Department of Public Safety
Driver and Vehicle Services

MINNESOTA IT SERVICES

Driver and Vehicle Systems Project Report

March 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 by Fast Enterprises (FAST) called FastVS.

On Jan. 8, 2020 the project completed the definition phase. With the completion of the definition phase a payment of $3,825,000 was made to FAST.

Other highlights from this quarter include:

- The addition of one staff member from the Minnesota Automobile Dealers Association (MADA).
- The addition of one staff member from the Deputy Registrar Business Owners Association (DRBOA).
- The execution of a contract with BerryDunn for Independent Verification and Validation (IV&V) of the project.

In addition, the decommissioning of Stellent, a document/image repository for driver's license documents, is scheduled to have the servers shut off by March 31, 2020. This escalated timeline is due to the Stellent documents being successfully converted to FAST on Feb. 18, 2020.

Four additional risks were identified this quarter and added to the project's risk log.

- **REAL ID**. Federal enforcement of the REAL ID Act begins on Oct. 1, 2020. The increased number of customers requesting a REAL ID compliant driver's license or identification card will impact deputy registrar offices and DVS offices and back office processing.

- **Training facilities**. When the FastDS project was deployed in 2018, facilities at universities and community colleges were used for training staff in the metro area and Greater Minnesota during summer months. However, since VTRS will be released on Nov. 16, universities and community colleges are not available since students are still in school. The project team is looking for alternative facilities throughout the state for VTRS training sessions.

- **Explore contract.** The vendor that currently provides the registration system for IRP/IFTA transactions is responding to an audit completed by the Minnesota Department of Human Rights.
    - On Feb. 28, 2020, this risk was mitigated as Explore responded to the audit from the Minnesota Department of Human Rights.

- **MINNCOR replacing manual process**. The VTRS project has requested that MINNCOR replace the current manual processes with system automation. The risk to the project is if

MINNCOR cannot complete the interfaces for automation.
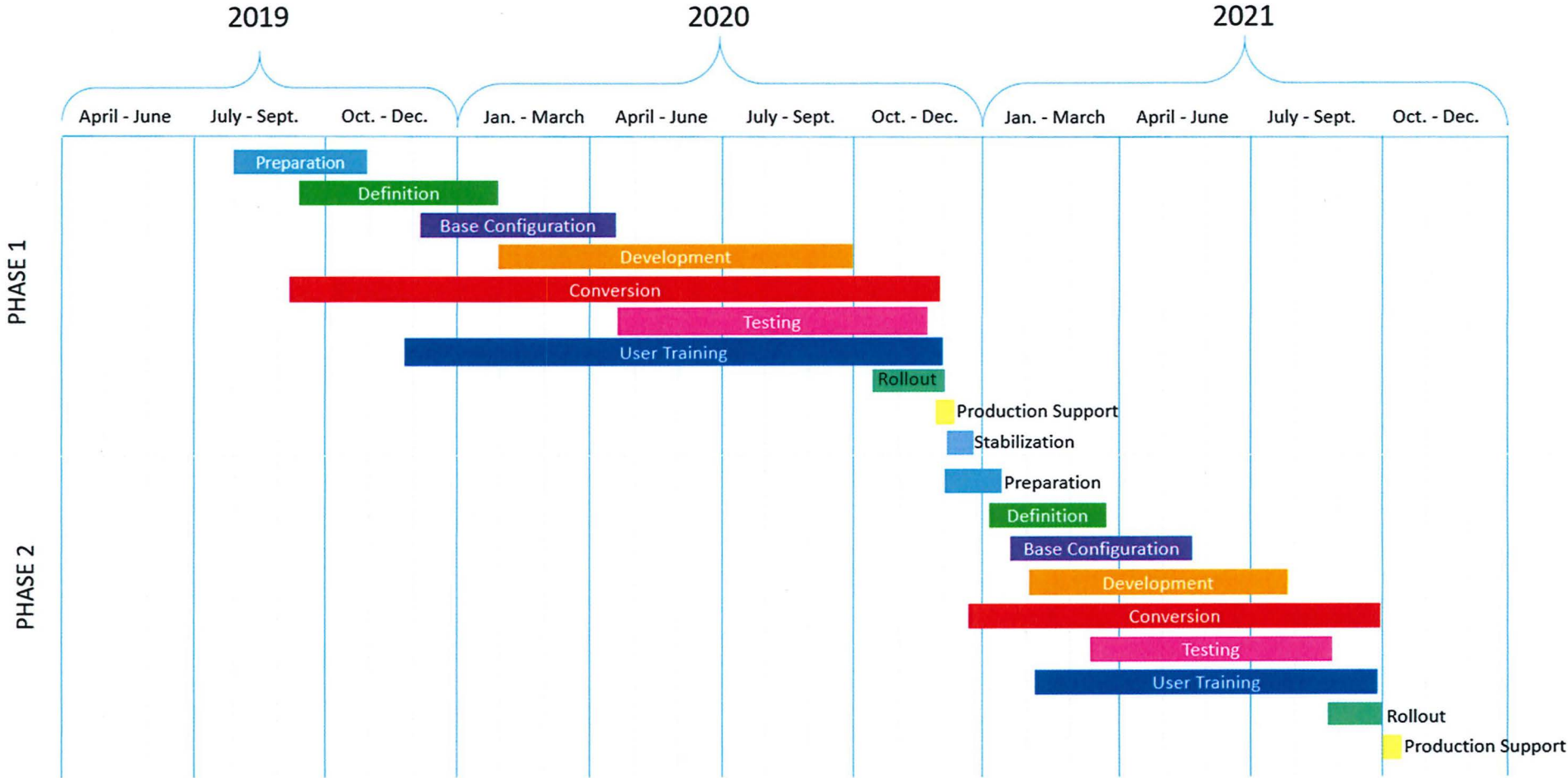
The VTRS project will be completed in two phases.

