



# Driver's License Central Issue Project

Presented by

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Date: July 17, 2008



- ❖ 2005 – First RFP Released to the Public
  - May 2005 - Commonwealth CIO approval for Procurement
  - April 2006 – Notice of Intent to Award Posted
  - April 2006 - Notice of Intent to Award Rescinded
  - June 2006 – RFP Cancelled
  
- ❖ 2006 – Second RFP Released to the Public
  - July 2006 – Second RFP Released to the Public
  - Extensions Granted for Vendor Responses causing delays
  - January 2008 – Notice of Intent to Award Posted
  - February 2008 – Notice of Award
  - February 2008 – Contract Signed

# Business Problem Statement

Virginia

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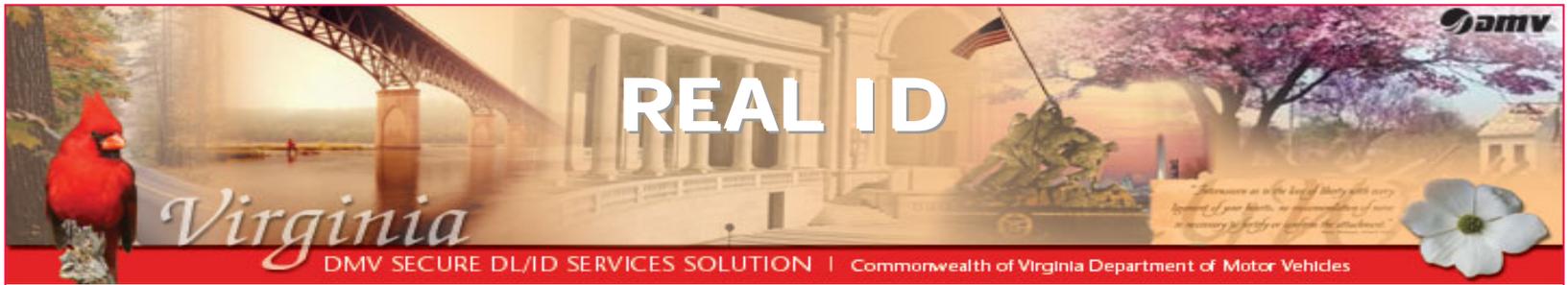
- ❖ Current driver's license/identification card (DL/ID) issuance contract with Digimarc expires December 2008.
- ❖ Required to meet federal mandate of REAL ID.
- ❖ Remain current with practices that deter driver's license fraud and identity theft by increasing controls on the issuance process and strengthening the credentialing process.
- ❖ Ensure Information Technology security measures, controlled auditing and accountability of the consumable components of all DLs/IDs are in place.

# Project Objectives

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- ❖ Improve the Security, Integrity & Quality of the Driver's License & State ID card.
  - Produce American Association of Motor Vehicle Administrators (AAMVA) compliant DL/ID cards.
  - Introduce card designs in which tampering will be readily evident and easily identifiable through a rapid visual inspection and cursory examination in normal conditions.
  - Adopt a secure production process that limits and controls access to materials, equipment, processes and information.
  - Eliminate all production of DLs and IDs at DMV offices and headquarters.
  - Ensure that DMV will be positioned to meet future Federal requirements including REAL ID.



## ❖ Material Compliance

- Mandatory facial image capture (photo first)
- Ensure each applicant only has one valid DL/ID issued by DMV
- DL/IDs that contain level 1,2 & 3 integrated security features
- Mark compliant DL/IDs with a DHS approved security marking

## ❖ Full Compliance

- Card security features not capable of being reproduced
- Card review to test susceptibility to forgery & counterfeiting
- Machine readable information on face of the card
- Require in-person appearance for any material changes
- Retain copies of application, declaration & source documents
- Store photo and document images in specified formats

# Project Objectives

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- ❖ Improve Virginia Residents Privacy & Security
  - Improve security of the current process
  - Improve fraud detection at Customer Service Center staff level
  - Utilize technology to prevent identity theft or assumption
  - Provide useful evidence and tools for law enforcement investigations
  
