);Hannan, Sherri (DOT);Innes, Kevin (DOT);Ariely, Michael (DOT);Noronha, Michael (DOT);Hoban, Jennifer (DOT);Macdonald, Alan (DOT);Douville, Deana (DOT);Noonan, Christopher (DOT)
Cc: Kelley, Patricia (DOT)
Subject: RE: ATLAS Accounts Merge Instructions - Feedback requested

Deana and I are curious to know what part of the "contact center" will be addressing merges? Is this going to be Sherri Hannan's group? There needs to be a certain level of expertise/knowledge in reviewing the more complicated records that are merged to ensure proper suspension actions have been applied.

Who in each group will be authorized to review merges that have suspension activity or potential suspension activity on the record?

Who will be handling the DCUmerge email box??

Patricia A Kelley
Program Coordinator III
Driver Control Unit
MA DOT/RMV Division
857-368-4768

From: Shackett, Christopher (DOT)
Sent: Wednesday, July 24, 2019 8:59 AM
To: Cox, Nancy P. (DOT); Canaan, Kenneth (DOT); Michalik, Anne (DOT); McCollem, Steve (DOT); Bowes, Tom (DOT); Nelson, Jim (DOT); Fahy, Kayla (DOT); Crispin, Susan (DOT); Coker, Roxanne (DOT); Lavoie, Sara (DOT); Jarvis, Laurie (DOT); Costantino, Keith (DOT); Hannan, Sherri (DOT); Innes, Kevin (DOT); Ariely, Michael (DOT); Noronha, Michael (DOT); Hoban, Jennifer (DOT); Macdonald, Alan (DOT); Douville, Deana (DOT); Noonan, Christopher (DOT); Kelley, Patricia (DOT)
Subject: RE: ATLAS Accounts Merge Instructions - Feedback requested

Here are my questions/Concerns:

INSTRUCTIONS:

Moving forward each department that comes across a merge request should be able to perform the merge. Departments that can perform an account merge include MRB, Contact Center, Business Support, SPEX, Driver Licensing, DCU and Enforcement Services. Merges encountered by clerks in Service Centers are to forward the requests to Business Support. Before performing the merge confirm the passenger status for both Survivor and Non-Survivor accounts. **Should the Contact Center be performing Merges? Who would be doing these in the Contact Center? Have they ever done this before? Maybe they should send their request to business support like the Service Center.**

Outstanding issues with Merge

XXX cont.

Please look out for the following issues as they remained unresolved SQRs up to the Freeze.

1. Duplicate citations processing. The SQR attempted to resolve the issue of correctly versioning duplicate citations upon merge. The workaround is to contact MRB informing them of the duplicate citation in order for the duplicate version to be reversed or transferred. **Who are they to Contact at the MRB? Should this be Citation Processing? If so, should we include their mailbox on this email? Has Citation Processing been made aware that they will be receiving these request/emails?**

Thanks.

Chris Shackett
CMVI Payments Supervisor

From: Cox, Nancy P. (DOT) <Nancy.P.Cox@dot.state.ma.us>
Sent: Monday, July 22, 2019 4:56 PM
To: Canaan, Kenneth (DOT) <Kenneth.Canaan@dot.state.ma.us>; Michalik, Anne (DOT) <Anne.Michalik@dot.state.ma.us>; McCollem, Steve (DOT) <Steve.McCollem@dot.state.ma.us>; Bowes, Tom (DOT) <Tom.Bowes@dot.state.ma.us>; Nelson, Jim (DOT) <Jim.Nelson@dot.state.ma.us>; Fahy, Kayla (DOT) <Kayla.Fahy@dot.state.ma.us>; Crispin, Susan (DOT) <Susan.Crispin@dot.state.ma.us>; Shackett, Christopher (DOT) <Christopher.Shackett@dot.state.ma.us>; Coker, Roxanne (DOT) <Roxanne.Coker@dot.state.ma.us>; Lavoie, Sara (DOT) <Sara.Lavoie@dot.state.ma.us>; Jarvis, Laurie (DOT) <Laurie.Jarvis@dot.state.ma.us>; Costantino, Keith (DOT) <Keith.Costantino@dot.state.ma.us>; Hannan, Sherri (DOT) <Sherri.Hannan@dot.state.ma.us>; Innes, Kevin (DOT) <Kevin.Innes@dot.state.ma.us>; Ariely, Michael (DOT) <Michael.Ariely@dot.state.ma.us>; Noronha, Michael (DOT) <Michael.Noronha@dot.state.ma.us>; Hoban, Jennifer (DOT) <Jennifer.Hoban@dot.state.ma.us>; Macdonald, Alan (DOT) <alan.macdonald@dot.state.ma.us>; Douville, Deana (DOT) <Deana.Douville@dot.state.ma.us>; Noonan, Christopher (DOT) <Christopher.Noonan@dot.state.ma.us>; Kelley, Patricia (DOT) <Patricia.Kelley@dot.state.ma.us>
Subject: RE: ATLAS Accounts Merge Instructions - Feedback requested

Please 'reply all' with your suggested changes.