- Phase I includes functionality for title and registration, dealer management, fleet management, permits and imaging. Phase I is scheduled to roll out 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. 1, 2021.

Project Phases

The project 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, 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 that the production system can meet the 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

Project Timeline Gantt chart

2019 — April - June | July - Sept. | Oct. - Dec.
2020 — Jan. - March | April - June | July - Sept. | Oct. - Dec.
2021 — Jan. - March | April - June | July - Sept. | Oct. - Dec.

PHASE 1
- Preparation
- Definition
- Base Configuration
- Development
- Conversion
- Testing
- User Training
- Rollout
- Production Support
- Stabilization

PHASE 2
- Preparation
- Definition
- Base Configuration
- Development
- Conversion
- Testing
- User Training
- Rollout
- Production Support

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***

VTRS Teams

The following teams are working alongside FAST:

- Title and Registration – representatives from DVS, MNIT and Minnesota Deputy Registrar Association (MDRA)
- Dealer and Inventory – representatives from DVS, MDRA and MADA
- Financials – representatives from DVS and DRBOA
- Conversion – representatives from DVS, MNIT and DRBOA
- Interfaces – representatives from DVS and MNIT
- Training – representatives from DVS, MDRA and DRBOA will join the project in May, August and September 2020
- Testing – representatives from MNIT, DVS, MDRA and DRBOA will join the project in September 2019 and July 2020
- Tech & Support – representatives from MNIT

Risks

Ten risks have been documented in the project's Risk Log.

1. **Registration tax calculation.** The registration taskforce is evaluating solutions to change how base value is calculated for motor vehicle registrations. FAST requested a decision on the calculation of registration tax be completed by March 1, 2020, so programming and end user training can be completed. Although this legislative proposal is not in statute, initial versions of the legislation appear to be able to be completed by the Phase I date.

2. **REAL ID.** Federal enforcement of the REAL ID Act goes into effect on Oct. 1, 2020. The increased number of customers requesting a REAL ID-compliant driver's license or identification card will impact deputy registrar offices, DVS exam stations and DVS back office processing.

