



Minnesota Vehicle Title and Registration System

September 2021 Quarterly Report

September 2021

Financial Audit Division

OFFICE OF THE LEGISLATIVE AUDITOR
STATE OF MINNESOTA

Financial Audit Division

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STATE OF MINNESOTA • James Nobles, Legislative Auditor

September 10, 2021

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This report presents the results of the Office of the Legislative Auditor's final quarterly review of the Vehicle Title and Registration System (VTRS) project. Our review examines the project through August 20, 2021. The objectives of this review were to actively monitor and report on VTRS in accordance with *Laws of Minnesota* 2019, First Special Session, chapter 3, art. 2, sec. 32. The law requires our office to review the VTRS implementation project, stakeholder engagement, and decommissioning of the legacy motor vehicle systems. For each of these areas, the law requires our office to identify any concerns or risks that could jeopardize the project.

This review was conducted by Mark Mathison (IT Audit Director) and Joe Sass (IT Audit Coordinator).

We received the full cooperation of the Department of Public Safety, Minnesota IT Services, and FAST Enterprises staff while performing this quarterly review.

Sincerely,

Lori Leysen, CPA
Deputy Legislative Auditor

Mark Mathison
IT Audit Director



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Introduction

The 2019 Legislature directed the Department of Public Safety (DPS) and Minnesota IT Services (MNIT) to replace Minnesota's Licensing and Registration System (MNLARS) with a vendor-produced software application, following the recommendations of the *Independent Expert Review of MNLARS*.¹ The law outlined an aggressive project timeline for the new Vehicle Title and Registration System (VTRS), with an initial launch by the end of calendar year 2020. The law also required full implementation of VTRS and a complete decommissioning of MNLARS and the legacy motor vehicle systems by the fall of 2021.

The Legislature defined DPS as the owner of VTRS and made the agency responsible for the final decisions on functionality. MNIT is the technical lead on the project and is responsible for the final decisions on the implementation of technology products, services, and staffing. DPS and MNIT awarded the VTRS contract to Fast Enterprises, LLC (FAST) on June 27, 2019, and signed a contract for both software and implementation services on August 7, 2019. FAST also supplied the state's driver licensing system, which went live on October 1, 2018.

In November 2020, DPS, along with MNIT and FAST, (1) shut down MNLARS, (2) began using the first of two installments of its new Vehicle Title and Registration System, and (3) upgraded the state's driver licensing system. With these changes, and utilizing the FAST platform, DPS now operates a single, unified, driver and vehicle system known as Minnesota Drive (MNDRIVE). DPS, MNIT, and FAST will continue project work through the fall of 2021, as they work toward the second installment of MNDRIVE, focusing on functionality for the trucking industry, and adding additional features to the system.

The 2019 Legislature dissolved the MNLARS Steering Committee and created the Driver and Vehicle Systems Oversight Committee.² The committee is responsible for overseeing the VTRS project and the decommissioning of MNLARS and the legacy motor vehicle systems. The law requires DPS and MNIT to provide quarterly updates to the oversight committee. The law also requires the Office of the Legislative Auditor (OLA) to provide quarterly reviews on the project implementation, stakeholder engagement, and MNLARS decommissioning. For each of these areas, the law requires OLA to identify any concerns or risks that could jeopardize the project.

Complex computer system development projects are fraught with technical and nontechnical risks. As the project leaders, DPS and MNIT are responsible for continuously assessing risks and developing appropriate mitigation strategies. DPS and MNIT also are responsible for keeping the Driver and Vehicle Systems Oversight Committee apprised of both project status and risks.

OLA intends to carry forward and update risks from previous quarters, unless we believe the agencies have sufficiently minimized those risks. We will incorporate newly identified risks, so that this quarterly report will represent the current condition.

¹ *Laws of Minnesota* 2019, First Special Session, chapter 3, art. 2, sec. 35.

² *Ibid*, sec. 34.



