Department of Public Safety

Driver and Vehicle Services

MINNESOTA IT SERVICES

Driver and Vehicle Systems Project Report

December 2020

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Vehicle Title and Registration System (VTRS)

The Vehicle Title and Registration System (VTRS) project replaces 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 was successfully implemented 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 conversion and verification process for the rollout of Phase I of VTRS began Nov. 9, 2020 and concluded Nov. 16, 2020. The following activities occurred:

- Nov. 9
    - The project team conducted a readiness call and received approval to proceed with the rollout of MNDRIVE.
        - Governor Tim Walz, DPS Commissioner John Harrington, MNIT Commissioner Tarek Tomes, president of the Minnesota Deputy Registrars Association (MDRA), president of the Deputy Registrars Business Owners Association (DRBOA), president of the Minnesota Automobile Dealers Association (MADA), and project staff from FAST, DPS and MNIT approved.
- Nov. 10
    - Last MNLARS and eSupport transactions completed.
- Nov. 11
    - Completed MNLARS extracts and converted records to MNDRIVE.
- Nov. 12
    - FAST, DVS, and MNIT staff completed conversion verification.
    - Final MNDRIVE readiness call occurred and the project team received the approval to proceed with the MNDRIVE rollout.
        - Gov. Tim Walz, DPS Commissioner John Harrington, MNIT Commissioner Tarek Tomes, presidents of MDRA, DRBOA and MADA , and project staff from FAST, DPS-DVS and MNIT approved.
- Nov. 13
    - Deputy registrar offices in Blue Earth County, Hennepin County, Inver Grove Heights, Rochester Crossroads, South St. Paul, Stearns County and DVS driver exam offices completed soft launch activities.
- Nov. 14
    - Soft launch activities continued with deputy registrar offices in Alexandria, Burnsville, Eagan, Hutchinson, Lakeville, Moorhead, New Brighton, Princeton, Rochester Crossroads, Shakopee, Stearns County, Worthington and DVS driver exam offices.

Payments made to FAST since the last quarterly report:

- On Dec. 4, 2020, approval was completed for the payments to FAST for the rollout and acceptance of Phase I of the project ($6,862,500) and for the partial retainage release ($1,075,000).
    - FAST successfully completed the agreed upon business requirements for Phase I of the MNDRIVE project.
        - System functionality completed for:
            - Motor vehicle and manufactured home title application process
            - Motor vehicle registration process
            - Certified VIN Inspections
            - Correspondence
            - Data access
            - Dealer management
            - Finance / revenue
            - Image management
            - Interfaces
            - Inventory
            - Permits
            - Self service / online services
            - Printing requirements
        - Documented business requirements:
            - Completed the agreed upon work – 219 requirements.
            - Phase II of MNDRIVE will complete 11 requirements.
            - Agreed upon work that would not be completed – two requirements. This includes:
                - Selected vendor will need to follow the MNIT software development life cycle (SDLC).
                    - The project will use the FAST implementation methodology instead of MNIT's SDLC.
                - System must be able to accept an electronic signature for odometer disclosure.
                    - Business rules currently do not allow for the acceptance of electronic signatures for odometer disclosure.

Contract:

- DPS-DVS is developing a contract amendment for the maintenance and support of MNDRIVE.

Highlights from this quarter include:

- Organizational Change Management

    - Organizational change management activities continue to occur. Fifteen business units, including deputy registrars and dealers, meet during MNDRIVE Minute webinars every three weeks to discuss the project and impact to system users.

- External Engagement
  - Deputy Registrars
    - DPS-DVS shares project information in weekly updates.
    - DVS Director Emma Corrie hosts a bi-weekly meeting that includes project updates.
    - MNDRIVE Minute webinars are held every three weeks.
    - The deputy registrars who are members of the executive steering team receive monthly project briefings.
    - Members from the MDRA and DRBOA participate as subject matter experts (SME). The SMEs work directly with FAST and DVS project staff.
  - Dealers
    - DPS-DVS developed a dealer-specific communication plan. The plan is underway and addresses the large paradigm shift in how dealers conduct business with DPS-DVS under the new system.
    - DPS-DVS holds MNDRIVE Minute webinars for dealers every three weeks and sends monthly email newsletters with project updates. Leadership from MADA and Northland Independent Automobile Dealers Association (NIADA) are members of the executive steering team and receive regularly project briefings.
  - Law Enforcement

    The project team hosts monthly meetings with law enforcement representatives to provide a project status update and review changes that may affect law enforcement. DPS-DVS invites these agencies to the meetings:
    - 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
    - Minnesota Bureau of Criminal Apprehension

- Addressing Work in Process
  - DPS-DVS hired temporary staff to complete work in process (WIP) for title processing, document scanning, record searches and processing customer refunds.

