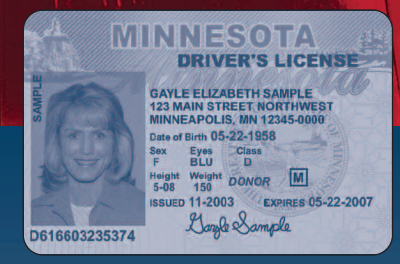
MINNESOTA LICENSING AND REGISTRATION SYSTEM



2009 Annual Report

MNLARS
Licensing and Registration System

iGov Executive Summary — May, 2009

"How we manage information technology will be one of the key issues for government in the coming decades. The notion that future generations are going to accept government as it has functioned in the past is ridiculous. We can either wait for circumstances to overtake us or we can get out in front and lead."

Governor Tim Pawlenty

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Introduction

The Department of Public Safety Driver and Vehicle Services Division (DVS) serves nearly 4.1 million licensed drivers and ID card holders, 6.4 million vehicle owners, and a variety of driving schools and instructors, commercial motor carriers and dealers. It routinely interacts with law enforcement, local, state and federal agencies, courts, and deputy registrars and driver's license agents. How well DVS conducts its business reflects directly on state government as a whole.

In recent years, DVS has faced technical and functional challenges that have threatened to interfere with the division's mission to provide fair, accurate, secure, and timely (FAST) service — many of which center on an aging mainframe information system. Designed to handle the business and customer needs of nearly 30 years ago, the existing system is unable to keep pace with the increasing demands of today's business environment. An evaluation of the system in 2007 identified fundamental flaws in operability, stability, and customer service delivery. What is more, the system's rigid environment makes it difficult for DVS to upgrade policies, respond to legislative mandates, manage workloads, and administer business activities.

In response, the Department of Public Safety approached the 2008 Minnesota Legislature with a request to fund a system replacement project, identifying possible repercussions should the current information system fail and the benefits of a modern system. The legislature authorized a $1.75 technology surcharge on motor vehicle and driver's license transactions through June of 2012 to fund the replacement of DVS' legacy information system. The project, known as Minnesota Licensing and Registration System (MNLARS), is a four-year effort that will update the outmoded DVS system and processes developed in the 1980s with either a re-engineered or optimized set of business processes and a user-friendly system to support them. The new system will be Web-based, provide a stable, flexible, and secure platform that enables DVS to meet the state's changing business needs and improve reporting.

Across DVS, we embrace the tradition of care, hard work and dedication to the safety and security of our customers. We envision a future in which employees access information through easy-to-use online resources, where they have immediate access to customer information most relevant to their work, and where they are assured that all data is up-to-date, reliable and accurate. It is a future where customers communicate with DVS through a variety of convenient methods, and DVS staff and business partners efficiently provide them with information to make sound decisions and accurate transactions. In this future, the exchange of information between DVS and its partners' systems will be flexible, fast and reliable, and DVS will assist local, state and federal partners in protecting the public and improving traffic safety.

The MNLARS project, is the first major step toward the future that DVS envisions.

MNLARS

Limitations of Current DVS System

- Inconsistent, unreliable access to information in the DVS database
- Limited law enforcement support
- Heavy reliance on manual procedures
- Inefficient transfer of data from business partners to DVS database
- Inability to track customer activities in real-time
- Ineffective fraud detection
- Data integrity concerns
- Statutory compliance concerns
- "Small" changes require major programming efforts

MNLARS impacts all core business functions of DVS, its stakeholders and its customers. It affects driver's licensing, driver compliance, vehicle title and registration, motor vehicle dealer licensing, inventory and financial processes.

MNLARS Goals

- Efficient business processes and service delivery
- Effective integration of driver and motor vehicle information
- Stable, flexible, secure Web–based information systems
- Electronic communication with other information systems

Summary of MNLARS Objectives

DVS is organized to advance the delivery of its primary services and to enhance the support network required to handle services in a timely manner. It achieves its mission to provide FAST service through attractive service options, collection of accurate data, fraud prevention, efficient collection of state revenue, and quality technical support for staff and business partners. MNLARS will improve DVS' ability to achieve its mission through the following tactics:

