



Department of Public Safety
Driver and Vehicle Services



Driver and Vehicle Systems Project Report

September 2021

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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 on Oct. 4, 2021.

Highlights

- The system has remained consistently stable with no major Minnesota Drive (MNDRIVE) outages.
- Participation in the electronic vehicle title and registration (EVTR) program continues to grow. We made several enhancements, and the program is stable.
- We implemented several self-service enhancements that provide quick and convenient options for customers and reduce communication with DVS customer service agents. They include:
 - Ability to request duplicate license plates and registration stickers online.
 - Ability to update insurance information for motor vehicle transactions online.
 - Improved “Office Locations” webpage to enhance user experience and make it easier to find available services.
 - Ability to apply online for a new disability parking certificate.
 - Ability to renew an existing permanent disability parking certificate online.
 - Ability to change your vehicle’s registered address online.
 - Enhanced e-Services functionality for fleet customers.
- Improved processing-screen flow for various transaction types for better efficiency for deputy registrars and DPS-DVS staff.
- Enhanced five of the most commonly used DPS-DVS forms to pre-populate with as much information as possible from the system, which allows for more efficient customer interaction.
- Made improvements in the printing process for motor vehicle titles and customer letters, improving efficiency, dramatically reducing the number of address inserts needed, and improving the bulk title mailing process.
- Completed a data and privacy security assessment, with no risks found.

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, base configuration, development and testing stages. The team is currently engaged in the conversion and training stages. The project plan remains on schedule for the Oct. 4, 2021 rollout.

Highlights:

- The project team conducts bi-weekly change management meetings with the DPS-DVS and deputy registrar project subject-matter experts (SMEs) to identify potential changes and communicate these to stakeholders.
- As of the end of August, the testing project team has completed:
 - 864 business testing scenarios.

- 581 development suggestions.
- 141 regression testing scenarios.
- As of the end of August, the training team has:
 - Worked directly with the deputy registrar community to identify several training dates.
 - Created and provided self-guided on-demand training modules for deputy registrar and DPS-DVS staff.
 - Provided access to the sandbox environment to deputy registrar and DPS-DVS staff to practice real transactions in a non-live environment.
 - Created support tools, FAQs and updated content in the MNDRIVE system's Help Manager to support all users during training and after rollout.
 - Conducted one WebEx training with Minnesota's motor carrier community, with several more scheduled for September.
- The project team continues to conduct regular stakeholder engagement through various forums to ensure that MNDRIVE Phase II information reaches all affected parties.

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 SME, two full-time testers, and three part-time testers to the project. It remains a challenge for staff to complete the required tasks related 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. The work unit is currently caught up in nearly all transaction types.
 - DPS-DVS has hired a part-time former and retired employee who will assist with WIP and training temporary staff.
 - While WIP has remained stable, DPS-DVS continues to 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 has taken the following steps to mitigate this risk:
 - Work closely with the two SMEs from the Minnesota Trucking Association (MTA). They actively participate in the project to ensure the system meets their needs and is as user-friendly as possible.
 - Send a weekly newsletter to a distribution list of approximately 6,000 motor carriers and other stakeholders, communicating project information, updates and training information.
 - Engage with MTA to communicate with their members via monthly submissions to the MTA magazine 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 are essential to ensure that 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 that provide IFTA/IRP services, it has been challenging for them 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, and use 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/liasons, 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.
- **COVID-19 Uncertainties.** The pandemic continues to cause uncertainties, and cases have recently begun to increase in Minnesota, which can potentially affect the efficiency of work being done for the project. DPS-DVS has taken the following steps to mitigate this risk:
 - Continue to follow federal and state health and safety guidelines, such as masking requirements, health screenings, social distancing, etc.
 - Temporarily reduced the number of staff required to work in the office on an as-needed basis.
 - Created contingency testing and training plans to move to a 100 percent remote and virtual environment, should the need arise.
 - Use the lessons learned from the experience of the first rollout in 2020, when the project team conducted business 100 percent remotely.

Stakeholder Engagement

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

- Deputy registrars
 - DPS-DVS shares project information and other communication in weekly newsletter updates.
 - Members of MDRA and DRBOA, and DPS, DVS, and FAST leadership hold monthly service request (SQR) prioritization meetings, from which many enhancement requests have been logged and implemented.
 - DPS-DVS director continues to host monthly meetings that include project updates.
 - DPS-DVS director 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 has continued to grow to record levels in the past several 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.
 - DPS-DVS leadership communicates directly with MDRA and DRBOA leadership on an ad hoc basis.
- 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.
- DPS-DVS leadership communicates directly with MADA leadership on an ad hoc basis.
- Minnesota Trucking Association (MTA) and Motor Carriers
 - DPS-DVS shares project information and other communication to Minnesota’s motor carriers in weekly newsletter updates.
 - MTA shares the DPS-DVS weekly communication to their members via their weekly newsletter.
 - 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, including information and updates about the VTRS Phase II project.
 - MTA leadership attends the executive steering meetings and receives regular monthly project briefings.
 - DPS-DVS leadership communicates directly with MTA leadership on an ad hoc 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 been made to the FastVS core system.