- ❖ Improve Auditing and Accountability
  - Increase application security
  - Increase physical security

# Project Constraints & Assumptions

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## ❖ Constraints:

- Full implementation at all CSCs no later than June 2009
- Commonwealth's Enterprise Architecture Standards
- Comprehensive solution within established budget
- Stay within federal requirements

## ❖ Assumptions:

- Canadian Bank Note Secure Technologies Inc. (CBN) will be the provider for DL/CI solution.
- Information technology components will be processed in a timely manner by VITA/NG to ensure the completion date is met.

# Project Measures of Success

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- ❖ All 74 Customer Service Centers are operational and successfully processing DL/ID transactions.
- ❖ Secure card production center located in Danville, VA is successfully producing DL/IDs with 100% accuracy.
- ❖ Investigators are able to detect fraudulent driver licenses by the tactile features.
- ❖ The current 28 million photo database can be imported and enrolled into the Facial Recognition solution with a 95% enrollment rate.
- ❖ The Card Production Center (CPC) produces finished DL/IDs and has them entered in the mail system within 3 days of the daily batch upload. (1 day for high-priority DL/IDs).
- ❖ The ability for people to reproduce, duplicate, or alter driver's licenses and identification cards has been minimized.

# DLCI Overall Solution

## Virginia

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Customer initiates DL/ID transaction at Customer Service Center



Photo Comparison, Identity Review and Investigation (if needed) at DMV HQ



CBN Card Production Facility in Danville produces DL/IDs



DL/IDs inserted and mailed from Danville to customer's home address



# Project Technical Solution

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- ❖ CBN will provide
  - Full Production Center in Danville to provide the driver's licenses
    - ◆ Card Inventory – Produces their own card stock
    - ◆ All equipment: database equipment, card customization equipment, sorters, mailers, full production operations
  - Servers to run facial recognition application (automated photo comparison) to include hardware and software
  - Image Capture Application (camera and related software) for the CSCs and fingerprint scanners for user authentication

# Project Technical Solution

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- ❖ DMV will provide
  - Central Image Storage System (CISS) – Oracle database to house old and new photo images, FR templates, request queue data for communications with card production center, audit data, etc.
  - A secure server room at DMV Headquarters to house the CBN provided hardware for the facial recognition system
  - Procurement and supply of Image Capture Workstation peripherals (scanner, temporary driver's license (TDL) printer, signature pad)
  - Export of the current 28 million photos to an agreed media format (by working with current vendor – Digimarc)

