



Department of Public Safety

Driver and Vehicle Services



Driver and Vehicle Systems Project Report

September 2020

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Vehicle Title and Registration System (VTRS)

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

The project will be completed in two phases.

- Phase 1 includes functionality for title and registration, dealer management, fleet management, permits and imaging. Phase I is scheduled to rollout on Nov. 16, 2020.
- Phase II will include functionality for motor carriers with International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP). Phase II is scheduled to roll out Oct. 2021.

The project team is on track for a successful release of Phase 1 on Nov. 16. The cutover activities for the release will start on Wednesday, Nov. 11. Deputy registrar and driver's license offices will be closed during the cutover between the old and new system. There will be a soft launch during the cutover with a few deputy registrar offices transitioning to the new system on Friday, Nov. 13 or Saturday, Nov. 14.

Payments made to FAST since the last quarterly report:

- On July 1, 2020, FAST received payments of \$1 million for the FastDS software annual maintenance fee.
- On August 23, 2020, FAST received payments of \$500,000 for the FastVS software annual maintenance fee.

Highlights from this quarter include:

- Response to the COVID-19 pandemic.
 - The project team continues to work on the project via telework. Telework for the project team has been successful and no major issues or delays have occurred to the project.
- Training activities
 - Project staff implemented the online training model and started Tier 1 training. The online training model allows deputy registrars to schedule their staff to complete training based on their timetable. This also allows deputy registrar staff to use the training modules post rollout.
 - A risk associated with the online training model is the discipline leadership teams need to exercise to ensure staff is participating and completing the training.
- Testing activities
 - The project transitioned to a remote testing business model. Fifteen deputy registrars have completed system testing as well as conversion verification activities. The business-testing phase is nearly complete and the project is changing over to the end-to-end testing phase.
 - When test cases are failed by the tester, a developer corrects the issue and the test case is retested.
 - The project is working with MNIT's Office of Accessibility to complete system accessibility testing. FAST has successfully completed and provided copies of Voluntary Product Accessibility Template (VPAT) version 2.0 and VPAT version 2.3.

- Organizational Change Management
 - Organizational change management activities continue to occur. Fifteen business units, including deputy registrars and dealers, meet during MNDRIVE Minutes every three weeks to discuss the project and the impact to system users.
- External Engagement
 - Deputy Registrars
 - Project information is shared in weekly DVS updates.
 - DVS Director Emma Corrie hosts a bi-weekly meeting that includes project updates.
 - MNDRIVE Minutes are held every three weeks.
 - The deputy registrars who are members of the executive steering team are briefed monthly on the project.
 - Members from the Minnesota Deputy Registrar Association (MDRA) and Deputy Registrar Business Owners Association (DRBOA) participate as subject matter experts (SME). The SMEs work directly with the project staff from FAST as well as DVS.
 - Dealers
 - A dealer-specific communication plan was developed and is being executed due to the large paradigm shift in how dealers will conduct business with DVS under the new system.
 - MNDRIVE Minutes for dealers are held every three weeks and dealers receive monthly email newsletters with project updates. Leadership from Minnesota Automobile Dealers Association (MADA) and Northland Independent Automobile Dealers Association (NIADA) are members of the executive steering team and are regularly briefed on the project.
 - Law Enforcement
 - The project team hosts monthly meetings with law enforcement representatives to provide a project status update as well as review changes that may affect law enforcement.
 - The law enforcement agencies that are invited to the meeting are the Minnesota Police and Peace Officers Association, Police Officers Federation of Minneapolis, Minnesota Chiefs of Police Association, Minnesota Sheriffs Association, St. Paul Police Department Federation, Minnesota State Patrol, and Minnesota Bureau of Criminal Apprehension.
- Addressing Work in Process
 - DVS has brought on temporary staff to assist in the completion of work in process (WIP) for title processing, document scanning, record searches and processing customer refunds. The goal is to have minimal WIP at the time of rollout.

Updated Risks

- Three new risks were identified this quarter and added to the project's risk log.

