



# Minnesota Department Of Revenue

## Moving to a Paperless Environment

Mary Jo Alexander, DOR  
Sandy Thompson, ICS

August, 2008

MINNESOTA · REVENUE



### Panel Introductions

- **Minnesota Department of Revenue**
  - Mary Jo Alexander, Analyst
- **Information Capture Solutions**
  - Sandy Thompson, Project Manager

MINNESOTA · REVENUE



## **Minnesota Department of Revenue**

**A strategic direction  
of the  
Minnesota Department of  
Revenue  
is to become paperless in 2010**

MINNESOTA · REVENUE



## **What's the Strategic Proposal?**

- **We will promote electronic interactions whenever possible**
- **We will implement a document management system for everything else**
- **We will convert paper to images when it enters the agency, not after it's worked**

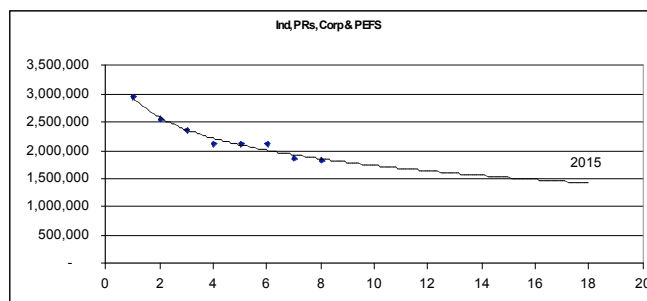
MINNESOTA · REVENUE

## Why Is This Important?

- Paper is not going away in the near future
- Other agencies have converted and are seeing the benefits
- Our physical space needs continue to grow

MINNESOTA · REVENUE

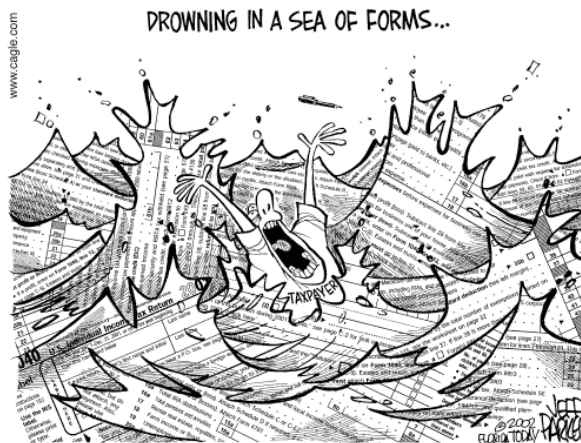
## Paper Income Tax Filing Trend



It's reduced, but it's not going away!

MINNESOTA · REVENUE

## A long journey to today



MINNESOTA · REVENUE

## Brief History

- **Prior to 2002 -Watermark Imaging system**
- **In 2002 – Income Tax Re-engineering Project**
  - Began scanning and entry from images, of individual and property tax returns, for processing in our income tax system
  - Converted all images from the Watermark Imaging system
  - Continued scanning “paper” for retention purposes allowing for destruction of paper

MINNESOTA · REVENUE



## Brief History

- **In 2005**
  - Began scanning in-coming correspondence for the Collection Division to work off images via "workflow".
  - Began scanning completed audit documents for immediate viewing by auditors
  - All divisions sent completed documents for scanning and retention of images

MINNESOTA · REVENUE



## Brief History

- **In 2006**
  - Began "File Room" project  
(Processed returns to free up physical space within DOR)
  - Scanned business returns upon completion of entry

MINNESOTA · REVENUE



## **In 2007 – Upgraded**

- **Technology has changed – more capability than ever**
- **Investments made in scanning will continue to be of value after the integrated system**
- **A common document management platform fits right in with “life after integration”**

MINNESOTA · REVENUE



## **Old Technologies**

- **4 - 9520 Kodak Scanners (returns)**
- **1 - 7520 Kodak Scanner (correspondence)**
- **Captiva FormWare – Capture Software**
- **Custom importer (Syscom) to IBM Content Manager**
- **Custom java application (Syscom) for workflow**
- **Custom Image Retrieval (Syscom)**