3. **Training facilities.** When the FastDS project was deployed in 2018, facilities at universities and community colleges were used for training staff in the metro area and Greater Minnesota during summer months. However, since VTRS will be released on November 16, universities and community colleges are not available since students are still in school. The project team is looking for alternative facilities throughout the state for VTRS training sessions.

4. **Explore contract – IRP/IFTA.** The vendor that currently provides the registration system for IRP/IFTA is responding to an audit completed by the Minnesota Department of Human Rights.

- On Feb. 28, 2020, this risk was mitigated as Explore responded to the audit from the Minnesota Department of Human Rights.

5. **Scanner deployment.** The VTRS executive steering committee voted to move forward with scanning motor vehicle documents at the deputy registrar office. The team now needs to develop a change management plan for implementation.

6. **Managing work-in-process at the time of VTRS rollout.** DVS needs to ensure a procedure is in place to have minimal work-in-process at the time of VTRS rollout.

7. **Conversion of MNLARS records.** The conversion of MNLARS records into VTRS will be a large undertaking.

8. **Electronic Vehicle Title and Registration (EVTR).** This is a complex business between participating dealers, deputy registrars and DVS. It was a challenge with MNLARS.

9. **Decommissioning of MNLARS and Legacy Systems.** Decommissioning MNLARS will require thorough planning and analysis to assure all data needed for operation or retention purposes is accurately assessed and converted or stored.

10. **MINNCOR replacing manual process.** The VTRS project has requested that MINNCOR replace the current manual processes with system automation. The risk to the project is if MINNCOR cannot complete the interfaces for automation.

11. **Scope creep.** Overall project scope creep can occur with large projects similar to VTRS.

Demonstrations

The project team continues to work with the deputy registrars to provide demonstrations of VTRS. The feedback from deputy registrars on the work on VTRS has been positive.

- Members of the project team provided demonstrations to the deputy registrars at the MDRA and DRBOA board meetings in St Cloud, Faribault, and Brainerd.
- "Explore sessions" occurred in January where more than 16 deputy registrars were onsite at DVS to work with VTRS. Additional explore sessions are scheduled for March and April.
- Members of the project team continued to visit deputy registrar offices to provide "test drives" and an overview of VTRS to deputy registrar staff.

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 cost of IV&V for BerryDunn is $240,000. BerryDunn is required to provide quarterly reports on the project.

BerryDunn was onsite the week of Jan. 13. At that time the vendor completed interviews with project team members, governance committees, OLA and surveyed deputy registrars.

Below is the response to the survey sent to the deputy registrars:

- Have you received any communications about the new Vehicle Title and Registration System initiative?

  Yes – 75/81 = 92.59%
  No - 6/81 = 7.41%

- Are you satisfied with the frequency and content of the communication you received?

  Yes – 63/74 = 85.41%
  No – 11/74 = 14.86%

- 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 – 50/78 = 64.10%
  No – 27/78 = 34.62%

- 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 – 50/77 = 64.94%
  No – 26/77 = 33.77%

- Do you feel the Vehicle Title Registration System will meet your needs?