Thanks!!

From: Canaan, Kenneth (DOT) <Kenneth.Canaan@dot.state.ma.us>
Sent: Monday, July 22, 2019 3:35 PM
To: Michalik, Anne (DOT) <Anne.Michalik@dot.state.ma.us>; McCollem, Steve (DOT) <Steve.McCollem@dot.state.ma.us>; Bowes, Tom (DOT) <Tom.Bowes@dot.state.ma.us>; Nelson, Jim (DOT) <Jim.Nelson@dot.state.ma.us>; Fahy, Kayla (DOT) <Kayla.Fahy@dot.state.ma.us>; Crispin, Susan (DOT) <Susan.Crispin@dot.state.ma.us>; Shackett, Christopher (DOT) <Christopher.Shackett@dot.state.ma.us>; Coker, Roxanne (DOT) <Roxanne.Coker@dot.state.ma.us>; Lavoie, Sara (DOT) <Sara.Lavoie@dot.state.ma.us>; Jarvis, Laurie (DOT) <Laurie.Jarvis@dot.state.ma.us>; Costantino, Keith (DOT) <Keith.Costantino@dot.state.ma.us>; Hannan, Sherri (DOT) <Sherri.Hannan@dot.state.ma.us>; Innes, Kevin (DOT) <Kevin.Innes@dot.state.ma.us>; Ariely, Michael (DOT) <Michael.Ariely@dot.state.ma.us>; Noronha, Michael (DOT) <Michael.Noronha@dot.state.ma.us>; Hoban, Jennifer (DOT) <Jennifer.Hoban@dot.state.ma.us>; Macdonald, Alan (DOT) <alan.macdonald@dot.state.ma.us>; Douville, Deana (DOT) <Deana.Douville@dot.state.ma.us>; Noonan, Christopher (DOT) <Christopher.Noonan@dot.state.ma.us>; Kelley, Patricia (DOT) <Patricia.Kelley@dot.state.ma.us>; Cox, Nancy P. (DOT) <Nancy.P.Cox@dot.state.ma.us>
Subject: ATLAS Accounts Merge Instructions - Feedback requested

Hi All,

Please review the instructions for the accounts merge process and provide feedback before it is officially sent out.

INSTRUCTIONS:

Moving forward each department that comes across a merge request should be able to perform the merge. Departments that can perform an account merge include MRB, Contact Center, Business Support, SPEX, Driver Licensing, DCU and Enforcement Services. Merges encountered by clerks in Service Centers are to forward the requests to Business Support. Before performing the merge confirm the passenger status for both Survivor and Non-Survivor accounts.

Merge if:

- **Survivor=Active and Non-Survivor=Active**
 - In the event the survivor account is active and after the merge it becomes suspended. Please report it to the DCUmerge team to review and resolve. Please use Subject line "Merge ISSUE" so it can be addressed promptly and not drowned in the queue for merge requests.
- **Survivor=Suspended and Non-Survivor =Active**
- **Survivor=Suspended and Non-Survivor =Suspended**
- **Survivor=Active (NON LICENSE HOLDER) and Non-Survivor =Suspended**

EXCEPTION:

- **Survivor=Active License Holder and Non-Survivor=Suspended** since the license holder will become immediately suspended and will not receive any notice. Only Merge if the customer has been made aware that the license will become suspended.

In the event there is no contact info available for the customer a CLR hearing will likely be scheduled to bring the customer in to inform him of the merger, requests for mergers that will require notification to the driver can be sent to DCUmerge@dot.state.ma.us

- This mailbox is dedicated to merger issues and will help to establish a consistent and efficient way of processing customer account mergers.
- In the "Subject" line of the email, please use the phrase "Customer Account Merge", this will provide for quick and easy identification of the request.
- In the body of the email, please include the following details: Name, License #(Survivor/Non-Survivor), DOB.
- Also, please include a short description of the relief being sought. (example: please merge the A# and the offenses to the S#, maintaining the S# as the survivor account)

These mergers will require a long lead time as it will require to bring the customer in for a hearing to inform them of the merge and the consequences of combining both records.

Outstanding issues with Merge

Please look out for the following issues as they remained unresolved SQRs up to the Freeze.