- Post Rollout
    - Production support provided by FAST and DVS staff.
        - Support provided by:
            - Self-service support tools within MNDRIVE
            - Live WebEx chat support
            - Standard phone support
            - Email support
            - Virtual desk-side support
    - The project team publishes known issues.
        - This documents issues known to the production support team, any documented work around and estimated resolution date.
    - The project team publishes resolved issues.
        - This documents when the known issue was reported and when it was resolved.
    - Issues experienced by end users.
        - System latency occurred during the first eight business days offices were using MNDRIVE.
            - Issue was due to needing additional server space, size of scanned files from offices and FAST evaluating site configuration.
   - These three issues are resolved.

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. Completed Sept. 9, 2020.

- Conversion Phase
    - Provides the new system with a base set of data with which the business functions operate. Completed Nov. 16, 2020.

- Testing Phase
    - Ensures the production system can meet business needs in a robust and stable manner. Completed Nov. 2, 2020.

- User Training Phase
    - Prepares user documentation and delivers training to system users. Training is still available for deputy registrars, DVS staff and dealers.

- Rollout Phase
    - Delivers the lines of business to production. Completed 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 started on Nov. 16, and continued to Dec. 4, 2020. On Dec. 7, DPS-DVS transitioned to providing normal production.

Project Timeline
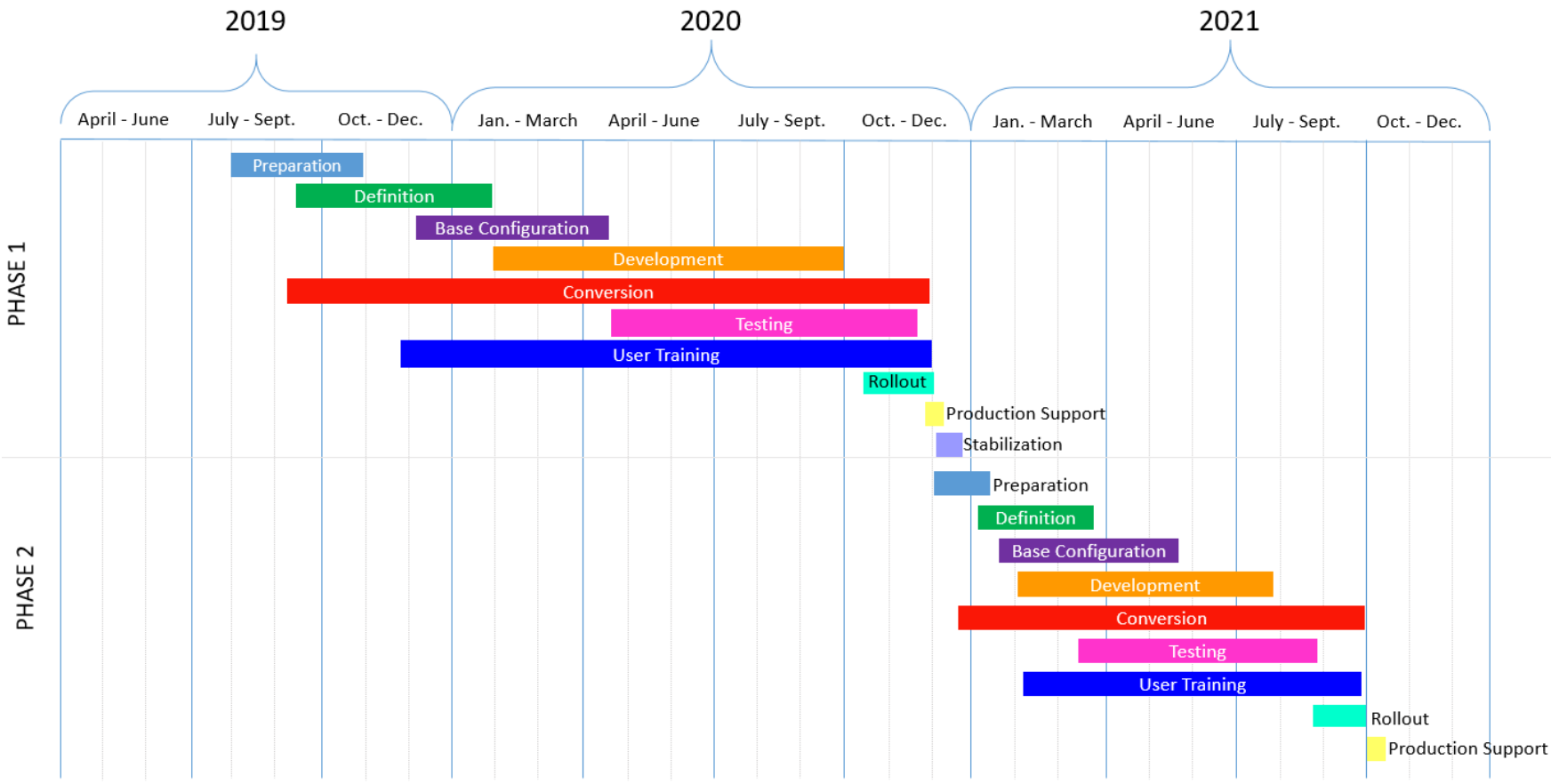
Payment Schedule

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***

Independent Verification and Validation (IV&V)