  Yes – 52/75 = 69.33%
  No - 19/75 = 25.33%

Customization

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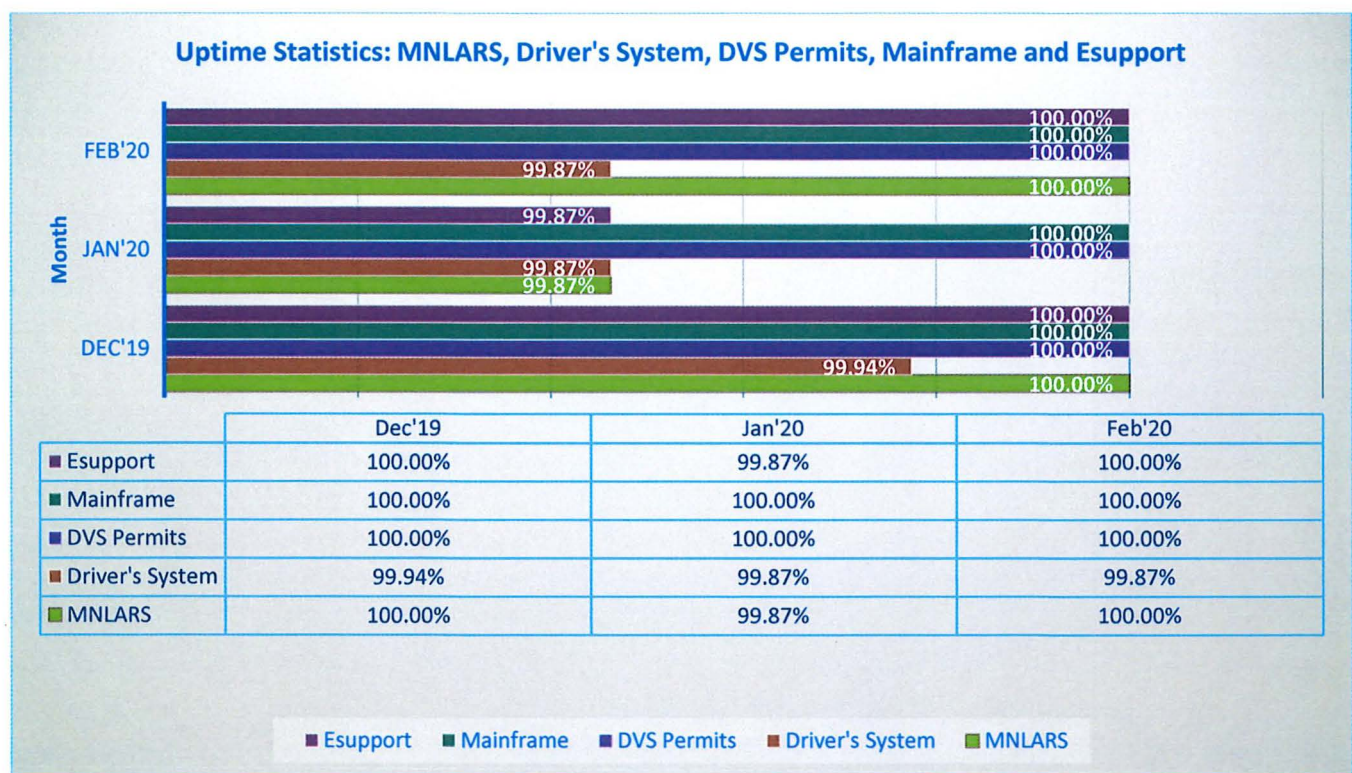
FastDS Update

DVS continues to work service requests for FastDS and is in the process of upgrading from v11 to v12. The rollout of v12 will occur from Nov. 11 to Nov. 16, in conjunction with the VTRS rollout.

During this quarter, FastDS:

- Expanded online road test scheduling period to six months.
- Completed development to allow for scheduling and processing of REAL ID applications at the MSP airport.
- Is developing online CDL scheduling.
- Continues to manage and close out system fixes/improvements.

DVS Systems Status

System Availability

Uptime Statistics: MNLARS, Driver's System, DVS Permits, Mainframe and Esupport

	Dec'19	Jan'20	Feb'20
■ Esupport	100.00%	99.87%	100.00%
■ Mainframe	100.00%	100.00%	100.00%
■ DVS Permits	100.00%	100.00%	100.00%
■ Driver's System	99.94%	99.87%	99.87%
■ MNLARS	100.00%	99.87%	100.00%

■ Esupport ■ Mainframe ■ DVS Permits ■ Driver's System ■ MNLARS

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. The team responds to approximately 5-10 service requests and questions

each week. MNLARS system performance is meeting the expected goals and the team is the right size for the workload.

Scheduled network switch maintenance was performed on Mon. Jan. 20, from 6:00 a.m. to 4 p.m. During this maintenance window the FastDS login page could be displayed but functionality beyond login was not working. Active connections to MNLARS continued to work, but new connections were unavailable.