- **Completing Test Cases.** The completion of test cases from deputy registrar staff and DVS staff is necessary to ensure the system is working as designed. Participation was soft at the beginning of the testing phase, but once the risk was escalated, participation improved.
- **Dealers.** Dealers will experience a significant change in how they do business with the state. They will need to renew their license, complete transactions, and issue temporary permits through the new system. To mitigate the impact of the temporary permit change, DVS is encouraging dealers to begin using the new permits on Nov. 16, but allowing them to continue using the existing yellow permits until Dec. 31. On Jan. 1, 2021, all dealers will be required to issue the temporary permits through the new system.
- **Training.** The online training model requires the leadership teams to schedule their staff time to complete the necessary system training. It will be a challenge for offices to ensure staff complete the necessary system training due to multiple demands, including the COVID-19 pandemic.

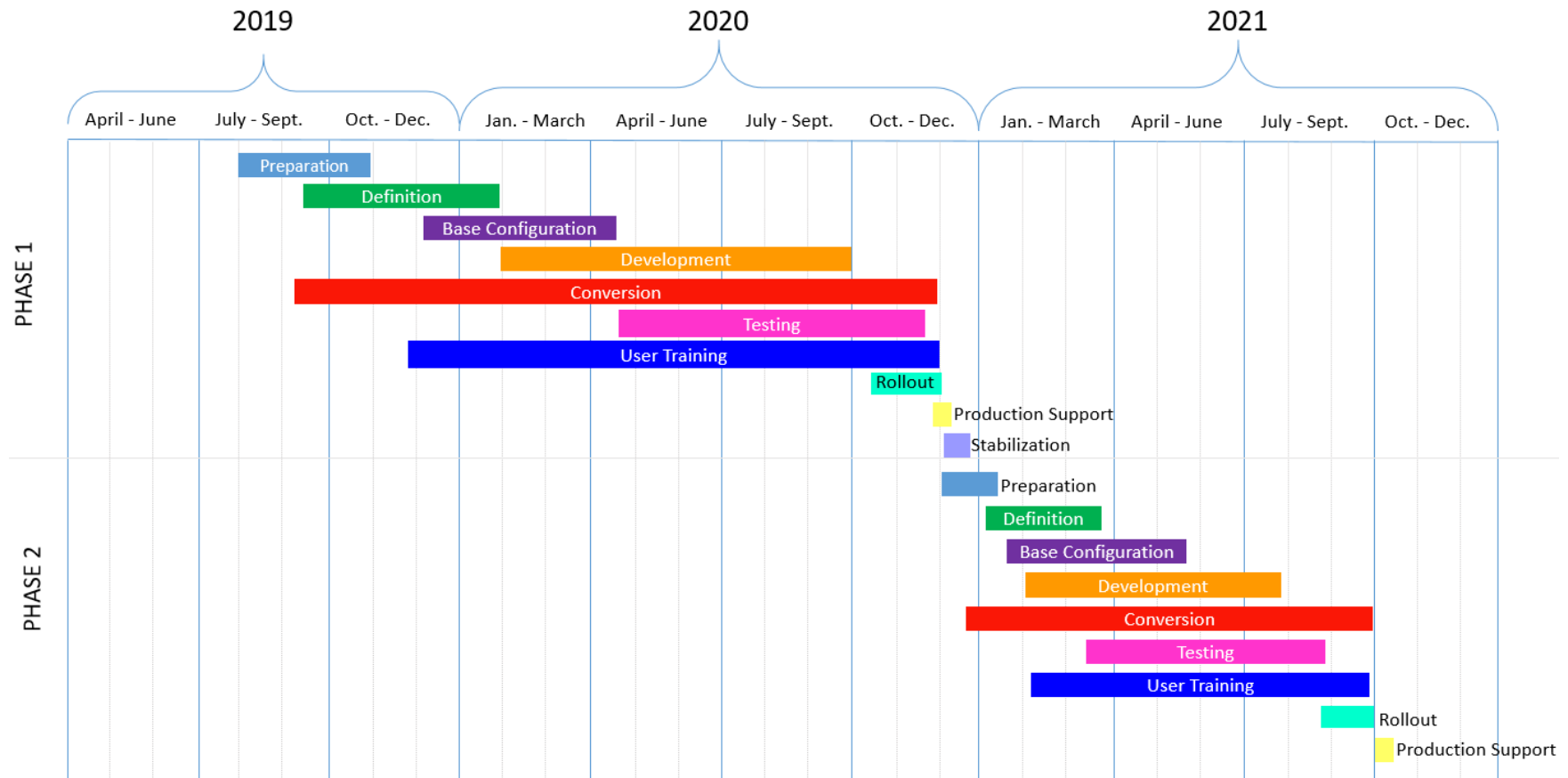
FAST Methodology – Project Phases

The FAST project methodology has nine distinct phases.