1. Duplicate citations processing. The SQR attempted to resolve the issue of correctly versioning duplicate citations upon merge. The workaround is to contact MRB informing them of the duplicate citation in order for the duplicate version to be reversed or transferred.
2. Converted NDR Violations and Payment Defaults. This issue relates specifically to these converted violations that were complied in ALARS, and since proof of compliance did not exist in ALARS, nothing was converted notating these compliances. When merge occurs, the system is looking for this compliance item and when it cannot find it, reactivates the suspension. These suspensions were already complied with and were not active on the non-survivor record, so they need to be dealt with accordingly.

XXX cont.

3. Open financial transactions. In the event a customer pays outstanding balances on an account that will be merged, the merge cannot be processed until the account settles (in some cases this is overnight or 3-5 business days for credit card transactions)

These issues impact less than 10% of the merges to be done. Any requests for assistance or clarification during a merge process can be sent to the DCUmerge@dot.state.ma.us

Please do not send any more requests to the SPEXMerge mailbox the backlog in here will be worked on and cleared as soon as possible.

Please forward to whomever I may have missed and let me know if you have any questions or feedback on this process.

Thanks,
Ken

EXHIBIT YYY

From: Deveney, Erin (DOT)
Sent: Tuesday, May 14, 2019 1:25 PM
To: Bowes, Tom (DOT);Macdonald, Alan (DOT)
Subject: RE: Project Item - 69063

Gentlemen-

Let's move this discussion back into a positive direction into what we will be doing moving forward.

Alan-please pull together a meeting with the right parties from R2 who know what IPM will look like in R2 to know what duties and responsibilities need to be performed in addition to the work that we expect Kerry Kilrow will be doing. That information needs to be turned into a job description so we can post for any position(s) needed. Once we know the duties and numbers then we can work with Selina to get the job(s) classified and posted. We have anticipated this in the hiring plan and will include in our operating budget, as we do Kerry.

Tom-IPM is moving to the MRB. It is about relationships with the insurance industry and getting them to do what they are required to do, so that is most consistent with the work that the MRB does. The RMV funds will pay for staff, but MRB management is going to have to know what the new business processes are. So, while I know that you don't want to add more work to your team, it is not feasible for MRB management to not participate any further, as that will just leave a great deal of catching up to be done. Additionally, if MRB is going to participate in the hiring of the additional staff, and it makes most sense that you do, you guys are going to have to know the jobs to pick the right people.

Thank you both for working towards solutions.

From: Bowes, Tom (DOT)
Sent: Tuesday, May 14, 2019 9:57 AM
To: Macdonald, Alan (DOT)
Cc: Deveney, Erin (DOT)
Subject: Project Item - 69063

Good Morning,

I have just been assigned Project item 69063 – Begin business process to manage Insurance Carriers. As you are aware the MRB is funded by the Personal Lines Carriers that do business in the Commonwealth. During conversations as to where this is going to land in Release 2, I have been asking for additional staffing as my current staff does not deal with any Commercial Insurance Carriers and they are not trained for this. Until such time as we have adequate staffing in place and properly trained I am not willing to take on Insurance Policy Management. With the continued issues being raised through the SQR process I do not feel this would be fair for my staff.

Tom Bowes
Director, Merit Rating Board
25 Newport Ave Ext.
Quincy, MA. 02171

Tel: 857-368-7601
Fax: 857-368-0806

EXHIBIT ZZZ

From: Wada, Patricia (DOT) <Patricia.S.Wada@MassMail.State.MA.US> on behalf of Wada, Patricia (DOT)
Sent: Monday, May 22, 2017 9:15 PM
To: Gleason, Margaret (DOT);Ogilvie, Colleen (DOT)
Subject: The Colorado Recommendation
Attachments: DRIVES ESC May 24 2017.docx

Hard to condense it But here my attempt.

The Colorado License and Vehicle Profile

1. Population 5.2M – Implemented RealID in Feb/March 2013
2. Cars 4M
3. DMV 500 FTE (120 also support Driver Control in 51 Offices)
4. Title and Registration is County Administrated (Title Turn around 5 Day Turn around)

Colorado DRIVES Project Profile

1. The DRIVES project (License implementation 2/17 and Registration implementation on ____) was the product of a 5 year Strategic Plan. The DRIVES project is replacing two systems which are not integrated;
2. The DRIVES application is hosted by FAST. Legacy IT resources are from the OIT organization
3. The Senior Director Mike Dixon (similar position to the Registrar has been at DMV, DOR for 6 years) – DRIVES – “a successful implementation”
4. The DRIVES Executive Steering Committee (18 person) met monthly during design and bi-weekly thereafter;
5. The DRIVES Project Management Team (4 person) PM/DOR (RMV), PM/OIT (MassIT), PM Business Technical/OIT (MassIT), and PM/FAST;