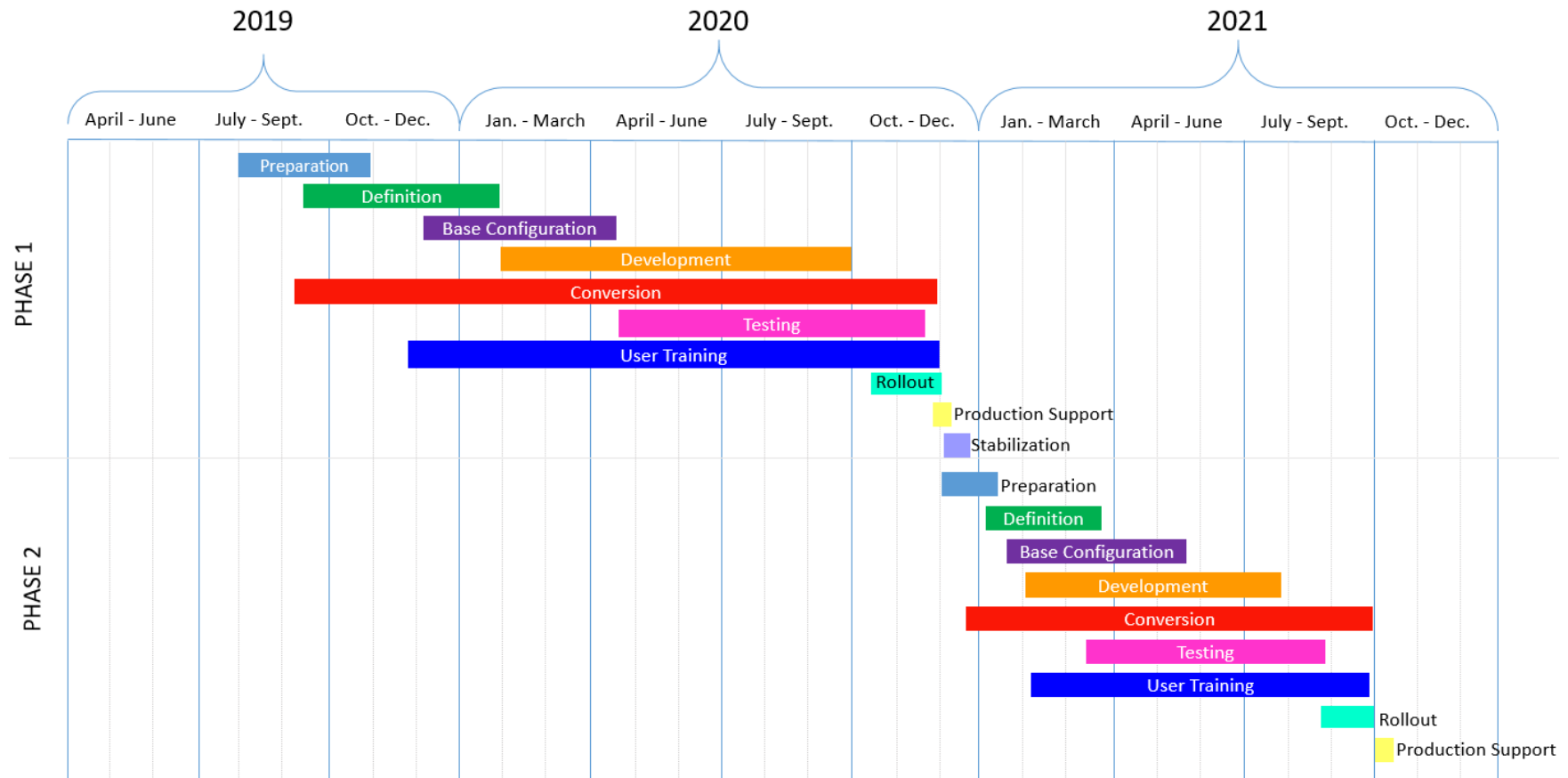
FAST Methodology – Project Phases

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 Aug. 23-Oct. 4, 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

