



INDIANA BUREAU OF MOTOR VEHICLES

# Modernization Roadmap

*September 25, 2025*

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## EXECUTIVE SUMMARY

This modernization roadmap outlines a strategic five-phase plan to transform Indiana Bureau of Motor Vehicle's digital capabilities in alignment with Executive Order 25-41. The BMV is dedicated to identifying and implementing cutting-edge digital solutions that will drive significant cost savings, streamline operational processes, and revolutionize service delivery.

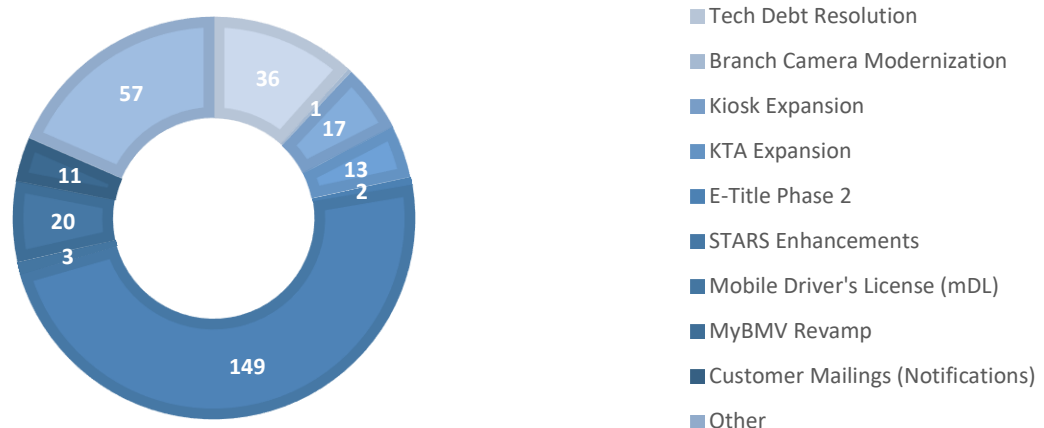
Our Mission is to achieve these transformative goals through the adoption of innovative technologies and industry best practices. By doing so, we aim to enhance the efficiency, effectiveness, and customer satisfaction of our services by ensuring that our organization remains agile, secure, and responsive to the evolving needs of the communities we serve.

Internal agency stakeholders were engaged to identify areas for modernization and key agency initiatives were determined by agency leadership to align with the BMV's strategic plan. Stakeholder recommendations were gathered through a comprehensive review of current systems with line of business subject matter experts.

### I. OVERVIEW OF MODERNIZATION INITIATIVES

The BMV has identified thirteen key agency modernization initiatives. An overview of these initiatives is listed in section II below. During the system review with line of business, 309 recommendations were gathered. Many of these fell into nine of the agency initiatives, as shown in the graph below. Not all initiatives were included in the line of business recommendations. The remaining stakeholder suggestions that cannot be classified under an agency initiative were placed into an 'other' category.

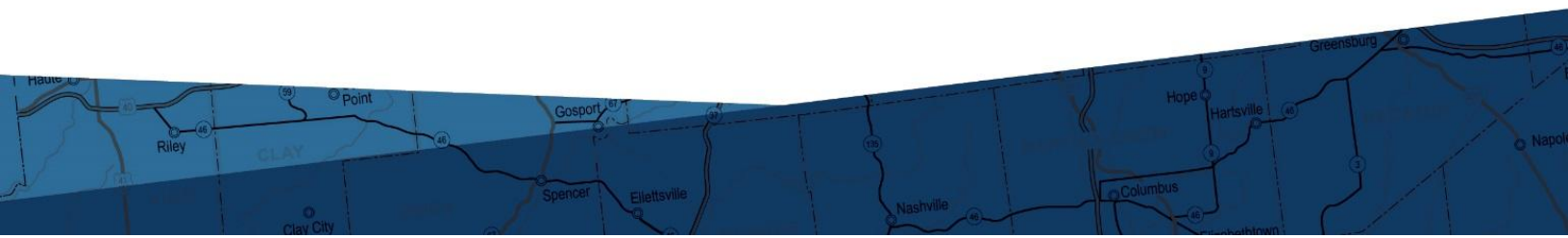
**STAKEHOLDER SUGGESTIONS BY AGENCY INITIATIVE**



## II. KEY AGENCY INITIATIVES

Although the roadmap focuses on stakeholder recommendations, it is structured around the nine agency initiatives they fall under and the 'other' category. Below is an overview of each of the agency's thirteen initiatives and the 'other' category.