- Link the 6.4 million vehicle ownership and registration records and the 4.1 million driver history records, providing for better integration of the two record systems
- Clean up the approximately 11 million records in the DVS system; look for incorrect, duplicated or redundant data
- Streamline more than 154 business functions; develop more user-friendly interfaces; eliminate or reduce labor- and paper-intensive processes and the errors inherent in those processes; increase use of electronic information transfers
- Simplify and automate data collection activities by entering information onto the system at first point of contact when possible
- Improve reporting capability and add the ability to modify systems more readily to adjust to policy changes
- Facilitate data sharing among the projected 40,000 users of the DVS system; allow for interaction with relational databases used by law enforcement agencies, the court system, and federal agencies
- Provide automated data verification to ensure that DVS data is accurate and reliable

- Enable faster record access and updates; improve the availability of up-to-date information
- Improve access to information by law enforcement
- Enhance the ability of stakeholders to use driver's license and motor vehicle data to make effective enforcement and policy decisions

Challenges

- Developing standards for data exchanges with DVS stakeholders, currently file formats and technology vary making standardization difficult to manage
- Maintaining current system and services while developing and implementing MNLARS
- Capturing all major functional capabilities
- Meeting aggressive timelines for a project the scope and size of MNLARS
- Deploying training for all DVS staff and business partners who will use the system

MNLARS Development

The implementation of MNLARS will be accomplished in four stages, some of which will run concurrently.

Stage I

- Define deliverables and goals for the functional requirements vendor
- Compose an RFP for a functional requirements vendor
- Post the RFP for a functional requirements vendor
- Evaluate and contract with selected vendor

Stage II

- Define functional and non-functional requirements for MNLARS
- Define deliverables and goals for the MNLARS System Vendor
- Compose an RFP for a MNLARS System Vendor
- Post the RFP for a MNLARS System Vendor
- Evaluate and contract with selected vendor

Stage III

- Design system
- Build system
- Implement system
- Transition operations

Stage IV

- Support on-going operations for MNLARS

MNLARS is currently in Stage II, having contracted with Mathtech, Inc. to be the MNLARS functional requirements vendor. In 2009, Mathtech facilitated vision workshops with DVS staff that helped develop a high-level business vision. Participants defined the scope of the business area, identified stakeholders, conducted SWOT (strengths, weaknesses, oppor-

tunities and threats) analysis, and developed SMART (specific, measurable, achievable, relevant, and time bound) objectives. Staff then looked with greater detail at how business is conducted and what can be done to improve service. This analysis will continue into early 2010, as DVS gathers input from deputy registrars, driver's license agents, and motor vehicle dealers.

Mathtech will analyze the information gathered in these sessions and use it to build business and technical requirements for the system, and identify opportunities for process optimization. This work is a vital step toward the procurement of a MNLARS system vendor in late 2010. The system vendor will manage the MNLARS design, build, implementation, and the transition of the current system to MNLARS.

MNLARS includes the establishment of an up-to-date technology platform and infrastructure, and automated support for DVS' current and future business processes.

MATHTECH, INC.

Mathtech, Inc. is a strategy and consulting services firm with offices in New Jersey, Virginia and Arizona. It has years of system design and implementation experience, with critical experience in:

- Large RFP development and procurement support
- Motor vehicle operations and process analysis
- Large-scale system requirement-and-process definition and implementation
- Project management
- Large scale system development

Some of their recent projects include a complete IT strategy, business process redesign, requirements analysis and migration strategy for the State of New Jersey Motor Vehicle Commission, and support for project planning, requirements analysis, and RFP development and procurement for AAMVA's CDLIS Modernization project.

2009 Milestones

July 2009

Published a Request for Proposals for a MNLARS requirements vendor

September 2009

Stage I Completed. Contract with Mathtech, Inc., to develop the functional requirements of the MNLARS system, compose the RFP for a MNLARS system vendor and assist the department with the preparation of materials to support the MNLARS system vendor

October 2009

Start visioning and analysis sessions with DVS staff, facilitated by Mathtech, Inc.

November 2009

Published a Request for Information to gather information from qualified vendors about current products and services related to driver's license and motor vehicle systems.