# Project Technical Solution

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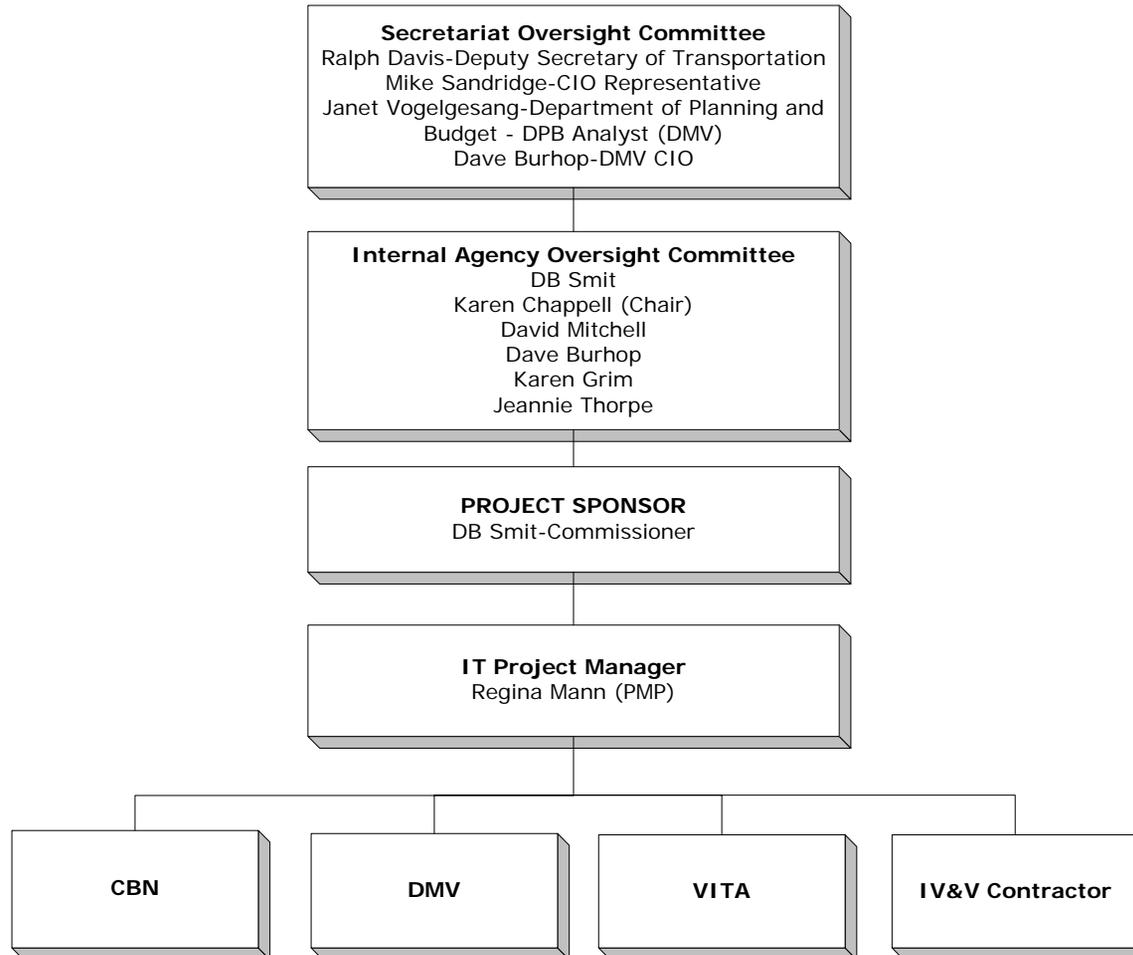
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- ❖ VITA/NG will provide
  - Temporary storage and adequate bandwidth to transfer the current image repository of 28 million images to the new CISS database
  - Servers, software, and storage for the CISS database to include adequate storage for system backups
  - Oracle RAC Environment
  - All infrastructure for networking components at DMV HQ
  - Sufficient bandwidth between CSCs, HQ and CESC to handle transmission of images for photo capture, document scanning, etc. to ensure adequate response time and maximum system availability. (Bandwidth requirements are expected to increase with the new central issue process.)

# Project Management/Oversight

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# Project Schedule Key Milestones

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Milestone	Planned Start Date	Planned Completion Date
Project Development Approval	May 22, 2008	Jul 17, 2008
IV&V Detailed Project Planning Review	Jul 22, 2008	Aug 18, 2008
Detailed Project Planning Approval	Jul 18, 2008	Aug 21, 2008
New Card Design Approval	Mar 19, 2008	Jun 24, 2008
Architecture Design	Apr 7, 2008	Aug 28, 2008
System Requirements	Apr 14, 2008	Oct 2, 2008
Procurement of Software and Hardware	May 5, 2008	Sep 25, 2008
Software Development	Jun 3, 2008	Dec 31, 2008
Card Production Center Building Fit-Up Complete (all equipment installed/tested)	Jun 18, 2008	Dec 23, 2008

# Project Schedule Key Milestones

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Milestone	Planned Start Date	Planned Completion Date
Execution Phase IV&V Review	Oct 20, 2008	Nov 7, 2008
Fraud Implementation Process Complete	Jan 12, 2009	Jan 12, 2009
Pre-Alpha Testing	Dec 11, 2008	Feb 6, 2009
Alpha Testing	Feb 9, 2009	Mar 19, 2009
Beta Testing	Mar 20, 2009	Apr 29, 2009
CSC Deployment	Apr 30, 2009	Jun 15, 2009
Project Closeout	Jun 16, 2009	Jul 17, 2009
Closeout Phase IV&V Review	Jul 20, 2009	Jul 31, 2009

# Project Budget

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Funding for this project will come from FY09 and FY10 Non General Funds.

