Department of Public Safety

Driver and Vehicle Services

Driver and Vehicle Systems Project Report

June 2021

Table of Contents

Vehicle Title and Registration System (VTRS)

The Vehicle Title and Registration System (VTRS) project replaced the Minnesota Licensing and Registration System (MNLARS) with a commercial off-the-shelf system from Fast Enterprises (FAST) called FastVS.

The Department of Public Safety Driver and Vehicle Services (DPS-DVS) division will complete the project in two phases.

- Phase I includes functionality for title and registration, dealer management, fleet management, permits and imaging. DPS-DVS successfully implemented Phase I on Nov. 16, 2020.
- Phase II includes functionality for motor carriers related to the International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP). Phase II is scheduled to roll out Oct. 4, 2021.

Highlights

- The system remains consistently stable with no major Minnesota Drive (MNDRIVE) outages.
- We moved MNDRIVE system hosting from state premises to Fast Hosting Services (FHS), which achieved system resiliency and reduced risk to data.
- Participation in the electronic vehicle title and registration (EVTR) program continues to grow. We made several improvements and enhancements.
- We implemented several self-service enhancements that will provide quick and convenient options for customers and reduce communication with DVS customer service agents:
    - Redesign of the DVS homepage, making it mobile-aware and more user-friendly.
    - Virtual assistant (chat bot) on the DVS website where a customer can ask questions and receive immediate answers to basic questions most often received by DVS customer service agents.
    - Online portal for customers to check the status of a recent plate/tab/title transaction.
    - Online portal for customers to update their vehicle's insurance information.

Phase II

The VTRS project team officially kicked off Phase II of the project on Jan. 13, 2021. Since then, the team has completed the requirements and the base configuration stages and is currently actively engaged in the development, conversion and testing phases. The project plan remains on schedule for the Oct. 4, 2021 rollout.

DPS-DVS has identified several risks related to Phase II rollout. These risks and the DPS-DVS response include:

- **Small DPS-DVS IFTA/IRP work unit.** This work unit only has 19 staff and is providing one full-time subject matter expert (SME) and two full-time testers to the project. It remains a challenge to have staff dedicated to the project and maintain acceptable service levels. DPS-DVS took the following steps to mitigate the risk:
    - DPS-DVS hired three full-time temporary staff to assist in day-to-day operations and to keep the unit's work in progress (WIP) stable.
    - DPS-DVS is in the process of hiring a part-time former and retired employee who will assist with WIP and training temporary staff.
    - While WIP has so far remained stable, DPS-DVS continues to closely monitor WIP and has identified additional DVS staff who can step in to assist as needed.
- **Large number of Minnesota motor carriers.** There are approximately 7,200 motor carriers registered in Minnesota, many of whom may choose to use the new e-Services account platform. Training and

communication with this large number of users will be challenging. DPS-DVS plans to take the following steps to mitigate this risk:
- Work closely with the two SMEs from the Minnesota Trucking Association (MTA) who actively participate in the project in order to ensure the system meets their needs and is as user-friendly as possible.
- Engage with MTA to communicate with their members via monthly submissions to the MTA newsletter and other communication methods.
- Engage motor carriers directly through the DPS-DVS outreach coordinator/liaison position.
- Conduct live system demos and trainings, advertising them to carriers through MTA and other means.
- Provide videos and system guides to carriers for on-demand use.

- **DPS-DVS and deputy registrar staff participation and engagement.** Staff participation and engagement in system demos, listening sessions and trainings will be essential to ensure staff are prepared for the rollout of the new system. However, given how small the DPS-DVS Prorate team is and considering the nine deputy registrar offices who provide IFTA/IRP services, it could be challenging for these offices to dedicate the time needed for training and preparation. DPS-DVS has already and will continue to take the following steps to mitigate this risk:
  - Engage DPS-DVS leadership and the Prorate unit early and directly to ensure they have the means and resources needed to fully participate.
  - Engage the nine deputy registrar offices early and directly, as well as using other sources with whom they have existing relationships (e.g. via Deputy Registrar Business Owners Association [DRBOA]/ Minnesota Deputy Registrar Association [MDRA], DPS-DVS Prorate leadership/liaisons, other deputy registrar contacts), to ensure they have the means and resources needed to fully participate.
  - Provide all staff with flexible training options such as self-guided video modules, individual hands-on exercises, interactive virtual and in-person trainings, and independent practice in a "sandbox" production-like environment.