Report Summary

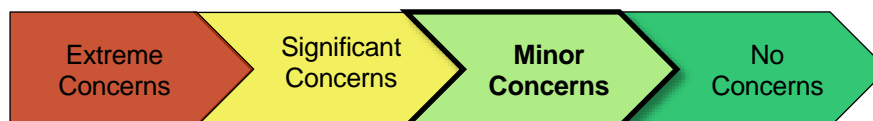
The Vehicle Title and Registration System (VTRS) implementation project, also referred to as MNDRIVE, successfully replaced MNLARS following its first system rollout and release on November 16, 2020. Project work is nearing completion for the second major milestone, VTRS Rollout II, which implements International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP) functionality for the trucking industry. Completion of this milestone will finalize the consolidation of driver and vehicle services functionality under the unified MNDRIVE system.

As directed by the Legislature, we examined the status of the project implementation, looking at project progression that enables completing the work on time, and reviewed current and estimated expenditures to gauge if the work can be completed within budget. Additionally, we reviewed project documentation and legislative actions that may impact DPS and the project. To gain an understanding of and monitor stakeholder engagement within the project, we attended stakeholder meetings, such as the Driver and Vehicle Executive Steering Committee, interviewed key stakeholders, and reviewed stakeholder communications.³ Finally, we reviewed the status of the decommissioning of MNLARS and the other legacy systems.

Conclusions

DPS, MNIT, and FAST completed the first major milestone of the VTRS project on November 16, 2020, with the initial release of MNDRIVE. This first rollout was completed prior to the legislative deadline.

The project is currently on track to meet its planned second rollout date of October 4, 2021, fulfilling the Legislature's intention to fully implement the system "by the fall of 2021."⁴ However, in this report we discuss that there is little room for delay in the project timeline, should any unexpected issues arise. Given the overall success of the project and the team's commitment to the work, we believe that this risk represents a relatively minor concern that can be largely mitigated in the month leading up to the rollout.



Risks and Concerns

Our review identified one risk that currently does not have a complete mitigation strategy:

Risk 1. The project timeline for VTRS Rollout II provides little room for error or extension of the project. (p. 7)

³ *Laws of Minnesota* 2019, First Special Session, chapter 3, art. 2, sec. 33 (d).

⁴ *Ibid*, sec. 35, subd. 7.



September 2021 Quarterly Review

Project Status

Project work for Rollout II continues to be on track for the planned October 4, 2021, release date.

The FAST project plan defines major project deliverables and a basic timeline for each project phase. Successfully completing these deliverables, on time, helps provide assurance that the project stays on track. In accordance with the FAST contract, the successful completions of these phases are requirements for scheduled payments. To date, all deliverables have been completed according to the schedule.

The project defined two major milestones. The first milestone, VTRS Rollout I, was completed on November 16, 2020. This milestone—serving as the MNLARS replacement—included system functionality to support vehicle title and registration, dealer electronic vehicle titling and registration, fleet management, vehicle permits, imaging of vehicle transaction documents, and management of licensed dealers. Following Rollout I, the project team shifted its focus to providing feature enhancements, as prioritized by DPS and its stakeholders, and to completing VTRS Rollout II.

VTRS Rollout II

The second major project milestone, VTRS Rollout II, remains on track to meet its scheduled date of October 4, 2021. This rollout includes functionality for the International Fuel Tax Agreement (IFTA) and the International Registration Plan (IRP) for the trucking industry and other vehicles operating in more than one state and used for the transportation of property or persons for hire—commonly referred to as *prorate*.⁵ MNDRIVE must provide functionality that is both intuitive and easy to use for Minnesota's approximate 7,200 motor carriers, DPS's internal Prorate Unit, and certain deputy registrars who provide prorated services. Although smaller in overall scope than the first rollout, it is crucial that MNDRIVE meets the heavily-regulated compliance requirements for IFTA and IRP.

While team members have completed many tasks, many important undertakings are scheduled to be completed in the final month. Data conversion processes and system testing are being finalized. With an approximately 98 percent pass rate, individualized functionality testing by project subject matter experts (SMEs) is nearly completed. However, as of August 20, 2021, project testers were only in the early stages of the

⁵ *Minnesota Statutes* 2020, 168.187.

end-to-end testing and regression testing.⁶ FAST developers are completing “development suggestions” to either resolve known issues or provide enhancements that improve the system. All testing and final development is expected to be finished in September 2021.