The Colorado DRIVES Visit included the Westgate Drivers License Office (Customer Flow, Real ID, Use of Queuing) and Drive Control Operations (Mailing/Scanning, Customer call center, Back Office, Law Enforcement and Communication Center

Recommendations – Split into three reviews:

- A. Design, Conversion, Documents (Letters and Reports), Process Flows and Testing
- B. Operational Change Management, Training, Letters, and Metrics (Additional information - June ESC Meeting)
- C. Go Live Activities (Proposed - September ESC Meeting)

Design, Conversion, Documents, Process Flows, Testing, and Real ID

1. 25.5 Full Time SMES were assigned to the DRIVES Project (This did not include the 11 FTE from OIT or the 27 FTE/Testers and 16 FTE Expert Users)
 - Well planned and financed approach of using temporary state employees to back fill SMEs
 - Still hard to find the “right” people to dedicate to the project. At all levels of project management – the phrase “Pay me now, Pay me later was expressed
 - Areas which were staffed with less knowledgeable SMEs – were where the problems showed up in production
 - The DRIVES project had a dedicated HR resource to manage the hiring process
- Recommendation – ATLAS has been caring a RISK of SME participation – review against our original plan and the CO numbers

ZZZ cont.

2. The FAST application as demonstrated by the CO design compared to the MA design is clearly flexible. Kudos to the CoM functional team for the ATLAS Design.
 - Lesson's learned – Mike Dixon – one area was process flows
 - Lesson's learned – end to end testing is critical (they recommended standing up a "Model Office" for end to end testing) including Interfaces
3. While Colorado had already implemented Real ID – they shared with some background on Legal Presence Enrollment required in 1998 (which they described as a painful 5 year process) and their Real ID Implementation which included working with Advocacy Groups
 - Colorado is sending us their Real ID check lists

Operational Change Management, Training, Letters, and Metrics (highlights)

4. Communications is key – DRIVES Communication Site for End Users
5. Training – don't wait for the standard "just in time" training
6. Letters – don't understate the work effort to review, rewrite, rewrite of the DRIVES Letters
7. Maximize the FAST Sandbox Training Approach (testing of transactions in a Production Like environment – the weeks and days leading up to implementation)
8. Pick the right SMEs for the Expert Users (Training Staff)

EXHIBIT AAAA

From: Goodman, Ben (DOT) <Ben.Goodman@MassMail.State.MA.US> on behalf of Goodman, Ben (DOT)
Sent: Thursday, September 7, 2017 6:58 PM
To: Ogilvie, Colleen (DOT); Wada, Patricia S (DOT); Gleason, Margaret (DOT)
Subject: RE: Enforcement Team Follow
Attachments: ATLAS_Training_ExpertUserResourceRequest_2017-05-15.docx

Colleen, Patricia and Maggie,

Below is a rough-draft summary of the issues, concerns and possible solutions for our DCU resource conundrum. Can you all please review and provide feedback/edits before the PMO huddle tomorrow morning? Especially adding any other possible solutions that you can think of!

Thank You,

Ben

Enforcement Team DCU Subject Matter Experts (SMEs) Summary

- **Chris Noonan**
 - Chris was assigned as the DCU SME for full time assignment to the Enforcement team.
 - Chris was the only Full-Time enforcement Subject Matter Expert (SME)
 - Chris was also assigned Driver Merge responsibilities that pulled him away from his SME responsibilities
 - In Mid August, when business testing started, Chris was redeployed to conduct hearings 2-3 days per week to cover for others assigned to business testing.
 - ATLAS PMO was not informed of this change
 - Today ATLAS PMO learned that the week of Sept 4th, is the 3rd week that Chris has not been physically at the ATLAS project
 - No explanation has been provided for Chris' total absence
 - Chris currently has the following assignments
 - 10 Scenario groups
 - 20 Development Items for Unit Testing
 - Last time Chris updated any of his scenarios was July 21st
 - Last development item work we received from Chris was August 24th
- **Paul Lavallee**
 - Paul was brought in to help write testing scenarios
 - Enforcement team and Testing team were informed on Tuesday 9/4 that Paul was no longer working on the enforcement scenarios
 - Not present this week
 - Paul currently had the following outstanding assignments
 - 10 Scenario Groups
- **Patricia Kelley**
 - Part-Time DCU SME
 - Assigned Wednesdays
 - Consistency of this involvement has recently decreased
 - Mostly works with Ken on 1st Floor