- Preparation Phase
 - Develops the roadmap that defines the execution of the FastVS implementation project. Completed Oct. 9, 2019.
- Definition Phase
 - The first step each team takes in defining the work to deliver the lines of business. Completed Jan. 8, 2020.
- Base Configuration Phase
 - Structures and implements the starting point for the rollout. Completed April 8, 2020.
- Development Phase
 - The project team uses the definition items to produce work packages that specify parameters, establish options, define thresholds, and performs other types of configuration or development of site-specific extensions. Scheduled for completion Sept. 9, 2020.
- Conversion Phase
 - Provides the new system with a base set of data with which the business functions operate. Conversion will continue to occur up to rollout.
- Testing Phase
 - Ensures that the production system can meet the business needs in a robust and stable manner. Scheduled for completion on Oct.16, 2020.

- User Training Phase
 - Prepares user documentation and delivers training to system users. Scheduled to occur up to rollout.
- Rollout Phase
 - Delivers the lines of business to production. Rollout will occur from Nov. 11-16, 2020.
- 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. Production support will start on Nov. 16, and will continue into December.

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. 1, 2021	\$2,625,000	\$262,500	\$2,362,500
Maintenance 8/23/2021-10/01/2021	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

Risks

Thirteen risks have been documented in the project's risk log.

1. **COVID-19.** COVID-19 could impact the development and rollout of VTRS. The VTRS team teleworked and continued development, conversion, testing and training efforts during this quarter.
2. **Surge of work post stay at home order.** Deputy registrars and DVS offices are gradually resuming services after Gov. Walz allowed the stay at home order to expire. Accommodating the increase of customers over the busy summer months, while maintaining social distancing and other safety measures, may affect the ability of deputy registrars to engage fully in VTRS testing and training.
3. **Completing Test Cases.** The completion of test cases from deputy registrar staff and DVS staff is necessary to ensure the system is working as designed.
4. **Dealers.** Dealers will experience a significant change in how they do business with the state. They will need to renew their license, complete transactions, and issue temporary permits through the new system. To mitigate the impact of the temporary permit change, DVS is encouraging dealers to begin using the new permits on Nov. 16, but allowing them to continue using the existing yellow permits until Dec. 31. On Jan. 1, 2021, all dealers will be required to issue the temporary permits through the new system.
5. **Training.** The online training model requires the leadership teams to schedule their staff time to complete the necessary system training. It will be a challenge for offices to ensure staff complete the necessary system training due to multiple demands, including the COVID-19 pandemic.
6. **Scanner deployment.** The VTRS executive steering committee voted to move forward with scanning motor vehicle documents at the deputy registrar office. The Vehicle Services regional liaisons will be delivering and assisting with the setup of scanners at deputy registrar offices. If offices need additional scanners, and would like the project to pay for the scanners the Executive Steering Committee (ESC) would be the forum to have the dialog. Membership of the ESC is comprised of deputy registrars, auto dealers associations, auto auctions, BCA, MNIT, and DVS.
7. **Managing work-in-process at the time of VTRS rollout.** DVS is actively managing the work-in-process by hiring temporary staff to ensure there is minimal work-in-process at the time of VTRS rollout.
8. **Conversion of MNLARS records.** The conversion of MNLARS records into VTRS is a focus for a dedicated team on the project.
9. **REAL ID.** Federal enforcement of the REAL ID Act was extended to Oct. 1, 2021. This should decrease the number of customers requesting a REAL ID compliant driver's license or identification card over the VTRS training and implementation period, reducing the impact to deputy registrars and DVS offices and back office processing.

10. **MINNCOR replacing manual process.** The VTRS project is working with MINNCOR to replace the current manual processes with system automation.
11. **Electronic Vehicle Title and Registration (EVTR).** This is a complex business between participating dealers, deputy registrars and DVS. It was a challenge with MNLARS. DVS has entered into a memorandum of understanding (MOU) with eight vendors that met the legislative requirements to offer EVTR services in Minnesota. Some vendors may not be prepared to offer EVTR service at the time of rollout. The project team will revisit EVTR in the middle of January 2021 for the vendors that have not completed the necessary work to be able to offer their services at rollout.
12. **Decommissioning of MNLARS and Legacy Systems.** Decommissioning MNLARS will require thorough planning and analysis to ensure all data needed for operation or retention purposes is accurately assessed and converted or stored.
13. **Scope creep.** Overall project scope creep can occur with large projects similar to VTRS.