Internal Staff Labor	\$ 421,875
Services	1,020,000
Software*	500,000
Hardware*	1,300,000
Facilities	750,000
Training	20,000
IV&V	90,000
Contingency	410,187
<b>Total Project Cost</b>	<b>\$ 4,512,062</b>

\* Software and hardware figures are based on the minimum acceptable configuration as proposed by DMV staff. Project budget does not include costs for VITA's projected infrastructure changes.

# Operations & Maintenance Budget

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Internal Staff Labor	\$	120,000
Services		-
Software		125,000
Hardware		151,000
Maintenance – O & M		6,050,000
Facilities		-
Training		-
Contingency		60,500
Annual Maintenance of DLCI Project	\$	6,506,508



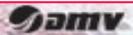
## ❖ Tangible

- Mail Inserter Machine eliminated
- One FTE to run mail operation eliminated
- Envelopes and paper for driver's license mailings no longer needed
- Digimarc maintenance of the central storage unit (server) eliminated
- Digimarc cost per card eliminated

# Anticipated Benefits

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## ❖ Intangible

- The DLCI Project will ensure that DMV will be positioned to meet future Federal requirements.
- Minimize the potential for customer and employee fraud.
- Reduces the use of false addresses by applicants.
- Made with polycarbonate, not laminated teslin, the new driver's licenses and ID cards will have state-of-the-art security features.
- Central Issue also provides for a secure process of inventory control keeping inventory in one central location vs. 74 locations and headquarters.



#	Risk	Probability	Cost Impact	Schedule Impact	Mitigation
1	Issues with the VITA/NG partnership could cause considerable delays in meeting projected time lines.	H	H	H	Coordination activities underway to try and meet the DLCI "optimal" schedule.
2	Digimarc - Expiration of existing contract in December 2008. Potential lack of service.	H	H	H	Negotiations underway to extend contract through June 2009. Complete project according to schedule – June 15, 2009.
3	Scope Creep	H	H	H	Any deviation from the plan will be managed through the change control process and brought up before the Executive Oversight Committee.
4	CSC Deployment & Coordination	H	H	H	Evaluating deployment strategies and schedule.
5	Delays in policy decisions/implementation planning (internal)	H	H	H	Frequent and timely communication with established deadlines; persistent follow-up and monitoring of issues requiring approval.
6	Potential Requirement to upgrade Electrical Current to CSCs	H	H	H	None – Schedule work earlier

# High-Level Issues

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- ❖ Ensure front-end requirements fulfill REAL ID benchmarks.
- ❖ Driver's License Surrender Policy: Determine appropriate actions to take when a customer with an existing DL/ID applies for a new DL/ID.
- ❖ Privacy Policy for Danville Card Production Center and data/image access by DMV employees.
- ❖ The Federal Motor Carrier Safety Administration has issued a Notice of Proposed Rule Making regarding CDLs and commercial instruction permits without color photos.

# Project Manager / Project Sponsor Assessment

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## ❖ Summary

- Code of Virginia – DMV must issue driver's licenses and identification cards.
- Current contract expires December 2008 with a possible extension through June 2009.
- Commonwealth committed to REAL ID compliance.
- DMV needs to meet federal and AAMVA requirements for Driver's License issuance.

## ❖ Fully committed

- Recommend that the Information Technology Investment Board grant development approval for the Driver's License Central Issue Project.