Stakeholder Engagement

Engagement with external stakeholders remains essential to Phase II and to the success of the project as a whole. Engagement with stakeholders this quarter includes:

- Deputy registrars
  - DPS-DVS shares project information and other communication in weekly newsletter updates.
  - Members of the MDRA, and DRBOA, and DPS, DVS, and FAST leadership hold monthly SQR prioritization meetings, from which many high-priority enhancement requests have been logged and implemented.
  - DPS-DVS Director Emma Corrie continues to host monthly meetings that include project updates.
  - DPS-DVS Director Emma Corrie meets with the leaders of MDRA and DRBOA once a month, prior to the monthly deputy registrar meetings, to discuss questions or concerns to share with the larger group.
  - Monthly training sessions highlight important topics, often at the request of deputy registrars. Attendance continues to grow to record levels in the past 6 months.
  - Monthly vehicle services and driver services workgroups discuss communications and business process updates and needs.
  - Deputy registrars who are members of the executive steering team receive monthly project briefings.

- One staff member from the Crossroads License Bureau in Rochester and one from the Pennington County license office in Thief River Falls actively participate 16 hours a week as SMEs and testers for the VTRS Phase II project.
- Dealers
  - DPS-DVS holds training/information webinars for dealers every eight weeks.
  - DPS-DVS shares project information and other communication in monthly newsletter updates.
  - Leadership from the Minnesota Automobile Dealer Association (MADA) and Northland Independent Automobile Dealer Association (NIADA) are members of the executive steering team and receive regular monthly project briefings.
  - Leadership from MADA participates in a monthly vehicle services workgroup to discuss communications and business process updates.
  - Leadership from MADA participates in monthly EVTR meetings to discuss SQRs, concerns, communication and enhancements.
- Minnesota Trucking Association (MTA)
  - MTA has assisted DPS-DVS in identifying two staff members from Minnesota trucking companies who actively participate at least 16 hours a week as SMEs and testers for the VTRS Phase II project.
  - DPS-DVS submits an article to the monthly MTA newsletter, which includes information and updates about the VTRS Phase II project.
  - DPS-DVS leadership communicates with MTA leadership on an as-needed basis.
- Law enforcement
  - The project team and FAST continue to engage with various law enforcement agencies and representatives as needed regarding enhancements and interface development.
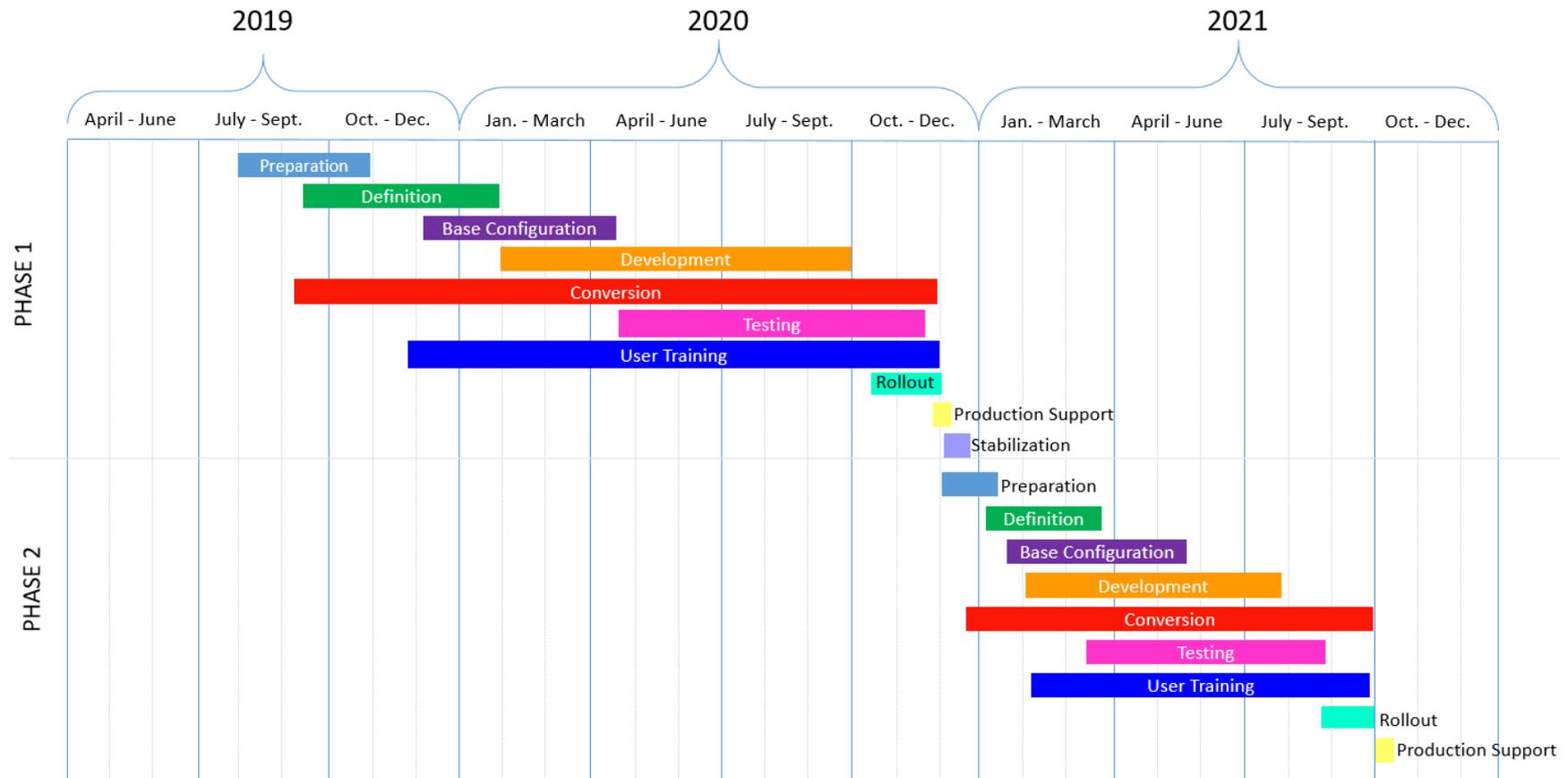
Customization