Independent Verification and Validation (IV&V)

DVS and MNIT entered into a contractual agreement with BerryDunn to provide IV&V services for the VTRS project. The second quarter IV&V report was completed in June 2020.

Below is the updated response to the survey sent to the deputy registrars.

- Have you received any communications about the new Vehicle Title and Registration System initiative?
 - Yes – 41/42 = 97.62%
 - No – 1/42 = 2.38%
 - Lower response rate, but increase in percentage of yes from second quarter.
- Are you satisfied with the frequency and content of the communication you received?
 - Yes – 35/39 = 89.74%
 - No – 4/39 = 10.26%
 - Lower response rate, but increase in percentage from second quarter.
- Do you feel that you have been able to provide input to the state regarding the Vehicle Title Registration System, and that your input was sufficiently addressed?
 - Yes – 29/40 = 72.50%
 - No – 13/40 = 32.50%
 - Lower response, but increase in percentage from second quarter.

- Based on the information that has been provided to you on the Vehicle Title Registration System to date, do you feel that the state has a plan to sufficiently prepare you to use the Vehicle Title and Registration System?
 - Yes – 27/40 = 67.50%
 - No – 13/40 = 32.50%
 - Lower response, but similar to second quarter.
- Do you feel the Vehicle Title Registration System will meet your needs?
 - Yes – 30/39 = 76.92%
 - No – 9/39 = 23.08%
 - Improvement of 6.48% from the first quarter.

Customization

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

FastDS Update

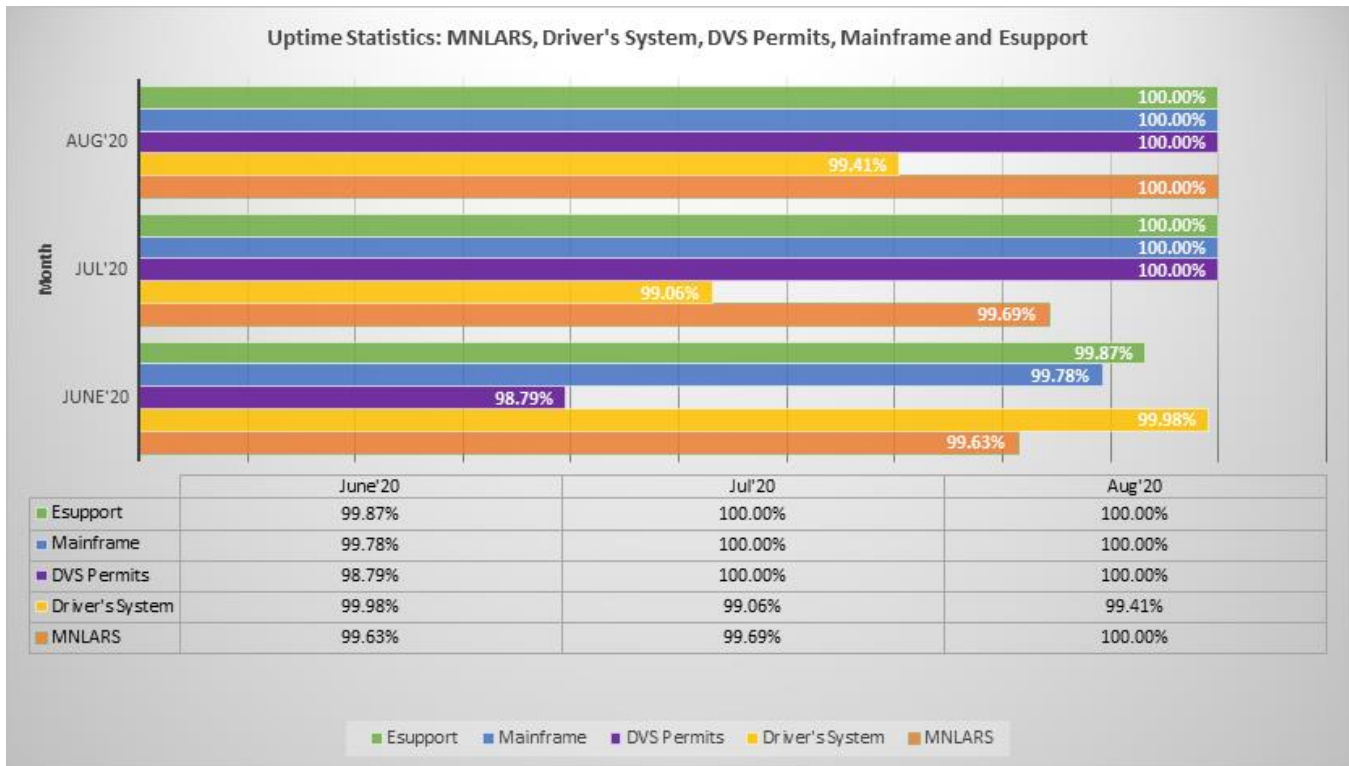
DVS continues to process service requests for FastDS and prepare for the upgrading from v11 to v12. The rollout of v12 will occur from Nov. 11-16, in conjunction with the VTRS rollout. The FastDS team was also actively engaged in the DVS response to the needs of Minnesotans during Gov. Walz' peacetime emergency and stay-at-home order.