Training activities for DPS’s Prorate Unit staff and deputy registrars began in mid-August with these users getting access to on-demand training modules and a practice MNDRIVE environment. Live, online interactive training for Prorate Unit staff and deputy registrar staff is expected to begin in September. Training for motor carriers, with a series of live interactive training sessions delivered online, were scheduled to begin August 27, 2021, and run through the end of September 2021.

Project leaders are currently developing and fine-tuning the cutover plan, which documents how and when major actions will be taken during the rollout leading up to October 4, 2021. A major consideration in the planning is to schedule work to minimize the amount of system downtime for driver license agents, deputy registrars, and vehicle dealers during regular business hours over the planned cutover weekend. Project leadership, however, noted that they do not have a specific fallback or contingency plan, should the rollout need to be delayed. We discuss this in Risk 1.

During the 2021 Minnesota Legislative Special Session, several new or amended state laws were passed that required modifications to be made within the MNDRIVE system.⁷ Our previous quarterly report recognized a risk that the proposed changes in law, if not well managed, could have had a negative impact to the project timeline and budget. While the required system changes did have an impact to DPS and FAST operations, these requirements resulted in little impact to meeting the Rollout II deadlines.

Many of these law changes affected the driver services functionality of the system, such as changes in fees to reinstate driving privileges. Because the driver services functionality is supported by a FAST team separate from the MNDRIVE project team that is working on Rollout II, efforts remained focused on project deliverables. Vehicle-specific changes, such as fee changes and new specialty license plates, also caused relatively little disruption to the project. DPS and FAST still, however, need to work to meet the Legislature’s intended implementation dates, while ensuring on-time and successful completion of Rollout II, and while continuing to meet the needs of system stakeholders. Major work on the largest vehicle-specific change, the required implementation of vehicle registration self-service kiosks, will begin after Rollout II and has its own dedicated funding.

⁶ End-to-end testing, in which testers run transactions through the full system process to verify that the entire lifecycle of a transaction functions as expected, allows testers to replicate real-life transactions and compare the results between the legacy system and MNDRIVE. Regression testing helps ensure that new functionality and updates do not cause negative impacts to existing functions.

⁷ *Laws of Minnesota 2021*, First Special Session, chapter 5.

RISK 1

The project timeline for VTRS Rollout II provides little room for error or extension of the project.

With the October 4, 2021, Rollout II date rapidly approaching, the project team must complete remaining development and data conversion tasks, test and resolve any known issues, train staff and stakeholders, and prepare for cutover and rollout. The 2019 Legislature intended for VTRS to be fully implemented “by the fall of 2021.” Although there is some flexibility in the actual date, timing of the rollout is also influenced by third quarter IFTA return filing in October and annual IFTA renewals likely beginning in November. A delay in the rollout could be potentially problematic for these IFTA deadlines.

Project members told us that, while there is a large amount of work to be completed prior to rollout, they feel that the October 4 rollout date is still realistic and achievable. Although project members appear to be confident, and the project plans we reviewed appear achievable, best practices in project and risk management recommend creation of a fallback or contingency plan should issues, risks, or other causes force a delay in the rollout.⁸ The fallback or contingency plan should identify key risks and decision points that would require the activation of the plan, along with recovery processes, communication procedures, and potential future timelines for implementation. Without a fallback or contingency plan, DPS, MNIT, and FAST may be unprepared to respond to certain issues, should the project experience them, resulting in spontaneous decisions to be made during a crisis.

RECOMMENDATION

The VTRS project team should prepare a contingency plan prior to the October 4, 2021, rollout.

