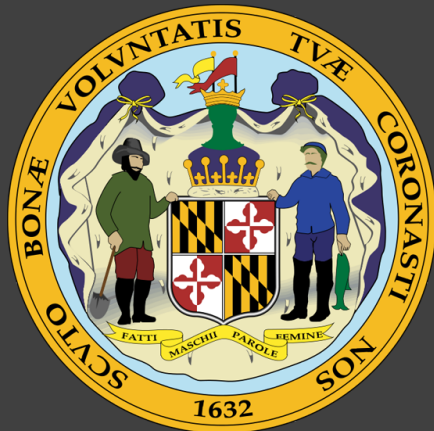




FTA Tech 2019

Your Legacy Collections System in a Modern World



Introductions



Robin Aro:
Compass Program Manager, Comptroller of Maryland



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Marty Bidwell: Director, ASR Analytics

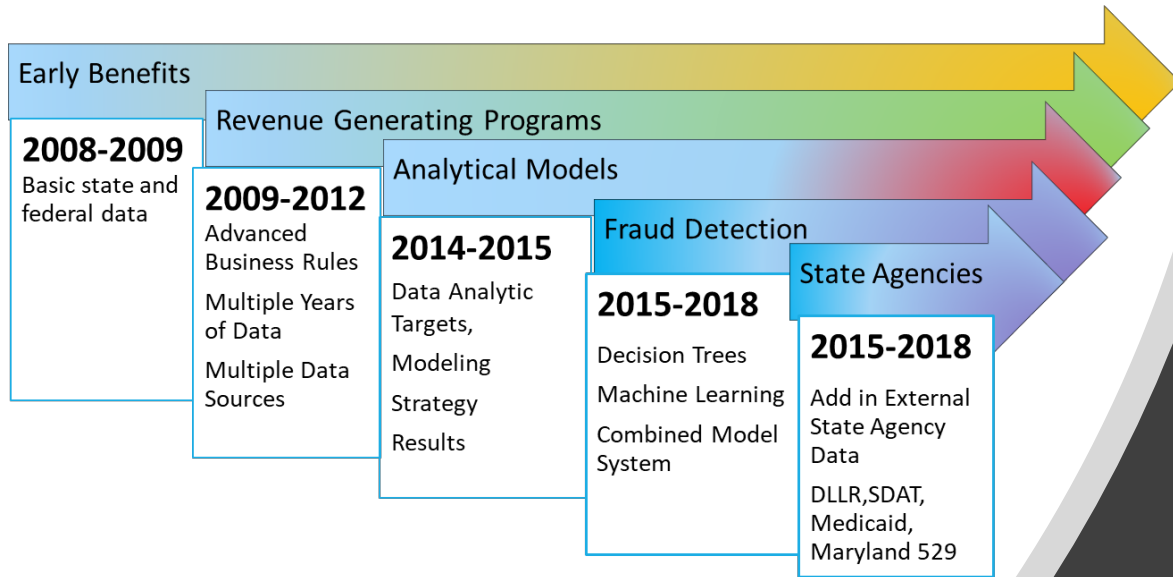


Agenda

- Maryland Pre-Enterprise Data Warehouse
- Opportunities in the Modern World
- Modernize Your Legacy Systems
- Maryland Looking Forward



Maryland Comptroller



- Existing tax processing system is mainframe based, deployed in early 1990s
 - Meaning we're working with 1980s technology
- Legacy Systems are all very transactional and siloed
- Lack of analytics and visualization tools
- Business processes and data structure were not flexible

WHY?