Highlights from this quarter include:

- **Virtual Lobby.** Successfully deployed a virtual lobby system at 14 DVS exam stations to support social distancing and reduce exposure to COVID-19.
- **Scheduling of Online Renewal.** Developed an online service to implement new legislation that allows Minnesotans to renew a standard driver's license or ID card, or replace a lost or stolen standard license or ID card without a new photo or vision screening. This deployed June 2.
- **Development of Online Class D Knowledge Exams.** FastDS is in the process of implementing legislation to allow Minnesotans the ability to complete the Class D knowledge exam online in conjunction with IDEMIA.
- Continue to manage and close out system fixes and improvements.

DVS Systems Status

System Availability



MNLARS Support and Maintenance

MNLARS is now in support mode. The support team continues to perform bi-weekly data fixes and assists the MNIT operations staff with testing and verification of operating system and security patches prior to being applied to the production system.

Usage of online renewals is at very high levels with no negative impacts to system performance. The team responds to approximately 5-10 service requests and questions from DVS staff each week. MNLARS system performance is meeting the expected goals and the team is the right size for the workload.

Two primary factors accounted for unexpected downtime this quarter:

- Minnesota state agencies experienced a very high volume of network attacks via the internet in early June. DVS systems were impacted intermittently over several days by Distributed Denial of Service (DDOS) attacks. MNIT network and security teams worked to implement new prevention tools and the DDOS attack issues are no longer impacting DVS applications.

- DVS has experienced an unusual number of connectivity issues to AAMVA recently. The problem was tracked to AAMVA's leased line with Verizon. MNIT is working with those entities to resolve their connection issues.

MNLARS and Legacy System Decommissioning

Decommissioning MNLARS and the remaining vehicle legacy systems is a parallel activity to the VTRS effort. VTRS Phase I will include all existing legacy system functionality, including all MNLARS functionality. After VTRS Phase 1 is launched and data conversion and validation is completed, the legacy applications will be temporarily maintained in a read-only state. Select business users will have access for reference and record comparison. The end of read-only access will be defined by the business but is projected to not exceed 90 days. At that time, all user access will be deleted.

Decommissioning of legacy servers will require data archiving and coordination of activities with MNIT. Any server associated with production data will not be decommissioned until after the business shuts down read-only access. All MNLARS decommissioning work is scheduled to be completed by March 22, 2021.

VTRS Phase 2, scheduled to roll out Oct. 1, 2021, includes the replacement of the Explore prorate functions for the IFTA and IRP. Explore is not supported by MNIT and it is separate from MNLARS. Explore does not have interfaces with MNLARS nor data stores in MNLARS. The Explore contract will be allowed to expire after VTRS Phase 2 rollout is complete.

Stellent Decommissioning

Stellent, the legacy Driver Services document management tool, has been decommissioned. Originally scheduled to be decommissioned after VTRS Phase 1, the timeline was escalated due to the age and vulnerability of the system. Document management is now available through FastDS.

Stellent user access ended and virtual Stellant hardware decommissioning is complete. Removal of physical hardware will occur once MNIT staff are onsite.