Site-specific configuration is occurring and business processes are updating, but no customization has occurred to the FastVS core system.

FAST Methodology – Project Phases

The FAST project methodology has nine distinct phases.

- Preparation Phase: Develops the roadmap that defines the execution of the FastVS implementation project.

- Definition Phase: The first step each team takes in defining the work to deliver the lines of business.

- Base Configuration Phase: Structures and implements the starting point for the rollout.

- Development Phase: The project team uses the definition items to produce work packages that specify parameters, establish options and define thresholds, and performs other types of configuration or development of site-specific extensions.

- Conversion Phase: Provides the new system with a base set of data with which the business functions operate.

- Testing Phase: Ensures the production system can meet business needs in a robust and stable manner.

- User Training Phase: Prepares user documentation and delivers training to system users.

- Rollout Phase: Delivers the lines of business to production.

- Production Support Phase: Provides desk-side support and solution-specific, help-desk support during the initial production period, and operates and maintains the solution in production over the long term.

Project Timeline

Payment Schedule

The contract between the state and FAST sets forth the following schedule and payment plan.

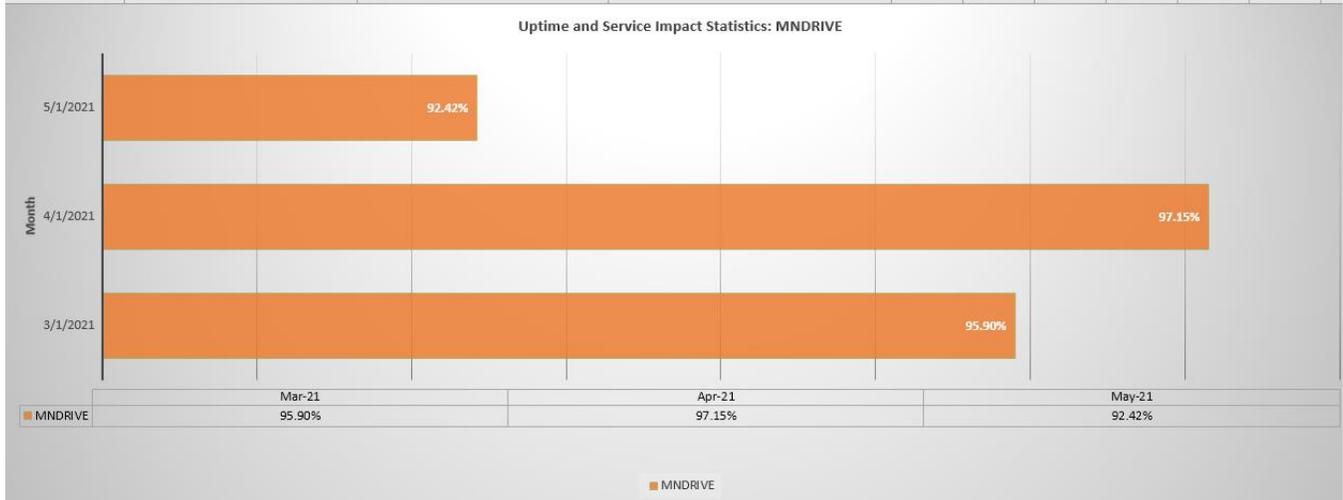| MN VS Payment Schedule				
Milestone	**Estimated Invoice Date**	**Cost**	**Retainage**	**Payment**
FastVS License Fee	Aug. 23, 2019	$4,000,000	$0	$4,000,000
FastVS Software Annual Maintenance Fee	Aug. 23, 2019	$250,000	$0	$250,000
Rollout 1 (R1)				
R1 Definition Complete	Jan. 8, 2020	$4,250,000	$425,000	$3,825,000
R1 Base Configuration Complete	April 8, 2020	$3,125,000	$312,500	$2,812,500
R1 Testing Preparation Complete	May 20, 2020	$6,500,000	$650,000	$5,850,000
FastVS Software Annual Maintenance Fee	Aug. 23, 2020	$500,000	$0	$500,000
R1 System Acceptance, Product Rollout (R1 Go-Live)	Nov. 16, 2020	$7,625,000	$762,500	$6,862,500
Partial Retainage Release (per Section 4.2[b])	Upon acceptance			$1,075,000
Rollout 2 (R2)				
R2 Definition Complete	March 26, 2021	$1,500,000	$150,000	$1,350,000
R2 Base Configuration Complete	May 14, 2021	$1,125,000	$112,500	$1,012,500
R2 Testing Preparation Complete	June 15, 2021	$2,250,000	$225,000	$2,025,000
R2 System Acceptance, Product Rollout (R2 Go-Live)	Oct. 4, 2021	$2,625,000	$262,500	$2,362,500
Maintenance 8/23/2021-10/04/2021	Aug. 23, 2021	$104,000	$0	$104,000