DPS-DVS and MNIT entered into a contractual agreement with BerryDunn to provide IV&V services for the VTRS project. The IV&V go-live readiness assessment was completed on Oct. 27, 2020. BerryDunn explored 14 areas identified as critical to the success of going live with MNDRIVE. Of the 14 items, 13 were identified as "In Progress: On Schedule" and one was "In Progress: Behind Schedule". The one item identified as behind schedule was the completion of training. Completion of training was a struggle for offices due to the time it took to complete the training, constraints with COVID-19 pandemic, and customer demand in offices. DVS was in direct contact with the offices that were behind on training to assist with solutions to ensure offices completed the necessary training. As of Nov. 28, 2020, two out of 173 deputy registrar offices had not completed the MNDRIVE training.

Customization

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

FastDS Update

DPS-DVS successfully completed the upgrade from v11 to v12 on Nov. 16, 2020. The FastDS team was actively engaged in the DPS-DVS response to the needs of Minnesotans during Gov. Walz's COVID-19 peacetime emergency and stay-at-home order.

Highlights from this quarter include:

- Online Class D knowledge exams development. FastDS has implemented the legislation and is redefining the functionality with IDEMIA to allow Minnesotans the ability to complete the Class D knowledge exam online. Continue to manage and close out system fixes and improvements.

DPS-DVS Systems Status

System Availability

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

	Sept'20	Oct'20	< Nov 11th'20	> Nov 11th'20
■ MNDRIVE				99.45%
■ Esupport	99.72%	100.00%	100.00%	
■ Mainframe	100.00%	100.00%		
■ DVS Permits	97.35%	100.00%	100.00%	
■ Driver's System	99.10%	99.09%	99.17%	
■ MNLARS	99.72%	99.70%	100.00%	
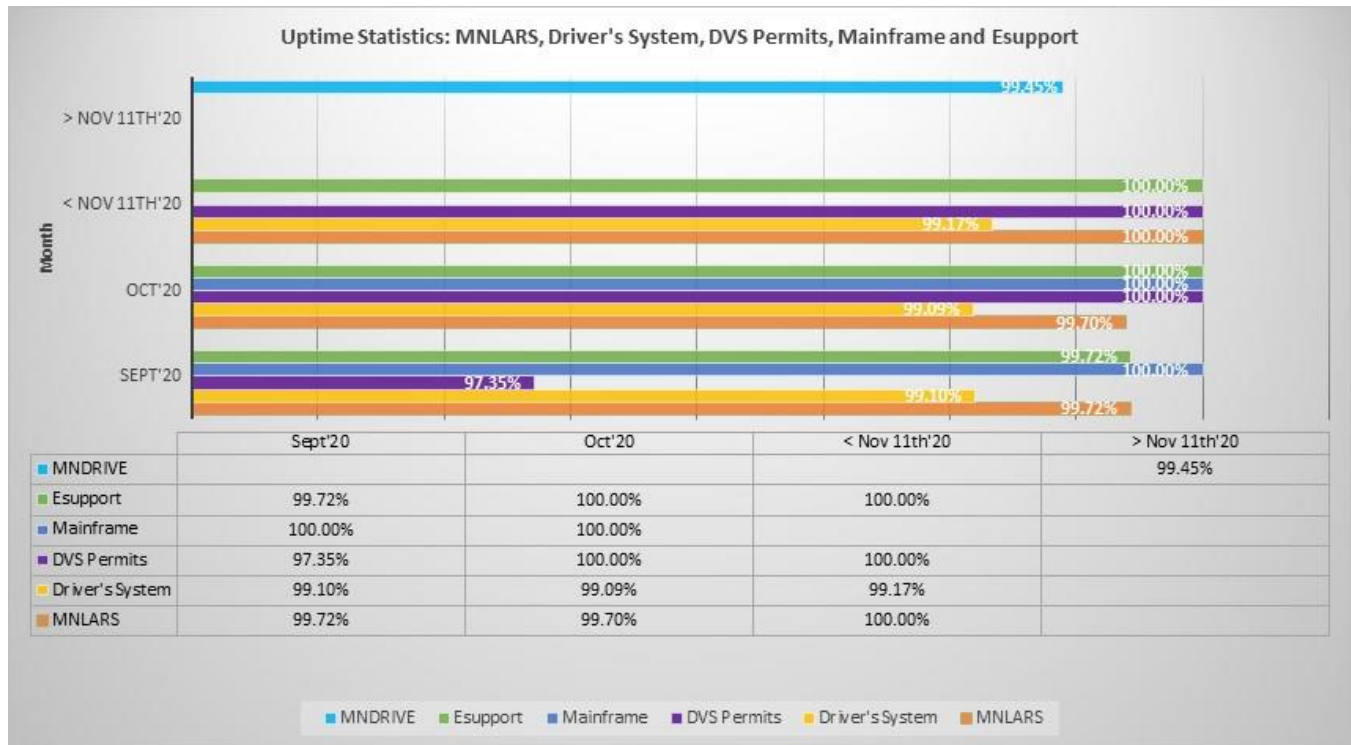
MNLARS Support and Maintenance