Budget

Table 1A & 1B – VTRS and DVS Technology Account

The following VTRS Development (Table 1A) and DVS Technology Account (Table 1B) includes 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.
- “Forecasted spend” includes planned expenditures and encumbrances that are anticipated but have yet to be either paid out or set aside.

Table 1 A

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2020 (\$000)		YTD FY20	
Revenues	YTD	Encumbered & forecast	Total
VTRS Development	52,669	-	52,669
Driver License Development	3,000	-	3,000
Total revenue	55,669	-	55,669
Expenditures - Driver	YTD spend	Encumbered & forecast	Total
FAST contract	3,000	-	3,000
DVS staff	-	-	-
MNIT staff	-	-	-
Technology costs	-	-	-
Other spent	-	-	-
Total Driver	3,000	-	3,000
Expenditures - Vehicle	YTD spend	Encumbered & forecast	Total
FAST Contract	18,440	-	18,440
Contractors	599	-	599
DVS staff	734	-	734
MNIT staff	754	-	754
Technology costs	93	-	93
Other spent	18	-	18
Total vehicle	20,638	-	20,638
Total Driver and Vehicle	\$23,638	\$0	\$23,638

Table 1 B

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2020 (\$000)		YTD FY20	
Revenues	YTD	Encumbered & forecast	Total
Carryforward	1,069	-	1,069
Receipts	19,723	-	19,723
Total revenue	20,792	-	20,792
Expenditures - Driver	YTD spend	Encumbered & forecast	Total
FAST contract	3,088	-	3,088
DVS staff	308	-	308
MNIT staff	604	-	604
Technology costs	1,106	-	1,106
Other spent	275	-	275
Total Driver	5,381	-	5,381
Expenditures - Vehicle	YTD spend	Encumbered & forecast	Total
FAST Contract	-	-	-
Contractors	1,900	-	1,900
DVS staff	176	-	176
MNIT staff	1,958	-	1,958
Technology costs	2,634	26	2,660
Other spent	81	-	81
Total vehicle	6,749	26	6,775
Total Driver and Vehicle	\$12,130	\$26	\$12,156

Table 2 – MNLARS Deficiency Budget

This appropriation expired June 30, 2020, and will be removed from the report moving forward. The remaining amount listed below cancelled back to the state’s general fund as of Aug. 21, 2020.

YTD MNLARS Deficiency Budget for Reporting Period FY2020 (\$000)						
Deficiency	Carry Forward from FY19	Budget	YTD	YTD FY20		
				Encumbered & forecast	Total forecast	Remaining amount
Development, Technology, Contractors	3,154	3,154	3,108	0	0	45
Total	\$3,154	\$3,154	\$3,108	\$0	\$0	\$45

Table 3 – Amount spent for contractors

Spend for MNIT contractors is shown for the reporting period for June-August 2020. Table 3 contains the amount (in thousands) paid by the MNLARS 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 2020 Spend (\$000)
BerryDunn	\$55,000.00
DPS Business Partners*	\$101,767.73
Fast Enterprises LLC	\$11,958,333.33
Knowledge It A Cooperative	\$397,173.00
Lighthouse Software Solutions	\$401,708.00
SDK Technical Services	\$88,752.00
Solomon Partners	\$25,344.00
Trissential	\$29,775.38
Total	\$13,057,853.44

*DPS Business Partners include 6 Subject Matter Experts from Deputy Registrar offices and the Minnesota Auto Dealers Association

Spend for MNIT and DPS employees is shown for the quarterly reporting period of June-August 2020. Tables 4 and 5 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 that spend part of their time supporting FAST/MNLARS but were not assigned to the project).

Table 4 – Quarterly Amount Spent for MNIT Employees at DPS

Position	Dedicated staff	Non-dedicated staff	June-Aug 2020 Spend (\$000)
Developer	11	-	285
Managers/supervisors	2	1	89
Operations/ Technical Support	3	9	214
Project managers/Admin support	4	-	109
Total	20	10	\$967

Table 5 – Quarterly Amount Spent for DPS Employees

Position	Dedicated Staff	Non-dedicated Staff	Vehicle (\$000)	Driver (\$000)	June-Aug 2020 Spend (\$000)
Program Director	1	-	39	-	39
Information Officer	1	-	11	-	11
Admin Support	1	-	4	-	4
Program Supervisor	1	-	30	-	30
Business Analyst	10	-	170	43	213
Financial Analyst	1	-	12	12	24
Total	15	-	\$266	\$55	\$321