# THE END

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*"Persons as a test of duty with every  
breath of your hearts, as a demonstration of care  
is necessary to justify or justify the attachment"*



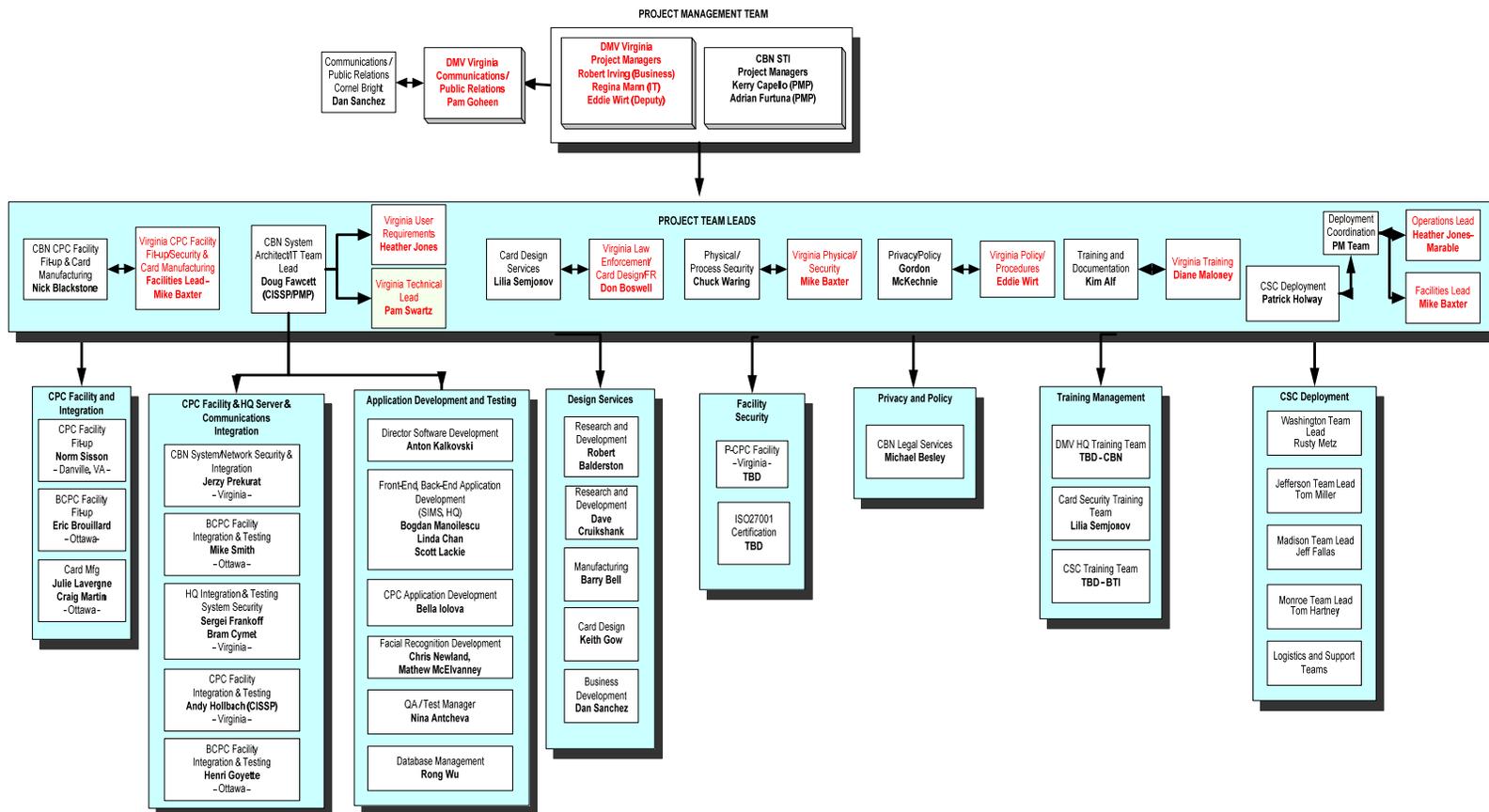


- ❖ Project Team Org Charts if needed

# CBN Project Teams

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# DMV Project Teams

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*Success is at the end of every path with every step of your heart, no accumulation of time is necessary to verify or quantify the achievement!*