- i. **STARS Application Modernization:** Refactor and modernize the STARS system to improve scalability, maintainability, and integration with other platforms. This initiative will reduce technical debt and enhance the system's ability to support evolving business needs.
- ii. **Kofax Total Agility (KTA):** Expand the use of Kofax Total Agility to automate document-centric workflows, improve data capture, and streamline business processes. This will reduce manual processing, improve accuracy, and support digital transformation across departments.
- iii. **Technical Debt Resolution:** Identify and remediate outdated code, unsupported platforms, and redundant systems. This initiative will improve system reliability, reduce maintenance costs, and accelerate future efforts.
- iv. **OPEX:** Broaden the deployment of OPEX hardware and software solutions to enhance high-volume document processing. This will increase operational efficiency, reduce manual handling, and support seamless integration with digital workflows.
- v. **Self-Service Kiosk Expansion:** Increase the capabilities and number of self-service kiosks across the state. This will empower customers to complete transactions independently, reducing wait times and improving service accessibility.
- vi. **AI Chat Bot:** Deploy an AI-powered virtual assistant to provide 24/7 support for associate inquiries, guiding users through complex customer scenarios and reducing internal escalations. The accuracy and consistency of information provided will benefit both customers and associates as it will improve response times and reduce internal escalations, leading to enhanced customer satisfaction.
- vii. **Customer Notifications and Mailings:** Implement automated, personalized notifications and mailings to keep customers informed about transactions, deadlines, and service updates. This will improve engagement, reduce manual communication efforts, decrease agency postage expenses, and provide associates with access to customer notifications and mailings.



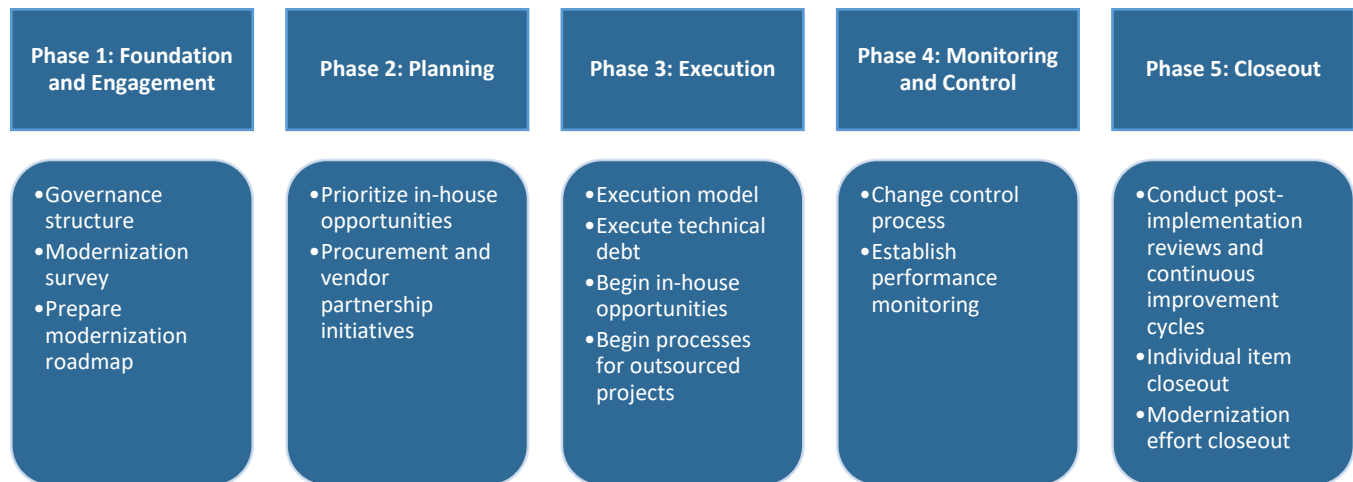
- viii. **myBMV Modernization:** Redesign the myBMV web portal to offer a more intuitive, mobile-friendly, and secure experience. Enhancements will include expanded self-service options, improved navigation, and better integration with backend systems.
- ix. **Realtime Insurance Processing:** Enable real-time verification and processing of insurance information to reduce delays, improve accuracy, and streamline customer transactions.
- x. **Remote Knowledge Testing:** Introduce secure, remote testing capabilities for knowledge-based exams. This will increase accessibility, reduce the need for in-person visits, and support flexible service delivery.
- xi. **Branch Camera Modernization:** Replace and upgrade outdated camera systems across branches to improve video quality, expand coverage, and enable advanced monitoring capabilities. This supports enhanced security, operational oversight, and integration with modern surveillance platforms.
- xii. **Server Modernization:** Update and replace aging hardware with current operating system versions and explore modernized deployment options for release on demand scenarios. This will decrease downtime for customers and risk of outages.
- xiii. **Mobile Driver's License (mDL):** Implement an mDL solution allowing customers the ability to provision their driver's license in a digital format within their phone system's native wallet. This will provide increased security and improve customer privacy, while creating a more trustworthy and interoperable system amongst jurisdictions and relying parties.
- xiv. **Other Strategic Initiatives:** There were several survey items that did not fall within the agency-defined key initiatives but still support the broader modernization goals and fall under the 'other' category. These span multiple domains such as associate training and data governance.