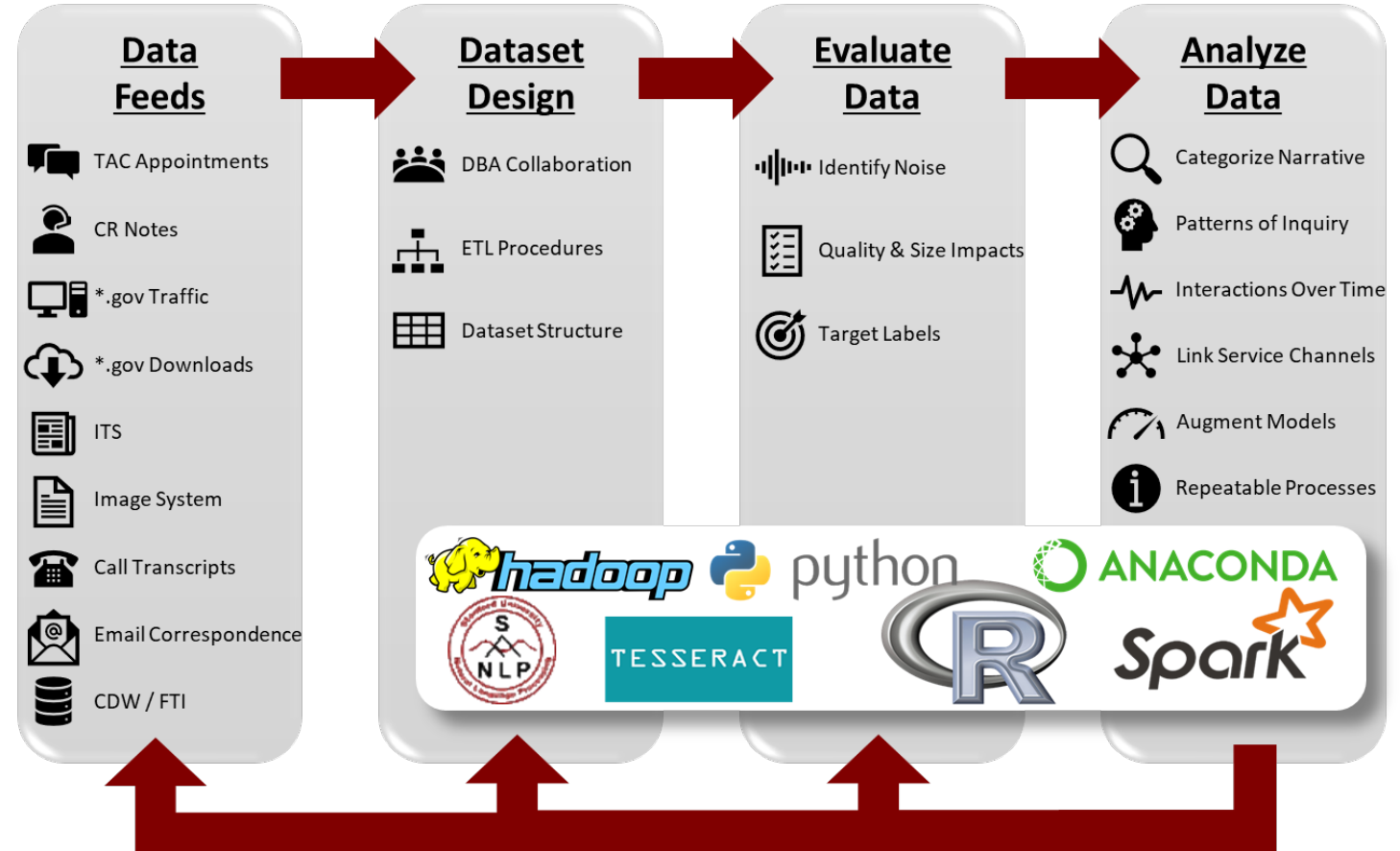
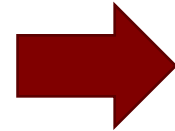
More Data