- Attends Enforcement Team meetings on Wednesdays
- **Deana Douville**
 - Part-Time DCU SME
 - Assigned Wednesdays
 - Consistency of this involvement has recently decreased
 - Mostly works with Ken on 1st Floor
 - Attends Enforcement Team meetings on Wednesdays
- **Renee Mimmo**
 - Part-Time DCU SME
 - Assigned Wednesdays
 - Consistency of this involvement has recently decreased
 - Mostly works with Ken on 1st Floor
 - Attends Enforcement Team meetings on Wednesdays

Atlas DCU Resource Needs

- **Subject Matter Experts**
 - Must have at least 1 Full-Time DCU Subject Matter Expert
 - ATLAS would prefer a 2nd Full-Time DCU Subject Matter Expert
 - ATLAS has compromised to meet this need with 3 SMEs for 1-day per week
 - Current and Upcoming SME Responsibilities
 - Providing knowledge and expertise for the ATLAS Enforcement team
 - Writing/Reviewing Test Scenarios
 - Providing Testing Room Support
 - This is an area of current concern. There hasn't been any enforcement SME support for the Testing Room since 8/29
 - Unit Testing the Atlas System
 - Attending ATLAS Zakim Bridge Meetings
 - Providing Expert User Support
 - Extensive End-To-End Testing Activities including Interface Testing
 - Conversion Verification Activities
 - Cutover Planning Activities
 - Participating and Supporting ATLAS implementation
 - Letter Review and Testing
 - Report Definition and Testing
- **Testing Resources**
 - 3 Full-Time Testing Resources
 - Staffed By Tania Furtado, Sherry Hannan and Keith Costantino
- **Expert Users**
 - **Option 1:**
 - 1 Part-Time Expert User (18 hours per week)
 - Must have experience and knowledge of Court Records
 - 1 Part-Time Expert User (18 hours per week)
 - Must have experience and knowledge of with Hearings
 - 1 Part-Time Expert User (18 hours per week)
 - Must have experience and knowledge of Quality Control
 - 1 Part-Time Expert User (18 hours per week)
 - Must have experience and knowledge of Ignition Interlock
 - Staffed by Catherine Paquette
 - **Option 2:**
 - 1 Full-Time Expert User

- Must have experience and knowledge of Court Records
- Must have experience and knowledge of with Hearings
- Must have experience and knowledge of Quality Control
- 1 Part-Time Expert User (18 hours per week)
 - Must have experience and knowledge of Ignition Interlock
 - Staffed by Catherine Paquette

Possible Solutions – Immediate Issues

1. Make Chris Noonan the Full-Time Expert User
 - a. This would mean that we would need a replacement Full-Time DCU SME for the Enforcement Team
 - i. Perhaps Patricia K, Deana D or Renee M.?
 - b. Enforcement team has concerns that Chris's lacks knowledge of Court Records and Quality Control areas of DCU
 - c. Would need to ensure that Chris will not continue to be pulled for backfill
2. Re-assign Chris Noonan as the Full-Time DCU SME for the Enforcement Team and assign another resource as the Full-Time Expert User
 - a. Would there be someone from another part of the state who would willing to stay in project provided housing during the week?
 - i. Patricia has done this on other projects. Not a Capital Budget concern.
3. Assign Patricia K, Deana D and Renee M. as part-time Expert Users for 18 hours per week
 - a. This would mean that we would still need Chris to return or a replacement Full-Time DCU SME for the Enforcement Team

Solutions – Long Term Concerns

1. Hire an experienced Business Analyst

EXHIBIT BBBB

From: Wada, Patricia S (DOT)
Sent: Thursday, September 14, 2017 11:53 AM
To: Deveney, Erin (DOT)
Cc: Lavoie, Sara (DOT);Ogilvie, Colleen (DOT)
Subject: RE: The DCU solution for the expert user AND DCU SMEs - Monday, 9/11 Update after meeting with Maggie, Ben, and Colleen

Yes – it does need to be addressed. OK – to put this on our meeting this afternoon – which includes Maggie.

- Also as part of today's meeting I would like to talk about the budget (I will ask Maggie to leave.
- We had a budget meeting with Kevin E and Gary – and we have/will move money around to accommodate the backfill to ocm/ training regarding the loss of the Instructional Designer.
- I do not know what the impact will be to the ocm/training team in the interim.

I think that we should be able to document this as an email. Confirmation that you and the Secretary are in agreement with this solution.