### III. ROADMAP PHASES AND GOALS

The following roadmap explains the five phases of the agile process that the key initiatives and stakeholder suggestions will flow through as a part of the Modernization effort. This allows for flexibility for various items to be in different phases at one time. The submission of this document concludes phase one for the foundation and engagement of the modernization effort.



#### PHASE 1: FOUNDATION AND ENGAGEMENT

- i. Governance Structure
  - a. Establish Team Charter
    - i. Define the modernization team's purpose, membership, and meeting cadences to ensure alignment, accountability, and sustained momentum
    - ii. Charter is linked in Appendix B
- ii. Modernization Survey
  - a. Distribute a survey to stakeholders to gather ideas, identify pain points, and illuminate opportunities for innovation
    - i. Stakeholder Modernization Meetings held to facilitate regular engagement sessions with lines of business to validate needs, share progress, and build consensus around priorities
  - b. Refine Survey Items and Categorize
    - i. All items from the survey and meeting discussions were captured. Items then categorized from standalone submissions into agency modernization initiatives. A preliminary determination on whether the suggestion can be



- completed in-house or would need vendor support was also completed
  - ii. A link to the survey submissions and meeting ideas is linked in Appendix B
- iii. Prepare Modernization Roadmap

## PHASE 2: PLANNING

- i. Prioritize in-house execution initiatives using current BMV processes
  - a. Stakeholders will follow the BMV Agile principles to prioritize work. Focus will be placed on the following attributes:
    - i. Effort: Estimated internal and external resource requirements
    - ii. Cost: One-time and ongoing financial impact
    - iii. Impact: Value to customers, staff, and organizational goals
  - b. Refine the Modernization Backlog
    - i. Refine initiative definitions and break down large efforts into manageable phases
    - ii. Remove or defer low-priority or redundant items
    - iii. Ensure each initiative is execution-ready with clear scope and ownership
- ii. Procurement and Vendor Partnership Initiatives
  - a. Procurement Planning Activities will follow established procedures
    - i. Engage Legal, Finance, and Procurement teams early in the process
    - ii. Develop Scope of Work (SOW) documents
    - iii. Align procurement timelines with initiative sequencing
  - b. Procurement for vendor managed initiatives will follow one or more of the established IDOA approaches such as an RFI or RFP, depending on scope, urgency, and market conditions
- iii. Determine if additional development and quality assurance resources are necessary and determine resource allocation. See Section V for additional information on this
- iv. Communication plans and governance frameworks will be developed as needed for individual initiatives

## PHASE 3: EXECUTION

- i. Execution Model
  - a. The BMV uses Scrum and Agile principles to steer work items through the product development lifecycle



- b. A risk register will be maintained to monitor and manage risks with the appropriate stakeholders
- ii. Begin executing in-house items, technical debt, and vendor led implementations based on completed procurement plans as mentioned in phase 2 above