The support team continued to perform bi-weekly data fixes and assist MNIT operations staff with testing and verification of operating system and security patches prior to applying them to the production system. MNLARS system performance met the expected goals, and the team was the right size for the workload.

MNLARS and Legacy System Decommissioning

Decommissioning MNLARS and the remaining vehicle legacy systems is a parallel activity to the VTRS effort. VTRS Phase I included all existing legacy system functionality, including all MNLARS functionality. Now that VTRS Phase 1 successfully launched and data conversion and validation is complete, the legacy applications are temporarily maintained in a read-only state. Select business users have access for reference and record comparison. DPS-DVS will determine the end of read-only access but does not expect it to exceed 90 days. At that time, all user access will stop.

Decommissioning legacy servers will require data archiving and coordinating 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 IFTA and 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 2 rollout.

Stellent Decommissioning

Stellent, the legacy Driver Services document management tool, was decommissioned before VTRS Phase 1 due to the age and vulnerability of the system. Document management is now available through FastDS.

Stellent user access ended and virtual Stellent 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 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	500	12,508	13,008
Contractors	743	991	1,734
DVS staff	509	416	925
MNIT staff	251	789	1,040
Technology costs	52	1,859	1,911
Other spent	147	6,524	6,671
Total vehicle	2,202	23,087	25,289
Total Driver and Vehicle	**$2,202**	**$23,087**	**$25,289**

Table 1 B

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2021 ($000)	YTD FY21		
Revenues	**YTD**	**Encumbered & forecast**	**Total**
Carryforward	8,871	-	8,871
Receipts	8,478	12,022	20,500
Total revenue	17,349	12,022	29,371
Expenditures - Driver	**YTD spend**	**Encumbered & forecast**	**Total**
FAST contract	1,000	3,201	4,201
DVS staff	74	204	278
MNIT staff	190	637	827
Technology costs	317	1,619	1,936
Other spent	29	176	205
Total Driver	1,610	5,837	7,447
Expenditures - Vehicle	**YTD spend**	**Encumbered & forecast**	**Total**
FAST Contract	-	3,200	3,200
Contractors	336	858	1,194
DVS staff	67	485	552
MNIT staff	345	1,292	1,637
Technology costs	746	2,523	3,269
Other spent	32	127	159
Total vehicle	1,526	8,485	10,011
Total Driver and Vehicle	**$3,136**	**$14,322**	**$17,458**

Table 2 – Amount spent for contractors

Spend for MNIT and DPS-DVS contractors is shown for the reporting period for September – November 2020. 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	Sept-Nov 2020 Spend
BerryDunn	$46,750.00
DPS Business Partners*	$75,945.23
Fast Enterprises LLC	$1,500,000.00
Knowledge It A Cooperative	$231,856.50
Lighthouse Software Solutions	$103,984.00
Rose International	$528,192.08
SDK Technical Services	$41,280.00
Solomon Partners	$28,800.00
Trissential	$7,611.76
Total	**$2,564,419.57**

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 September - November 2020. Tables 3 and 4 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 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	Sept-Nov 2020 Spend ($000)
Developer	11	-	311
Managers/supervisors	2	1	96
Operations/ Technical Support	3	9	229
Project managers/Admin support	4	-	123
Total	20	10	$759

Table 4 – Quarterly Amount Spent for DPS Employees

Position	Dedicated Staff	Non-dedicated Staff	Vehicle ($000)	Driver ($000)	Sept-Nov 2020 Spend ($000)
Program Director	1	-	33	-	33
Information Officer	1	-	10	-	10
Admin Support	1	-	12	-	12
Program Supervisor	1	-	6	-	6
Business Analyst	10	-	137	37	174
Financial Analyst	1	-	10	10	20
PIC Temp Staff	9	-	28	-	28
Total	24	-	$236	$47	$283