December 2010

Received RFI responses and began response reviews

MNLARS

Goals for 2010

- Refine existing DVS "As-is" and "To-be" business processes
- Analyze MNLARS functional and non-functional requirements
- Define the high-level system technical architecture
- Identify opportunities for business process optimization
- Issue RFP for MNLARS System Vendor
- Procure a MNLARS system vendor to design, build and implement MNLARS

MNLARS Supporting Projects

As MNLARS moves forward, a number of supporting projects are already underway to address needs of DVS staff and business partners.

IAM

Identity access management (IAM) will develop an identity-access management business practice and a corresponding tool set to manage the digital identities and system access privileges of the projected 40,000 DVS information system users. IAM improves security, customer support and compliance with data privacy policies.

Data

All data needs to be analyzed for conversion, and data cleanup will continue until all data has been converted into the MNLARS system. Data cleanup consists of corrections to data that is missing, redundant, incorrect or duplicated; looking at metadata; analyzing reporting requirements; and creating a data repository and structure for reporting purposes.

EDMS

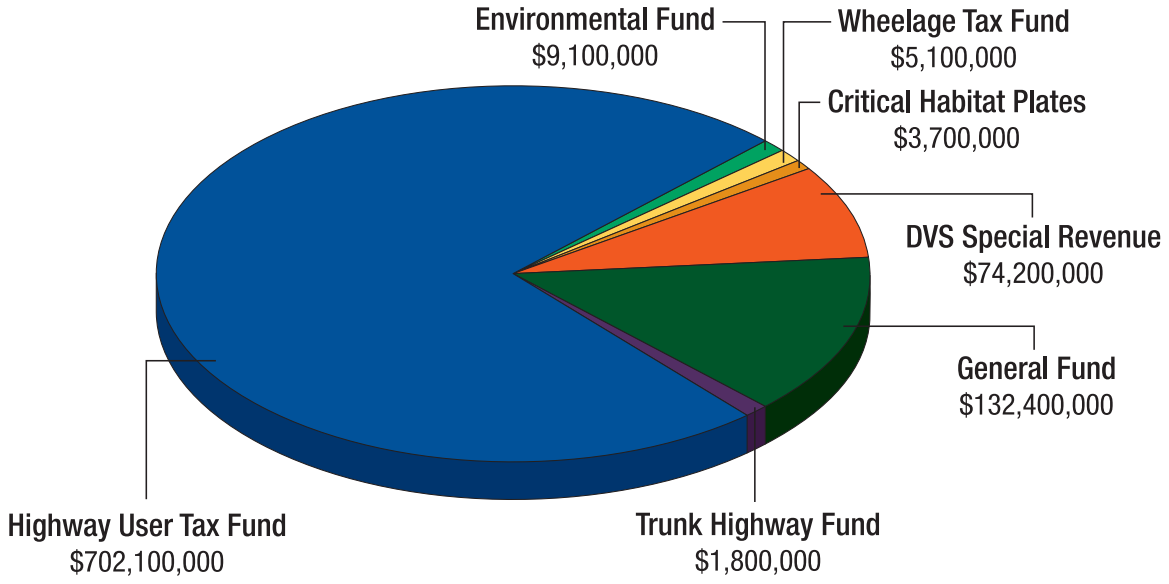
The large volume of DVS transactions — approximately 8 million annually — requires an electronic document management system that encompasses document imaging and retrieval, and possibly workflow support, as part of the system. The document management system will provide storage, versioning, metadata, security, as well as indexing and retrieval capability for motor vehicle and driver's license records.

Operations Best Practices — ITIL

Information technology (IT) services are critical to the successful support of MNLARS and the entire DPS IT environment. The Information Technology Infrastructure Library (ITIL), a collection of best practices from the IT service industry, is a systematic approach to providing high quality and consistent IT service management. It provides a comprehensive collection of checklists, tasks, procedures and responsibilities to deliver IT services that support the department's business activities and meet user expectations and/or conformance to user service level agreements.

DVS Fast Facts — Fiscal Year 2009

Major Annual Revenues Collected $928,400,000



DVS by the Numbers

Vehicle Titles Issued	1,277,284
Vehicle Registrations	5,494,331
License Plates Issued	1,098,763
Dealer Licenses Issued	3,642
Driver's Licenses/ID issued	1,350,000
Driver's License Tests Administered	613,207
Driver Compliance Interviews	100,000
Crash Records Tracked	78,000
Public Information Calls	1,072,161

Minnesota Department of Public Safety
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