#### **PHASE 4: MONITORING AND CONTROL**

- i. Change Control Process
  - a. Documentation to support how changes to scope, timeline, or budget will be proposed, reviewed, and approved or rejected
- ii. Establish performance monitoring
  - a. Use visual tools to track KPIs such as customer satisfaction, transaction completion rates, and system uptime and performance
  - b. Define reporting cadence

#### **PHASE 5: CLOSEOUT**

- i. Conduct post-implementation reviews and continuous improvement cycles
- ii. Individual items will be closed throughout the project once stakeholder requirements are met
  - a. Completion of modernization effort will be determined by BMV leadership





## IV. ESTIMATED COSTS AND EFFORT

An overview of estimated BMV costs and efforts for stakeholder suggestions categorized by the corresponding agency initiative is listed below. Additional costs may likely be incurred based on the agency's key initiatives and/or vendor costs. Spreadsheets detailing how cost and total hours were determined are linked in Appendix B.

Agency Initiative	Estimated Costs	Total Hours
STARS Enhancements <sup>1</sup>	\$9,037,132.81	19,214
Technical Debt Resolution	\$7,540,724.70 <sup>2</sup>	17,220
myBMV Revamp and Expansion <sup>3</sup>	\$1,963,431.58	4,800
Kiosk Expansion <sup>4</sup>	\$962,126.25	2,125
KTA Expansion	\$493,754.59	1,185
E-Title Phase 2	\$141,387.75	310
Customer Mailing and Notifications	\$399,207.81	700
Mobile Driver's License <sup>4</sup>	\$658,014.28	6,680
Branch Camera Modernization <sup>4</sup>	\$2,142,318.12	N/A <sup>5</sup>
Other (Miscellaneous Items)	\$2,998,084.55	8,040
<b>Total</b>	<b>\$26,336,182.44</b>	<b>60,274</b>

<sup>1</sup>Cost shown here are for STARS enhancements and additions only, not remodeling the system.

<sup>2</sup>\$6,000,000.00 expense for UNI Modernization included.

<sup>3</sup>Vendor procurement may be needed.

<sup>4</sup>Vendor involvement is required.

<sup>5</sup>Vendor is responsible for installation. No BMV development required.



## V. DETERMINE RESOURCE ALLOCATION

To ensure effective execution of the modernization roadmap, initiatives will be prioritized and sequenced using a structured, data-informed approach. It will then need to be determined by agency leadership how best to allocate resources for this effort. There are two options for resource allocation as outlined below.

### Option 1: Use Existing Resources

- Pros:
  - No additional staffing costs
  - Existing team structure exists and being used today
- Cons:
  - Will reduce capacity for existing items in backlog
  - Slower delivery on modernization items

### Option 2: Add Resources

- Pros:
  - Option to form a modernization team or increase the size of existing teams
  - No reduction in capacity to work on non-modernization initiatives
  - Faster delivery of modernization items
- Cons:
  - Additional staffing costs
  - Known ramp up time for new resources



## APPENDIX A: SYSTEM MODERNIZATION OPTIONS

The BMV's System Tracking and Record Support (STARS) software system was originally implemented in 2006 and is the system still used by BMV associates to safely access and process customer transactions.

The current STARS system is set up using monolithic architecture. Although the system allows the agency to operate at a high level of efficiency for customers, it presents significant challenges when updates are required. All the system components, such as the user interface, business logic, and database levels, are integrated into one large code base. As a result, failure in one area can impact the entire system. Scalability is also limited since increasing resources for a single feature requires duplicating the entire application rather than adjusting the affected portion.

To continue providing the best-in-class service to Hoosiers and maintain the agency's commitment to innovation, the BMV is exploring options for modernizing this system. There are three commonly explored options for system modernization: AZ MAX, FAST, and an in-house remodel of the current system.