MINNESOTA · REVENUE



## Upgrade Goals

- **Maintain existing FormWare functionality**
- **Replace outdated scanners and increase scanning capacity and capability**
- **Upgrade capture platform**
- **Streamline document preparation**
- **Reduce process flows**
- **Automate when possible**
- **Replace "custom" workflow with "out of box" eClient**

MINNESOTA · REVENUE



## Preparation for Upgrade

- **Invited vendors on-site to do process assessments**
- **Invited vendors on-site to do product presentations**
- **Attended technology conferences**
- **Surveyed other states**
- **Held teleconferences with other states**

MINNESOTA · REVENUE



## **Request for Proposal Scan and Capture**

- **Professional services: project management, software development, integration of new hardware/software**
- **Purchases: scanners, scan software, capture platform upgrade, maintenance**
- **Training: scanners and capture**

MINNESOTA · REVENUE



## **Request awarded to:**

**Information Capture Solutions  
965 South Hwy 25W, Suite 34  
Williamsburg, KY 40769**

**Brant Poore, President  
Raymond Shears, Vice President & CBO**

MINNESOTA · REVENUE



## Retrieval, Workflow, Storage

- **Contracted with Syscom:**
  - Professional services: project management, configuration
  - Upgrade current IBM Content Manager to latest version, 8.3
  - Configure eClient, based on requirements, for workflow
  - Eliminate custom Workflow system

MINNESOTA · REVENUE



## New Technologies

- **Purchases:**
  - IBML ImageTrac III Scanners
  - Captiva InputAccel scanning platform
- **Integrated InputAccel with FormWare for structured forms**
- **Upgraded IBM Content Manager to V8.3**
- **eClient (out of box) for View/Search and Workflow**
- **Storage Area Network (SAN) for images**

MINNESOTA · REVENUE



## **DOR Benefits**

- **Simplified manual sorting and data preparation procedures**
- **Improved scan production rates**
- **Improved efficiency (less rejects/rescans)**
- **Improved workflow by utilizing images rather than paper for resolution of 'exceptions'**


MINNESOTA · REVENUE



## **DOR Benefits**

- **Streamlined the process flow for review and data capture**
- **Reduced temp/seasonal hours**
- **Freed up physical storage space**
- **More flexible work environment**
- **Better customer service**


MINNESOTA · REVENUE



**Benefits  
Scan/Capture**

- **Processes tax returns at document level (not batch)**
- **Integrates with FormWare Completion as well as current VBA programs**
- **Offers basic process flow – can route documents within a batch to various work queues based on information found on the document**

MINNESOTA · REVENUE



**Benefits  
Scan/Capture**

- **Captures data from paper, faxes, e-mails, excel spreadsheet data streams automatically**
- **Performs form identification**
- **Balances workflow with shared client licenses**

MINNESOTA · REVENUE



## **Benefits Capture Process**

- **Reduced scan jobs from 22 to 8**
- **Classified documents at scan time**
- **Consolidated jobs from 10 data process flows to 3 data capture flows**
- **Validated based on user-defined business rules**
- **Created exception queues, worked via images**

MINNESOTA · REVENUE



## **Benefits Retrieval, Workflow, Storage**

- **eClient - out of box functionality easy to maintain, configuration only**
- **Eliminated custom workflow system**

MINNESOTA · REVENUE



## Lessons Learned

- **Gather complete requirements**
- **Mutual understanding of requirements (vendor and DOR)**
- **Test thoroughly**
- **Build system for norm, not exceptions**
- **Manually “fix” exceptions, do not try and build them all into the code**

MINNESOTA · REVENUE



## Lessons Learned

- **Become familiar with system prior to official training**
- **Prepare users for change**
- **Manage team/user expectations**
- **Manage technical resistance to change**
- **Make certain technical resources are available to vendors**

MINNESOTA · REVENUE



## Today's Process Environment

- **Converting paper HRM files to electronic file**
- **Developing jobs to become the "capture" system for all tax types to align with the new Integrated System**
- **Expanding "workflow" to all divisions**

MINNESOTA · REVENUE



## Today's Process Environment

- **Full Time Business Analysts**
- **Programmers in training mode**
- **User participation**
- **Training materials**
- **Open communication with vendors**

MINNESOTA · REVENUE



No More Paper



No More Deliveries



# Scan it All!


No More Filing



Shred it All!



MINNESOTA · REVENUE



# Questions?

MINNESOTA · REVENUE