Final Retainage Release	Upon final acceptance			$1,825,000
Total Implementation Cost		***$33,854,000***		***$33,854,000***

Driver Services Update

DPS-DVS successfully completed the upgrade from version 11 to version 12 on Nov. 16, 2020. Driver Services staff continue to remain actively engaged in the DPS-DVS response to the needs of Minnesotans during Gov. Walz's COVID-19 peacetime emergency.

Highlights from this quarter include:

- The project team continues to manage and close out system fixes and improvements.

- The project team deployed the document pre-approval process for online REAL ID and enhanced driver's license pre-applications on March 29. This process allows customers to upload required residency and identity documents for approval by DPS-DVS staff before visiting a driver's license agent or driver's license exam station. It reduces the amount of time a customer must spend in an office to complete an application and decreases multiple office visits by customers because they do not have the correct documents to support their application.

DPS-DVS Systems Status

System Availability

Uptime and Service Impact Statistics: MNDRIVE

Month	Mar-21	Apr-21	May-21
MNDRIVE	95.90%	97.15%	92.42%

- 5/1/2021: 92.42%
- 4/1/2021: 97.15%
- 3/1/2021: 95.90%

	March-21	April-21	May-21
MNDRIVE	95.90%	97.15%	92.42%
UPTIME	100%	100%	100%
IMPACT	4.10%	2.85%	7.58%
			48 hour impact due to Idemia Vendor outage

MNLARS and Legacy System Decommissioning

Decommissioning MNLARS and the remaining vehicle legacy systems was a parallel activity to the VTRS effort. VTRS Phase I included all existing legacy system functionality, including all MNLARS functionality. After VTRS Phase I successfully launched and data conversion and validation were complete, the legacy applications were temporarily maintained in a read-only state. Read-only access ended on Feb. 19, 2021. All user access ended at that time. Decommissioning legacy servers required data archiving and coordinating activities with MNIT. All MNLARS decommissioning work was completed March 21, 2021.

VTRS Phase II includes the replacement of the Explore functions for the International Fuel Tax Agreement (IFTA) and the International Registration Plan (IRP). Explore is not supported by MNIT and is separate from MNLARS.

Explore does not have interfaces with MNLARS nor data stores in MNLARS. The Explore contract will expire after VTRS Phase II rollout.

Stellent Decommissioning

Stellent, the legacy Driver Services document management tool, was decommissioned before VTRS Phase I due to the system's age and vulnerability. Document management is now available through FastDS.