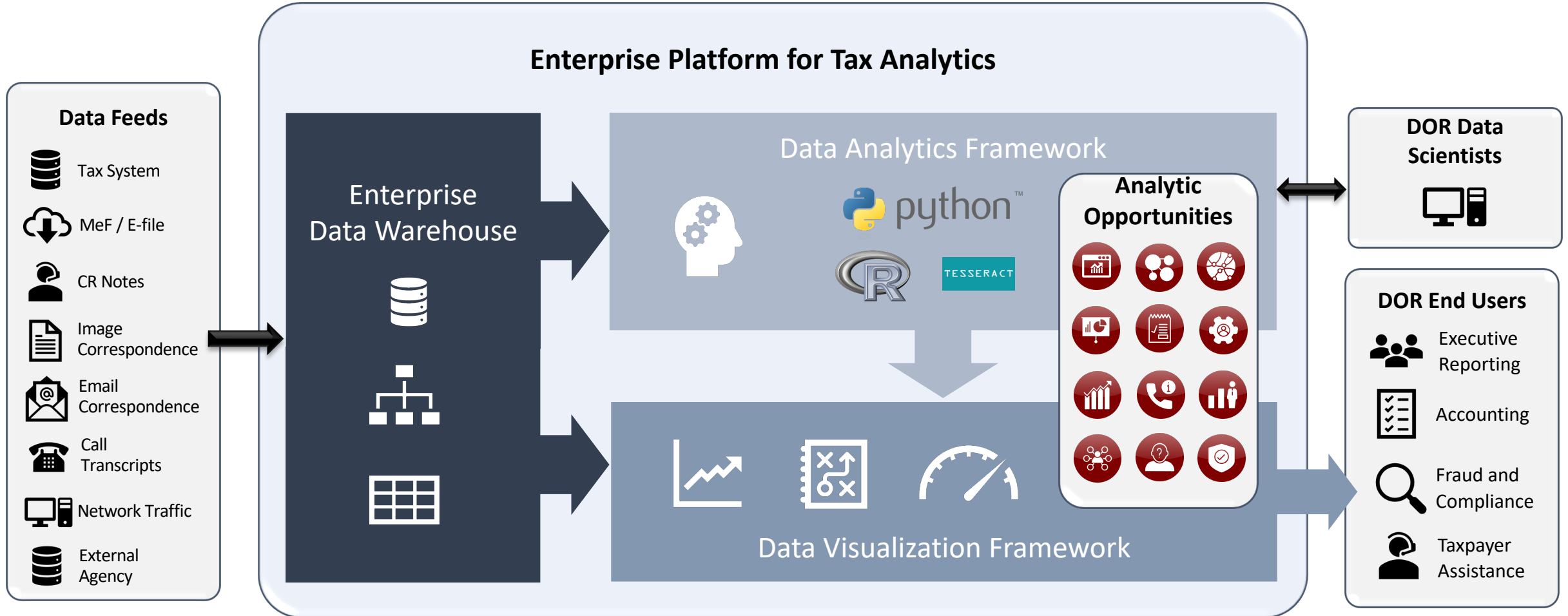
Advanced Technology



**Highly Skilled Individuals
and Training Opportunities**



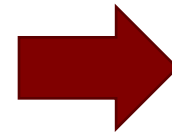
Take Advantage of the Opportunities





Legacy Collections Systems Upgrade

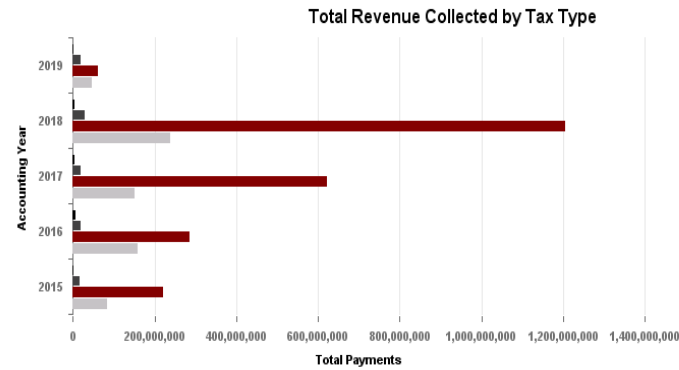
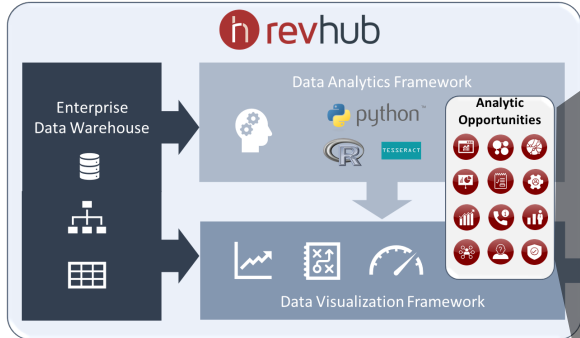
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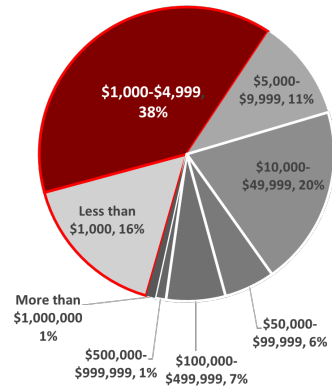
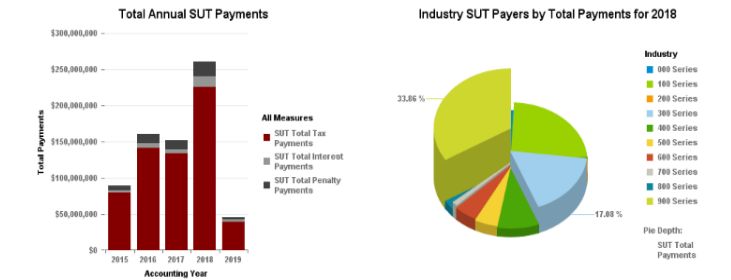
Analytic Data Points