REAL ID

Our prior VTRS quarterly reports highlighted risks regarding the upcoming REAL ID enforcement deadline, previously set to take effect on October 1, 2021. However, on April 27, 2021, the United States Department of Homeland Security announced that it had extended the REAL ID enforcement date to May 3, 2023.⁹ This extension provides DPS with additional time to ensure that Minnesotans have REAL ID compliant driver licenses and identification cards and largely alleviates any risks that an earlier timeline for REAL ID may have had on the VTRS project.

⁸ *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition* (Newtown Square, PA: Project Management Institute, 2017), 352; and *COBIT 2019 Framework: Governance and Management Objectives* (Schaumburg, IL: ISACA, 2018), 197-198.

⁹ “DHS Announces Extension of REAL ID Full Enforcement Deadline,” (U.S. Department of Homeland Security, April 27, 2021), <https://www.dhs.gov/real-id/news/2021/04/27/dhs-announces-extension-real-id-full-enforcement-deadline>, accessed April 28, 2021.

DPS turnaround times for driver licenses and identification cards are currently under 30 days. Additionally, a recent expansion to seven-day service at three of the agency's metro-based exam stations, providing limited services on Sundays, may help the agency balance workloads. Moreover, enhancements to MNDRIVE e-Services, allowing Minnesotans to upload documentation and receive pre-approval as part of applying for an Enhanced or REAL ID, should help to improve the overall process for both applicants and driver license agents. As of August 20, 2021, approximately 27 percent of credentials issued in Minnesota are a REAL ID, Enhanced driver license, or equivalent identification cards. DPS must, therefore, continue to manage its staffing to maintain timely turnaround for these driver licenses and identification cards as it works toward the new deadline.

Credit Card Machines

DPS has been working since spring of 2020 to replace credit card terminals that are utilized by DPS and deputy registrars but no longer meet business needs. Specifically, the state is seeking to replace old, outdated, credit card terminals that are no longer approved by the Payment Card Industry. The new terminals should support current Payment Card Industry security standards, while also improving convenience by offering contactless payment options. DPS is also seeking to eliminate the need for a second card swipe to separately capture the credit card fees associated with a transaction—making the overall payment process quicker. Delays in finding a suitable replacement terminal have caused this project to parallel the timeline for the VTRS/MNDRIVE releases. Current timelines provided by the state's vendor estimate that DPS will be able to begin testing in October 2021. DPS is also working to have deputy registrars test the new terminals in the field before being deployed widely. While this credit card project presents a potential risk, DPS believes the work is not expected to cause any delay in meeting the Rollout II release.

Project Budget

Current project expenditures and budget estimates continue to show the project with an estimated surplus.

The Legislature provided approximately \$52.67 million to fund the implementation of VTRS, which is available until June 30, 2022. As of August 20, 2021, project expenditures totaled approximately \$42 million. Payments to FAST—made in accordance with the terms of its contract—account for the largest portion of expenditures at \$31.44 million.

In our previous quarterly reports, we noted that expected cost information for Fiscal Year 2022 remained unclear, such that we could not confidently ascertain what work was planned or how much of the funding may remain following project completion and through the end of Fiscal Year 2022. Updated Fiscal Year 2022 budget information from DPS provides a clearer picture of planned expenditures, totaling approximately \$4.3 million. Based on the updated budget information provided by DPS, total planned expenditures through the end of the project are estimated to be approximately \$46.35 million, putting the project more than \$6.3 million under budget.

Stakeholder Engagement

DPS serves a broad variety of stakeholder groups. Within these groups themselves, great diversity exists, such as among the state's 174 deputy registrars, or between large, franchised chain, and small, independent vehicle dealers. Now, with VTRS Rollout II, stakeholders also include more than 7,200 independent, small, and large fleet motor carriers; third-party compliance providers; and nine deputy registrars who provide IFTA and IRP services. Therefore, a single business process or solution may not be ideal for all stakeholders. To help ensure inclusiveness of its stakeholders, DPS has taken steps to obtain feedback from its wide array of stakeholders, such as by including within the project SMEs from deputy registrars, the Minnesota Automobile Dealers Association, and the Minnesota Trucking Association. Additionally, DPS continues to provide communication updates on the project to its Driver and Vehicle Executive Steering Committee.¹⁰

DPS is currently reevaluating stakeholder representation on the Driver and Vehicle Executive Steering Committee due to retirements, change in job responsibilities, and limited attendance by some stakeholders. With a lack of participation from key stakeholders, DPS may not be fully aware of all issues, concerns, or changes in business requirements that affect its representative groups.