I assume that Keith is not against all of the FAST Training Methodology – as he had originally confirmed the 3 part time resources. From my discussion with him – he does have significant concerns about the Training approach – as I understand it – he would like to provide that training. I know that he had questions on the details of the Tier 0, 1, 2, and 3 training – which I hope the Training Team's presentation last week at SOS helped to address.

The challenge with DCU and SME participation is that this has been challenging from the beginning – and so when we implement we will have less ATLAS SME knowledge on the DCU team vs the other functional teams. I did not realize that DCU represented 40% of what we are implementing in R1.

Thanks – PSW

p.s. Colleen – will you be able to talk to Ken and Keith about their concerns on Testing prior to our meeting with Erin? That topic (if we discuss it) should include Maggie.

Thanks

From: Deveney, Erin (DOT)
Sent: Thursday, September 14, 2017 10:07 AM
To: Wada, Patricia (DOT)
Cc: Ogilvie, Colleen (DOT); Lavoie, Sara (DOT)
Subject: RE: The DCU solution for the expert user AND DCU SMEs - Monday, 9/11 Update after meeting with Maggie, Ben, and Colleen

Hi:

Hoping that we can wrap this up.

I think that option b. is the best option for us because ultimately, it will give FAST the most solid resource for the Expert Trainer role. For us to use the pure FAST methodology with 3 PT (18 hours a week) Expert Users, we would be eliminating hearing services in Western MA and won't be able to onboard at least 1 new hire, possibly 2. I don't anticipate there being ESC support for this.

Also, DCU is not against the FAST training methodology, which I know is the common perception right now. Rather, DCU believes that based on its previous staff training experience, 3 days of training is a good start, but it will need to be supplemented. Having the Instructional Designer in this role now will help that person to be in a good position to do additional support training also.

Sara- I know that Keith is going to object to this, but he has pretty much said no to everything other than the way he wants to do it. Let me know if you need me to inform him that I am pulling rank.

Patricia- I think that you have indicated that this needs to be decided immediately; if so, the Secretary has informed me that she will take responsibility for addressing so we can proceed without delay and then it can be raised as an informational item to other ESC members.

From: Wada, Patricia (DOT)
Sent: Monday, September 11, 2017 2:31 PM
To: Deveney, Erin (DOT)
Cc: Ogilvie, Colleen (DOT); Lavoie, Sara (DOT)
Subject: RE: The DCU solution for the expert user AND DCU SMEs - Monday, 9/11 Update after meeting with Maggie, Ben, and Colleen

Colleen reported that Chris is back in his role as SME.

Regarding the DCU Expert Trainer – there are two options:

- a. From FAST – having the 3 part time Expert Users is more critical than having them in their current role as SMEs for one day a week. (Note we would need to confirm with Keith the resource commitment from now through the March 26th implementation of the part time Expert Users). Note – when we previously asked Keith about this – we were adding the SME (1 day a week) to the PT (18 hours a week).
- b. Go with the Instructional Designer in place of the full time DCU Expert User. Fast will support this – but requires that the ESC approve this deviation from the Fast Methodology.

Please let me know if you have any questions. Thanks – Patricia

From: Wada, Patricia (DOT)
Sent: Friday, September 8, 2017 10:43 AM
To: Deveney, Erin (DOT); Lavoie, Sara (DOT)
Cc: Ogilvie, Colleen (DOT)
Subject: RE: The DCU solution for the expert user AND DCU SMEs

Update

This morning I met with Colleen, Ben, and Mark on the challenges of the DCU resources for both the Functional Side and Expert Users. (Unfortunately Ken is on vacation 9/1-9/12) Given that the DCU functionality represents (I asked Ben for a percentage) 40% of the R1 functionality. Our recommendation is that the Functional work is more important than the Training work - given the limited DCU resources. Our recommendations are:

A. Go with Keith's original Expert User Plan (18 hours a week with Patricia Kelley, Deana Douville, and Renee Mimmo). Note that these folks would also need to provide the one day a week support as the 2nd full time SME. (This would keep Chris Noonan as the first DCU SME). (Having said that - I would assume that there are Resource/Demand management issues which have impacted Keith's original decision).

B. Alternatively to A - if there is a DCU resource who lives outside of what is considered to be a "reasonable" commute - and could be the 1 Full Time Training Resource - have the project cover the travel / housing expenses. (Note - that we did this for FamilyNet - we had 1 resource from each office working in Boston for an extended duration of time).

C. Do not have a DCU Expert User (with the exception of the 1 part time Expert User for Ignition Interlock). We would ask the ATLAS (Commonwealth) Training Team - to dedicate a trainer to participate with the Expert User work for DCU. (Ben needs to talk to Maggie about this - as this is a deviation from the Methodology. But, it would be a more significant deviation on the Functional/SME side if Chris moved from the Function side to the Training side, without addressing the backfill side on the Functional side).