It was found the problems were related to the installation of a new distribution switch. Once identified, the issue was corrected and the operations team validated performance on the holiday and on the following business days.

MNLARS Work Performed to Decommission Legacy Systems

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.

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. The Stellent servers will be shut off by March 31, 2020.

Budget

Table 1 – DVS Technology Account

The following DVS Technology Account (Table 1) 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.

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2020 ($000)	YTD FY20		
Revenues	**YTD**	**Encumbered & forecast**	**Total**
Carryforward	4,223	-	4,223
Receipts	12,689	3,878	16,567
VTRS Development	52,669	-	52,669
Driver License Development	3,000	-	3,000
Total revenue	72,581	3,878	76,459
Expenditures - Driver	**YTD spend**	**Encumbered & forecast**	**Total**
FAST contract	3,755	2,333	6,088
DVS staff	27	-	27
MNIT staff	320	296	616
FAST contractors	-	-	-
Technology costs	501	371	872
Other spent	17	35	52
Total Driver	4,620	3,035	7,655
Expenditures - Vehicle	**YTD spend**	**Encumbered & forecast**	**Total**
FAST Contract	8,815	9,625	18,440
Contractors	3,921	1,187	5,108
DVS staff	759	414	1,173
MNIT staff	1,866	868	2,734
Technology costs	1,559	2,067	3,626
Other spent	106	415	521
Total vehicle	17,026	14,576	31,602
Total Driver and Vehicle	**$21,646**	**$17,611**	**$39,257**

Table 2 – MNLARS Deficiency Budget

The numbers contained in this table are contained in the data provided in Table 1 but are addressed separately here.

YTD MNLARS Deficiency Budget for Reporting Period FY2020 ($000)	YTD FY20					
Deficiency	Carry Forward from FY19	Budget	YTD	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 December 2019 – February 2020. Table 3 contains the amount 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	Dec-Feb 2020 Spend ($000)
Dahl Consulting	$23,000.00
Elegant Enterprise Wide Solutions Inc	$14,168.00
Analysts International Corp	$23,552.00
Charter Solutions Inc	$29,396.25
Capgemini America Inc	$448,298.00
Iceberg Tech Group	$16,560.00
Basswood Consulting Group LLC	$21,160.00
Fast Enterprises LLC	$6,504,726.00
Sdk Technical Services	$64,248.00
Knowledge It A Cooperative	$236,503.50
Systems Advantage Inc	$87,010.00
Lighthouse Software Solutions	$115,168.00
International Projects	$30,160.00
Total	**$7,613,949.75**

Spend for MNIT and DPS employees is shown for the Quarterly Reporting Period of December 2019 – February 2020. Tables 4 and 5 contain staff charges allocated to the FAST/MNLARS vehicle project 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 Vehicle but were not assigned to the project).

Table 4 – Quarterly Amount Spent for MNIT Employees at DPS

Position	Dedicated staff	Non-dedicated staff	Dec-Feb 2020 Spend ($000)
Developer	11	-	264
Managers/supervisors	2	1	87
Operations/ Technical Support	3	9	211
Project managers/Admin support	6	1	134
Total	22	11	$694

Table 5 – Quarterly Amount Spent for DPS Employees

Position	Dedicated Staff	Non-dedicated Staff	Vehicle ($000)	Driver ($000)	Dec-Feb 2020 Spend ($000)
Program Director	2	-	33	60	93
Information Officer	1	-	11	-	11
Program Supervisor	1	-	28	-	28
Business Analyst	10	-	147	57	204
Financial Analyst	1	-	12	12	24
Total	15	-	$231	$129	$360

System Branding

Once the VTRS system is completed and FastDS upgraded, DVS will have a unifying brand for its motor vehicle and driver's license information system. DVS sought input from DVS employees, stakeholders, business partners, and legislators before branding the system Minnesota Drive, or MNDRIVE.

The MNDRIVE logo incorporates the State of Minnesota branding elements to make it easier for customers to locate DVS online services and to better align with other state government websites.

Main Logo

Desktop Logo