Vehicle Dealers

Vehicle dealers are largely unaffected by VTRS Rollout II. During this part of the project, the Minnesota Automobile Dealers Association (MADA) continues to provide training to dealers and assists with the prioritization of any issues or enhancement requests affecting dealer-specific functionality for Electronic Vehicle Title and Registration (EVTR) and Vehicle Title and Permit transactions.

With Rollout I, a limited number of dealers began using the EVTR functionality as part of a pilot to submit transactions directly into MNDRIVE from their dealer management systems, eliminating the need for manual, paper-based forms, and double entry by deputy registrars. Since its release in November 2020, participation in EVTR has now expanded to 187 dealers—approximately five percent of all licensed dealers—supported by six different software vendors, with 62 deputy registrars reviewing and completing the transactions entered by the dealers.

Law Enforcement

VTRS Rollout I improved Minnesota law enforcement agencies' access to data and improved visibility with the new temporary vehicle permit format. However, Rollout II will have significantly less impact on law enforcement. As such, in January 2021, DPS discontinued their regular VTRS law enforcement update meetings. Although law enforcement continues to be represented by the Bureau of Criminal Apprehension at

¹⁰ *Laws of Minnesota* 2019, First Special Session, chapter 3, art. 2, sec. 33 (d).

Driver and Vehicle Executive Steering Committee governance meetings, a recent retirement will require a new representative for this stakeholder group.

To serve Minnesota's Vehicle Crime Unit, DPS recently procured additional FAST resources to define and build functionality into MNDRIVE that will allow the unit to investigate motor vehicle sales and registrations that violate Minnesota law while also adhering to and enforcing data privacy laws. While this functionality is not expected in Rollout II, it is anticipated shortly thereafter.

Trucking Industry

VTRS Rollout II focuses on functionality for the International Fuel Tax Agreement (IFTA) and the International Registration Plan (IRP) for the trucking industry, further consolidating DPS's disparate legacy systems into MNDRIVE. DPS has been actively working with the Minnesota Trucking Association (MTA) and has selected two industry SMEs from MTA to assist on the project. Leveraging their decades of trucking industry and compliance experience, these two SMEs, whose time is compensated by the project, are working with FAST and DPS to help the team understand the needs and desires of stakeholders. These SMEs are assisting with system testing, ensuring that MNDRIVE functions properly and is intuitive for carriers to use, as well as reviewing and providing feedback on documentation and carrier training materials. The MTA president is also an invited participant of the Driver and Vehicle Executive Steering Committee.

DPS is employing various methods to communicate system changes with its independent, small, and large fleet motor carriers, and third-party compliance providers. In addition to understanding basic system changes, these stakeholders will need to understand how filing of third-quarter IFTA taxes—due by October 31—may be impacted by the conversion on October 4, 2021. As such, DPS has utilized their existing mailing list of motor carrier contacts from the legacy system to provide regular updates to users. As shown in Exhibit 1, the DPS Prorate Unit has also posted a notice on the legacy system's login page notifying users of the upcoming changes, providing preparation instructions and training dates. Additionally, DPS has leveraged their relationship with MTA to have MNDRIVE news included in MTA's weekly member e-mail newsletters and to feature articles in the May 2021, August 2021, and September 2021 issues of the *Trucking Minnesota* magazine.¹¹

¹¹ *Trucking Minnesota* is the official monthly publication of the Minnesota Trucking Association. The magazine provides original content regarding current industry issues, while highlighting the association's and member's activities and accomplishments. See <https://www.mntrucking.org/trucking-minnesota>.