- Closed Business Indicator
- Propensity to Self-Cure
- Prioritized Outbound Contact
- Best Action / Notice Recommendation
- Geographic routing of Field Collection Agents
- Survival Analysis and Forecasting of Revenue Collected by Cohort

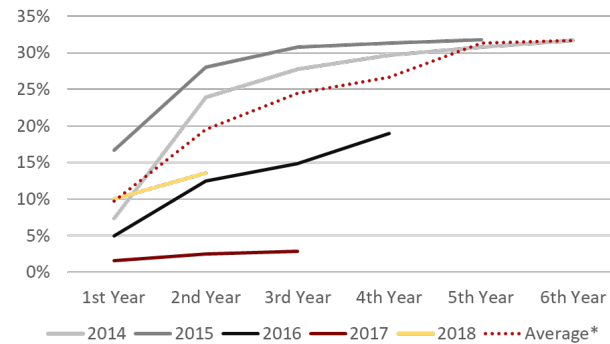
Modernize Legacy Collections System



Collections SUT Revenues

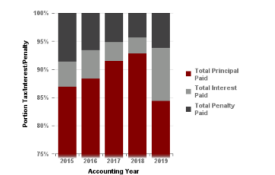
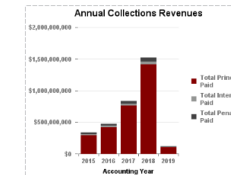


Cumulative Payments v. Total Annual Assessment



Annual Collections Revenue Summary

Accounting Year	Number of Payers	Number of Payments	Total Principal Paid	Total Interest Paid	Total Penalty Paid	Total Payments
2015	38,840	89,088	\$291,887,035.00	\$15,197,759.94	\$28,944,885.40	\$336,029,379.34
2016	48,740	64,773	\$418,316,042.50	\$23,827,753.95	\$31,420,108.73	\$473,572,905.24
2017	45,452	91,284	\$791,079,473.04	\$27,437,228.20	\$43,437,472.39	\$861,954,174.23
2018	40,058	94,944	\$1,414,887,072.00	\$44,082,901.01	\$95,013,993.28	\$1,554,983,966.87
2019	23,706	37,305	\$104,475,324.07	\$11,748,331.50	\$7,847,855.02	\$123,866,315.58



How To Get Started

Right Technology

- Data Warehousing
- Programming Languages
- Visualization Tools



Right Processes

- Data Governance
- Change Management
- Fact-based Culture
- Analytic Methods



Right People

- Management
- Experts
- Analysts
- Support Staff

- Break the process down into small solvable problems.
 - Attack one issue, NOT EVERY ISSUE.
- Use **YOUR** data!
 - Every revenue agency already has enough data.
- Technology is NOT THE BARRIER!
 - These methods and applications are mature, not bleeding-edge.

Maryland Looking Forward



- Implementation of a new Integrated Tax System
- Continuation of advanced analytics in the Enterprise Data Warehouse across all compliance initiatives:
 - Sales and Use Audit Selection
 - Individual Income Tax Audit Selection
 - Fraud Detection
 - Collections Optimization
 - Revenue Forecasting
- Integration of the new ITS with existing compliance initiatives and visualization products
- ZERO DOWN TIME FOR COMPLIANCE INITIATIVES



Thank You