AZ MAX	FAST	STARS Remodel
<ul style="list-style-type: none"> <li>• Cloud-based platform developed by Arizona DOT</li> <li>• As of Fall 2025, Arizona was the only state with the system fully operational; Wyoming and Virginia implementations are in process</li> <li>• Enhancements will come from collaboration with the other states utilizing the platform, likely meaning the product will not receive regular updates</li> <li>• An RFP would be required for this option, adding an estimated 12 to 18 months to any timelines</li> </ul>	<ul style="list-style-type: none"> <li>• The commercial "off-the-shelf" option available is FastDS-VS from FAST Enterprises</li> <li>• Currently used by 23 other states</li> <li>• As with other vendor-owned software products, enhancements will occur over time for all users</li> <li>• An RFP would be required for this option, adding an estimated 12 to 18 months to any timelines</li> </ul>	<ul style="list-style-type: none"> <li>• In-house remodel of STARS using microservices architecture to split the various services into independent services (e.g., search function, financial services, credential services, etc.)</li> <li>• Allows each service to be developed, deployed, and scaled separately</li> <li>• Incremental enhancements could be seen within the first year of implementation; however, yearly support costs will begin immediately</li> <li>• Timelines can be accelerated if additional funds are allocated</li> </ul>



## COST ESTIMATES

The tables below detail cost estimates for each option over a 10-year period. Please note that (a) estimates shown do not include the approximate \$10,000,000 yearly Maintenance and Operations (M&O) costs for the current system that will be incurred throughout any option, (b) supporting costs are only listed for the 10-year period shown and will be incurred throughout the system use, and (c) all options include updated connections to American Association of Motor Vehicle Administrators (AAMVA) services; however, to meet the current deadlines of the AAMVA modernization project, in-house development for this effort has begun.

### Vendor Options Cost Estimates

	10 Year Phase Overview	Estimated implementation Costs (Including Vendor, Additional State Staff, Hosting, and Other Project Costs)	Estimated Annual Support Costs (Including Vendor, Licenses, Hosting, and other Support Costs)	Estimated 10-Year Project Cost (Implementation and annual support costs)
<b>AZ MAX</b> <sup>1</sup>	1 Year Prep 4 Years Implement 5 Years Support	\$72,000,000 to \$82,000,000	\$6,000,000 to \$7,000,000	\$102,000,000 to \$117,000,000
<b>FAST</b> <sup>1</sup>	1 Year Prep 4 Years Implement 5 Years Support	\$82,000,000 to \$95,000,000	\$7,000,000 to \$8,000,000	\$117,000,000 to \$135,000,000

<sup>1</sup> AZ MAX and FAST information was obtained from the Mathtech System Modernization Evaluation included in the [North Carolina DMV 2025 Information Systems Audit Report](#).

### STARS Remodel Cost Estimates

	10 Year Phase Overview	Estimated implementation Costs (Including Vendor, Additional State Staff, Hosting, and Other Project Costs)	Estimated Annual Support Costs (Including Vendor, Licenses, Hosting, and other Support Costs)	Estimated 10-Year Project Cost (Implementation and annual support costs)
<b>STARS Remodel</b> <sup>3</sup>	1 Year Prep 5.5 Years Implement 10 Years Support	\$22,034,182 to \$24,237,600	\$6,292,800 to \$8,322,080 <sup>4</sup>	\$84,962,182 to \$107,458,400

<sup>3</sup> Additional details on the cost breakdown can be found in the STARS to Microservices document linked in Appendix B.

<sup>4</sup> Support for the remodel option would begin during prep and be paid throughout the entirety of the 10-year period shown. The range listed for annual support costs is an estimated average as the yearly support costs would start much higher and decrease overtime as efficiency is gained.



## APPENDIX B: SUPPLEMENTAL DOCUMENTATION

- [Executive Order 25-41](#)
  - Executive Order signed by Governor Braun tasking the BMV with the modernization effort
- [Team Charter](#)
  - Charter established a documented process for how the agency could best gather ideas for modernization improvements and who would be involved in overseeing the process
- [Modernization Ideas Submission Data](#)
  - Spreadsheet detailing all stakeholder survey submissions and meeting ideas
- [Cost Estimates Work Sheets](#)
  - Spreadsheet detailing the estimated internal BMV IT cost and time for each modernization item
  - ID numbers can be cross-referenced with the Modernization Ideas Submission Data spreadsheet above for more information on the stakeholder ideas
- [MDL Estimates](#)
  - Spreadsheet detailing the estimated internal BMV IT cost and time for mDL implementation
- [STARS to Microservices](#)
  - Spreadsheet detailing the estimated cost and time for modernizing STARS using microservices