Exhibit 1: DPS Motor Carrier Login Page Notifies Users of MNDRIVE Launch and Training Opportunities

System Messages

The new MNDRIVE system for motor carriers goes live on Oct. 4, 2021
Explore System Going Away

When DPS-DVS launches the new MNDRIVE online service for motor carriers on Oct. 4, the Explore system will no longer be available.

To prepare for the transition to MNDRIVE, motor carriers that currently use Explore should check their accounts and make sure the following information is current

- Email addresses (must be user specific). Delete old contacts.
- Phone numbers
- Address - you will need to provide presence document to DPS-DVS for review before changing your address.

Training Opportunities - Save the Dates

Please plan to join the MNDRIVE project team for weekly training and information sessions starting in late August. All training is provided live online via WebEx sessions. DPS-DVS will email instructions for using WebEx and links to the training before each session.

Learn about

- The motor carrier rollout of MNDRIVE e-Services for Business
- New and exciting online features for Minnesota motor carriers
- Ask your MNDRIVE questions and get answers live from the people working on developing MNDRIVE.

Save these dates for training.

- Friday Aug. 27 1-4 p.m.
- Friday Sept. 3 9 a.m.- noon
- Monday Sept. 13 1-4 p.m.
- Monday Sept. 20 9 a.m. - noon
- Friday Sept. 24 1-4 p.m.

Source: Department of Public Safety's Minnesota Motor Carrier System login page, August 16, 2021.

Deputy Registrars and Driver License Agents

DPS has continued its web-based monthly meetings with deputy registrar appointees. These meetings provide the deputies with an opportunity to hear both project and agency updates from DPS Driver and Vehicle Services leadership, as well as to ask questions. Representatives from the Minnesota Deputy Registrar's Association and the Deputy Registrar Business Owners Association also participate in monthly meetings with DPS and FAST to prioritize enhancement requests for the MNDRIVE system. Finally, representatives also participate in the Driver and Vehicle Executive Steering Committee.

Currently, only nine of the state's deputy registrars process transactions associated with IFTA and IRP. Two representatives from these offices are participating in the project as subject matter experts.

In our December 2020 quarterly report, we noted that the new system, with new or changing business processes, may renew concerns about the adequacy of compensation for deputy registrars.¹² Deputy registrars contended that, while MNDRIVE should make the review and approval processes performed by DPS more efficient, with the shift of work

¹² Office of the Legislative Auditor, Financial Audit Division, *December 2020 Quarterly Review*, 20, <https://www.auditor.leg.state.mn.us/fad/pdf/fad21-01.pdf>.

from the backend (previously performed by DPS) to the frontend (now performed by deputy registrars), deputy registrars are now shouldering more of the burden of the work on data entry and scanning. In response, the 2021 Legislature appropriated \$200,000 in Fiscal Year 2022 for a post-implementation independent expert review (IER) of MNDRIVE.¹³ The review is intended to examine the increase in work for deputy registrars and driver license agents since the implementation of MNDRIVE, and make recommendations on

compensation.¹⁴ The legislature intends to use the work of the IER team, articulated within two required reports, to help inform future decisions regarding permanent fee increases for driver license agents and deputy registrars during the 2022 and 2023 legislative sessions.¹⁵

Meanwhile, DPS and FAST have continued to make incremental improvements to MNDRIVE data entry screens and workflows meant to streamline transaction processing and reduce some deputy registrar pain-points. DPS has also developed proficiency reports for driver license and motor vehicle transactions. These reports allow driver license agents and deputy registrar management to view statistics for their office regarding the number of transactions requiring corrections or leading to deficiencies, as compared with the previous month and the rest of the state. These reports allow management an opportunity to help identify specific problem-transactions that may require additional staff training, remediation, or process improvements.