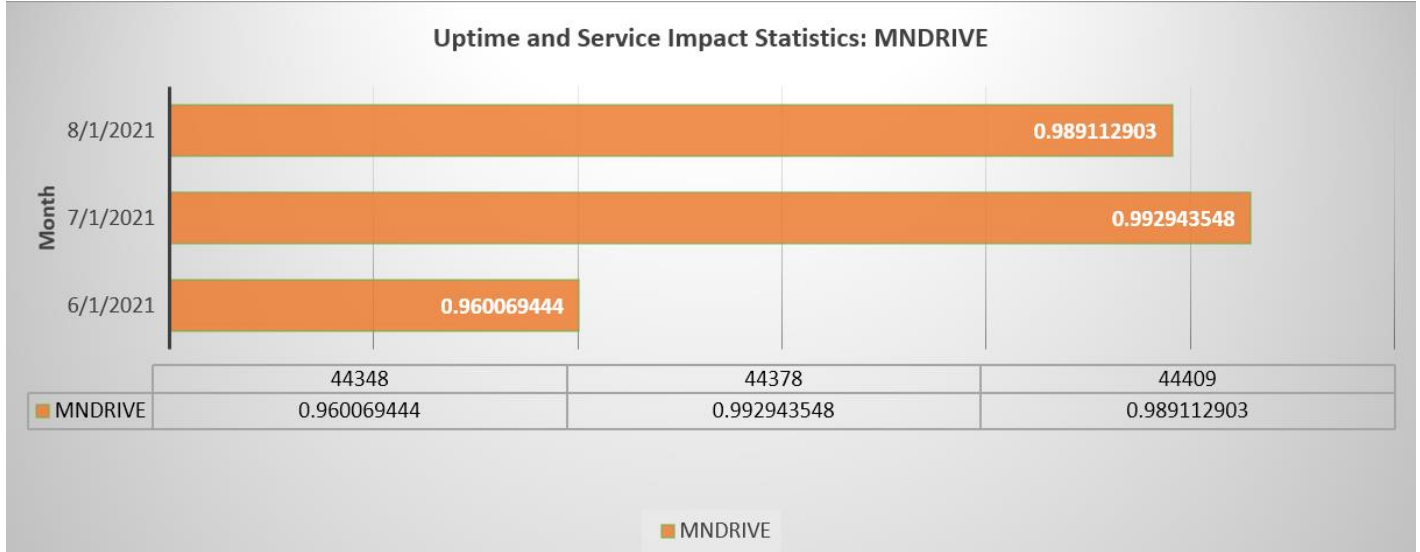
DPS-DVS successfully completed the upgrade from version 11 to version 12 on Nov. 16, 2020. Driver Services staff were actively engaged in the DPS-DVS response to Minnesotans' needs during Gov. Walz's COVID-19 peacetime emergency. They have remained committed to implementing enhancements in order to serve Minnesotans more efficiently and effectively.

Highlights from this quarter include:

- The project team continues to manage and close out system fixes and improvements.
- Integrated driver education school data within the system, which improved the licensing process.
- Implemented an electronic notification process between DPS-DVS and the Minnesota Department of Natural Resources (DNR) for violations with vehicles under the DNR's purview, which helps promote public safety and improves efficiency in the DVS process.
- Converted disability certificate transactions to the version 12 service transaction. This streamlined the process and made it more efficient for users.
- Expanded e-Services options to offer online disability certificate renewals and replacements.

DPS-DVS Systems Status

System Availability



	June-21	July-21	August 21
MNDRIVE	96.01%	99.29%	98.91%
UPTIME	100%	100%	100%
IMPACT	3.99%	0.71%	1.09%

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	13,000	-	13,000
Contractors	2,383	-	3,383
DVS staff	3,669	-	3,669
MNIT staff	644	-	644
Technology costs	822	-	822
Other spent	753	-	753
Total vehicle	21,271	-	21,271
Total Driver and Vehicle	\$21,271	-	\$21,271

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*	23,547	-	23,547
Total revenue	32,418	-	32,418
Expenditures - Driver	YTD spend	Encumbered & forecast	Total
FAST contract	4,351	-	4,351
Contractors	40	-	40
DVS staff	200	-	200
MNIT staff	718	-	718
Technology costs	994	6	1,000
Other spent	186	-	186
Total Driver	6,489	6	6,495
Expenditures - Vehicle	YTD spend	Encumbered & forecast	Total
FAST Contract	167	-	167
Contractors	1,193	-	1,193
DVS staff	197	-	197
MNIT staff	1,410	-	1,410
Technology costs	1,739	6	1,745
Other spent	152	-	152
Total vehicle	4,858	6	4,864
Total Driver and Vehicle	\$11,347	\$6	\$11,359

Table 2 – Amount Spent for Contractors

Spending for MNIT and DPS-DVS contractors is shown for the reporting period for June through August 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	June – Aug 2021 Spend
DPS Business Partners*	\$25,108.91
Fast Enterprises LLC	\$6,724,357.15
GTEL Advisors LLC	\$35,568.75
Idemia	\$71,933.00
IPCS	\$67,628.00
Rose International	\$80,174.88
SDK Technical Services	\$23,736.00
Vertelligence	\$35,280.00
Total	\$7,063,786.69

**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 June through August 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	June - Aug 2021 Spend (\$000)
Developer	6	-	245
Managers/supervisors	-	2	39
Operations/ Technical Support	-	12	120
Project managers/Admin support	1	-	28
Total	7	14	\$432

Table 4 – Quarterly Amount Spent for DPS Employees

Position	Dedicated Staff	Non-dedicated Staff	Vehicle (\$000)	Driver (\$000)	June – Aug 2021 Spend (\$000)
Program Director	1	-	29	-	29
Information Officer	1	-	13	-	13
Admin Support	1	1	20	-	20
Business Analyst	6	-	107	49	156
Financial Analyst	1	-	14	14	28
Training	2	3	83	-	83
Testers	-	6	53	-	53
Dealers Unit	-	13	115	-	115
Liaisons	-	23	285	-	285
Data Practices	-	3	12	-	12
Total	12	49	\$731	\$63	\$794