Colleen later met with Sara and we reviewed the options above. **Since Keith will be here later AND Sara is already here - we have scheduled a meeting today at 12:30.** This is a Commonwealth only meeting.

Please let me know if you would like to attend - or if you have any questions. Thank you - Patricia

-----Original Message-----

From: Wada, Patricia (DOT)

Sent: Thursday, September 7, 2017 9:27 PM

To: Deveney, Erin (DOT); Lavoie, Sara (DOT)

Cc: Ogilvie, Colleen (DOT)

Subject: Re: The DCU solution for the expert user AND the issues with DCU SMEs

I am still reviewing the DCU resource issues on the SME side - which are compounded with Chris moving to the Expert User.

Over the course of the last two weeks - a number of issues have come up on the Expert Users - and we have managed to resolve all of these issues.

This one is far more complicated. My strong recommendation is that we meet with Keith anytime tomorrow. We need to sort out both the Expert User assignment as well as the SME activity.

Please let me know what time we can meet. I think it is best if we are all face to face.

I plan to start my day in QHQ - and can be in Boston within a 30 minute notice that we can meet. I do not have any time constraints at the end of the day.

Thank you - Patricia

From: Wada, Patricia (DOT)

Sent: Thursday, September 7, 2017 5:30 PM

To: Deveney, Erin (DOT); Lavoie, Sara (DOT)

Cc: Ogilvie, Colleen (DOT)

Subject: The DCU solution for the expert user

The solution of Chris Noonan is more complicated as he is also on the functional team. Although he was pulled from his full time assignment

I just finished a conversation about this impact with Colleen and Ben - and we will write something up and send it tonight.

Is it possible that we could grab 30 minutes to talk about this in the morning.

Thank you

EXHIBIT CCCC

From: Jennifer Tuvell <jtuvell@fastenterprises.com> on behalf of Jennifer Tuvell
Sent: Thursday, February 22, 2018 7:35 PM
To: Deveney, Erin (DOT)
Cc: Maggie Gleason
Subject: FAST Memo addressing deviations from FAST Methodology in enforcement area
Attachments: FAST Enforcement Memo.docx

Registrar,

I appreciate that in some regards this memo is coming at an inconvenient time as the focus of the agency is, rightly so, on the upcoming implementation. However, it won't be long until planning begins for the next release and we wanted to take advantage of the timing to highlight an opportunity to improve outcomes.

Especially at the onset of projects, FAST tends to continually emphasize the importance of following our implementation methodology. The reality is that there are different circumstances that require projects to bend around the methodology due to unique constraints that exist. In this instance, we feel that the flexibility given to the enforcement area in Release 1 created went too far and should be addressed in Release 2 resource planning.

I hope the information in the memo provides you with details to help understand the issues and impacts. I'd be happy to talk with you directly if that would be helpful.

Regards,
Jennifer Tuvell
334 782 3251



memo

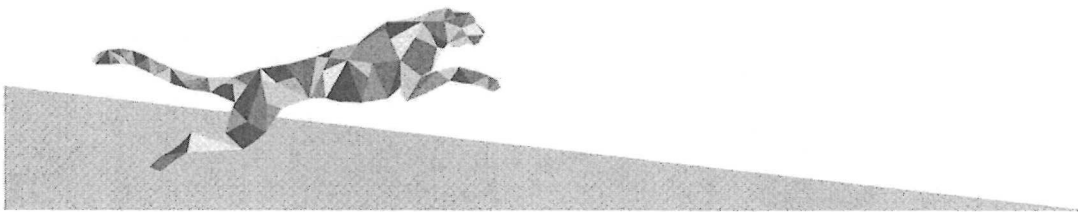
To: Erin Deveney, Registrar
 From: Jennifer Tuvell
 CC: Maggie Gleason
 Date: [AutoDate]
 Re: Deviation from Methodology – Enforcement

Adhering to the FAST methodology is critical for our implementation projects to be fully successful. The deviations from the methodology in the area of Enforcement continue to be a concern. While the risks from these deviations have been raised to the ESC and that risk accepted we do want to ensure that, as Registrar, you are aware of the issues and their impacts.