Example Proficiency Report			
Standard ID			
Office Transaction Total: 1088			State Wide
Transactions Requiring Correction: 42	3.86%		3.05%
Prior Month: 33	2.15%		
Transactions Requiring *Deficiency: 86	7.90%		6.17%
Prior Month: 70	4.55%		
Real ID			
Office Transaction Total: 465			State Wide
Transactions Requiring Correction: 13	2.80%		2.09%
Prior Month: 12	1.39%		
Transactions Requiring *Deficiency: 41	8.82%		7.66%
Prior Month: 71	8.22%		
Enhanced ID			
Office Transaction Total: 206			State Wide
Transactions Requiring Correction: 7	3.40%		1.80%
Prior Month: 3	0.97%		
Transactions Requiring *Deficiency: 18	8.74%		9.66%
Prior Month: 41	13.27%		
Source: Department of Public Safety's DPS-DVS Weekly Update e-mail, August 3, 2021.			

MNLARS and Legacy Systems Decommissioning

MNIT has completed decommissioning the MNLARS and ESupport legacy systems. DPS has undertaken a project to review, update, and migrate its procedure documentation to MNDRIVE.

Hardware Decommissioning

The Legislature directed DPS and MNIT to fully decommission MNLARS and the remaining legacy systems by the fall of 2021. Following VTRS Rollout I, MNLARS and the ESupport systems had been put in a read-only mode, which allowed stakeholders to

¹³ *Laws of Minnesota* 2021, First Special Session, chapter 5, art. 1, sec. 4, subd. 4(b).

¹⁴ *Ibid*, art. 4, secs. 144 and 145.

¹⁵ *Ibid*, sec. 145.

access data for verification purposes. MNIT completed decommissioning the hardware that supported MNLARS and the legacy ESupport systems on March 21, 2021. MNIT provided OLA with disposition documentation showing data removal and sanitization from server hard drives and that the server hardware had been provided to the Minnesota Department of Administration for recycling and scrap.

Current IFTA and IRP functions, which will be replaced by VTRS Rollout II, are provided by a cloud-based application hosted by a third party. The state's contract with this vendor expires on December 31, 2021. Following the VTRS Rollout II, the legacy IFTA/IRP system will be put into a read-only mode, allowing state staff to access the system as-needed. While there is no physical hardware to decommission for this phase of the project, the vendor must dispose of the state's data. Once the vendor contract expires, the vendor has stated that they will dispose of the state's data within seven to ten days. The state must ensure that the vendor provides disposition or other documentation demonstrating that all state data has been destroyed.

Documentation and Training Resources

Following each rollout, steps also need to be taken to remove obsolete content and references from web-based resources. In our December 2020 and June 2021 quarterly reports, we noted a risk that some DPS web pages were not timely updated and contained outdated information, potentially leading to stakeholder confusion.¹⁶ Since the publication of our June report, DPS has undertaken a project to "review and update all procedure information related to driver's license, ID card, and vehicle title and registration transactions," with the goal to "create and maintain one source of truth for DVS procedure information" within the MNDRIVE help and documentation functions.¹⁷ DPS has devoted the time of two staff members to work on reviewing and updating documentation approximately one day per week, with the goal to complete the project by December 31, 2021. DPS has also recruited the help of seven driver license agent and deputy registrar staff to serve as reviewers of the updated documentation in order to ensure that it meets the needs of the end-users. OLA will continue to monitor this project through its completion.

Risk Response from Agencies

OLA discussed the risks within this report with both DPS and MNIT. We have not asked the agencies to prepare a written formal response to these risks, as the project is ongoing and dynamic. The agencies may incorporate some details on risk mitigation strategies within their quarterly reports or during testimony at Driver and Vehicle Systems Oversight Committee meetings.

¹⁶ Office of the Legislative Auditor, Financial Audit Division, *December 2020 Quarterly Review*, 19, <https://www.auditor.leg.state.mn.us/fad/pdf/fad21-01.pdf>; and Office of the Legislative Auditor, Financial Audit Division, *June 2021 Quarterly Review*, 15, <https://www.auditor.leg.state.mn.us/fad/pdf/fad21-04.pdf>.

¹⁷ "Transition Procedure Information from Info Hub to MNDRIVE Help" (project plan, Minnesota Department of Public Safety, Driver and Vehicle Services Division, St. Paul, August 13, 2021).



List of Recommendations

- The VTRS project team should prepare a contingency plan prior to the October 4, 2021, rollout. (p. 7)



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