Stellent user access ended, and virtual and physical Stellent hardware decommissioning is complete.

Budget

Tables 1A and 1B – VTRS and DVS Technology Account

The following VTRS Development (1A) and DVS Technology Account (1B) tables include a summary of year-to-date revenues.

- "Expenditures" are funds paid subject to an invoice or expense incurred.

- "Encumbrances" are funds set aside for payment after an obligation for payment has been established, but no invoice has yet been approved or paid.

- "Forecast" spending includes planned expenditures and encumbrances that are anticipated but have yet to be either paid out or set aside.

Table 1A

YTD financial reporting for vehicle & driver for reporting period FY2021 ($000)	YTD FY21		
Revenues	**YTD**	**Encumbered & forecast**	**Total**
VTRS Development	28,972	-	28,972
Driver License Development	-	-	-
Total revenue	28,972	-	28,972
Expenditures - Driver	**YTD spend**	**Encumbered & forecast**	**Total**
FAST Contract	-	-	-
DVS staff	-	-	-
MNIT staff	-	-	-
Technology costs	-	-	-
Other spent	-	-	-
Total Driver	-	-	-
Expenditures - Vehicle	**YTD spend**	**Encumbered & forecast**	**Total**
FAST Contract	8,125	4,883	13,008
Contractors	2,124	769	2,893
DVS staff	1,032	411	1,443
MNIT staff	576	165	741
Technology costs	623	1,288	1,911
Other spent	196	6,475	6,671
Total Vehicle	12,676	13,991	26,667
Total Driver and Vehicle	**$12,676**	**$13,991**	**$26,667**

Table 1B

YTD financial reporting for vehicle & driver for reporting period FY2021 ($000)	YTD FY21		
Revenues	**YTD**	**Encumbered & forecast**	**Total**
Carryforward	8,871	-	8,871
Receipts*	21,355	-	20,500
Total revenue	30,226	-	29,371
Expenditures - Driver	**YTD spend**	**Encumbered & forecast**	**Total**
FAST contract	2,628	1,740	4,368
Contractors	156	10	166
DVS staff	171	107	278
MNIT staff	478	212	690
Technology costs	864	1,072	1,936
Other spent	65	140	205
Total Driver	4,362	3,281	7,643
Expenditures - Vehicle	**YTD spend**	**Encumbered & forecast**	**Total**
FAST Contract	42	3,158	3,200
Contractors	1,118	76	1,194
DVS staff	168	384	552
MNIT staff	917	534	1,451
Technology costs	1,521	1,748	3,269
Other spent	124	35	159
Total Vehicle	3,890	5,935	9,825
Total Driver and Vehicle	**$8,252**	**$9,216**	**$17,468**

Table 2 – Amount Spent for Contractors

Spending for MNIT and DPS-DVS contractors is shown for the reporting period for March through May 2021. Table 2 contains the amount paid by the MNLARS and FAST vehicle project for each contractor. Each contractor may have one or more billed resources placed on the project or may be paid upon completion of deliverables without regard to the number of resources engaged.

Contractor	March–May 2021 spending
DPS Business Partners*	$3,092.07
Fast Enterprises LLC	$866,448.25
GTEL Advisors LLC	$17,062.50
IPCS	$9,780.00
Rose International	$171,562.79
SDK Technical Services	$61,404.00
Trissential	$39,600.00
Total	**$1,168,949.61**

DPS Business Partners include 14 dealer ambassadors

Tables 3 and 4

Tables 3 and 4 show spending for MNIT and DPS employees for the quarterly reporting period of March through May 2021. These tables contain staff charges allocated to the FAST/MNLARS projects for each position, as well as an indication for each position of the number of dedicated staff and non-dedicated staff (those who spent part of their time supporting FAST/MNLARS but were not assigned to the project).

Table 3 – Quarterly Amount Spent for MNIT Employees at DPS

Position	Dedicated staff	Non-dedicated staff	March-May 2021 spending ($000)
Developer	6	3	303
Managers/Supervisors	-	2	61
Operations/Technical support	-	11	175
Project managers/Admin support	1	-	29
Total	7	16	$568

Table 4 – Quarterly Amount Spent for DPS Employees

Position	Dedicated staff	Non-dedicated staff	Vehicle ($000)	Driver ($000)	March-May 2021 spending ($000)
Information officer	1	-	10	-	10
Admin support	1	-	15	-	15
Business analyst	7	-	117	31	148
Financial analyst	1	-	11	11	22
PIC temp staff	3	-	13	-	13
Total	13	-	$166	$42	$208