The Enforcement area has persistently deviated from the FAST Methodology. Examples of this are:

Methodology best practice	Deviation
Assigning knowledgeable and trusted business representatives as team leads	A contractor was assigned in lieu of an Enforcement business representative
Expert users are assigned from the business	A contractor was assigned in lieu of an Enforcement business representative
Adhere to FAST Training Approach	The DCU group did not take part in planned Release 1 training, instead constructing their own program
Test in managed testing lab	For enforcement, testing in Business Testing and End to End Testing occurred outside of the Testing Room in QHQ

While we understand that RMV has operational issue with resources, the purpose of using the FAST methodology is not only to ensure an on time and on budget implementation, but to provide a set of power users and experts within the agency who can represent their business practices and decisions and take back their expertise to their divisions. This will not occur with Enforcement, specifically within DCU because while some RMV business people were involved in some parts of definition,



testing or training, none of them were involved for all of it 100%. Any activities outside the FAST Methodology, whether deviations or additions to, pose significant risks to the implementation.

This consistent deviation is causing and will continue to cause the following impacts:

- Tasks will continue to be late or laggard. Decisions that come up late in the definition or testing process will have a cascading effect to the rest of the project including training and conversion. This means that training may not be accurate and conversion may not have the correct information. The only way to remedy this is to have actual business SMEs perform the verification and training delivery.
- Configured Enforcement functionality, while somewhat late, will be finished by go-live, but the quality and accuracy suffer since Business SMEs did not have ownership in managing the Enforcement Team. This is likely to result in less acceptance by the business post go-live.
- Late definitions and adjustments to the enforcement configuration causes more changes to occur post-rollout. This causes other pull list items OR new requests post-rollout to be delayed.
- Degraded quality on this team could affect outcomes after rollout. There may a higher incident of issues that require executive support for prioritization.

As planning begins for Rollout 2 there is an opportunity to ensure that the FAST Methodology is more closely followed and more positive results achieved as a result. Operational stress is common during these projects. However, the temporary stress and difficulty of providing business experts to the projects greatly outweighs the long-term stress and problems that result from a deficiency of business expert resources assigned to the project.

EXHIBIT DDDD

From: Costantino, Keith (DOT)
Sent: Tuesday, July 24, 2018 4:54 PM
To: Canaan, Kenneth (DOT); Noonan, Christopher (DOT)
Subject: FW: PDPS reciprocity

fyi

From: Kelley, Patricia (DOT)
Sent: Tuesday, July 24, 2018 3:03 PM
To: Costantino, Keith (DOT)
Cc: Douville, Deana (DOT); Hannan, Sherri (DOT); Kelley, Patricia (DOT)
Subject: PDPS reciprocity
Importance: High

Keith,

We have a serious problem with the PDPS inquiry system. When a hearings Officer inquires on the customers status, and finds the customer is suspended out of state, NO suspension action is being posted to the record!! Essentially, we are condoning operation in MA regardless of the fact that the customer has a suspended privilege in another state. This is a direct violation of 90 22(c) which states

(c) If the registrar receives official notice, in any form which the registrar deems appropriate, including electronic transmissions, that a resident of the commonwealth or any person licensed to operate a motor vehicle under the provisions of this chapter has been convicted in another state, country or jurisdiction of a motor vehicle violation, the registrar shall give the same effect to said conviction for the purposes of suspension, revocation, limitation or reinstatement of the right to operate a motor vehicle, as if said violation had occurred in the commonwealth.

As used in this section "motor vehicle violation" shall mean a violation of law, regulation, by-law, or ordinance, except a violation related to parking, the nature of which would have been reported to the registrar pursuant to chapters eighty-nine, ninety, ninety C, or one hundred and seventy-five, if said violation had occurred in the commonwealth.

If the registrar receives official notice, in any form which the registrar deems appropriate, including electronic transmissions, that a resident of the commonwealth, or any person licensed to operate a motor vehicle under the provisions of chapter ninety, or any applicant therefor has had a license or right to operate suspended or revoked in another state, country or jurisdiction, the registrar shall not issue a license to said person, and if a license has already been issued the registrar shall immediately revoke said license, without a prior hearing. However, if said license or right to operate is subsequently reinstated by such other state, country or jurisdiction, the person may apply to the registrar for reinstatement of said license in the commonwealth.

For example, this record ██████████ suspended in Florida for a refusal until 01/2019. She is pending court action on the OUI charge. How are we supposed to explain this allowance when she runs over the nun in a crosswalk with her nurse school kids???? This reeks of Lacey Packer!!

Why was it decided that no action would be taken in the event an out of state issue is discovered. What happens if a licensing clerk runs the PDPS query? Does anything happen to post a sanction?

I have been getting inquires from the staff on how to proceed with this issue. What am I telling them for future policy?? How are we going to track this pending OUI action?

Please advise -

Patricia A Kelley
Hearings Officer
Driver Control Unit
MA DOT/RMV Division
857-368-4768