



## Department of Public Safety

Driver and Vehicle Services



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# Driver and Vehicle Systems Project Report

December 2021

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# Vehicle Title and Registration System (VTRS)

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

The Department of Public Safety Driver and Vehicle Services (DPS-DVS) division completed the project in two phases.

- Phase I included functionality for title and registration, dealer management, fleet management, permits and imaging. DPS-DVS successfully implemented Phase I on Nov. 16, 2020.
- Phase II included functionality for motor carriers related to the International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP). DPS-DVS successfully implemented Phase II on Oct. 4, 2021.

## Highlights

- Phase II was successfully implemented on time and under budget on Oct. 4, 2021.
- The system has remained consistently stable with no major Minnesota Drive (MNDRIVE) outages.
- Participation in the electronic vehicle title and registration (EVTR) program continues to grow and the number of transactions processed through EVTR has increased. DPS-DVS is looking at implementing several enhancements in the coming months, including expanding the program to include new transactions.
- DPS-DVS expanded the types of vehicles that can be registered online to include weighted trucks, trailers, and recreational vehicles.
- Working with deputy registrars, the project team enhanced additional DPS-DVS forms to pre-populate with as much information as possible from the system, which allows for more efficient customer interaction.
- DPS-DVS completed an accessibility audit for DVS online services webpages. The auditor provided several recommendations, which will be addressed in the coming months.

## Phase II

The VTRS project team officially kicked off Phase II of the project on Jan. 13, 2021. The team completed all phases of this project and successfully launched this phase under budget and on time on Oct. 4, 2021.

### Highlights:

- The project team conducted training seminars for all stakeholders, which included:
  - Online self-guided modules, training videos, and assessments.
  - Several virtual training seminars for deputy registrar and motor carrier communities.
  - In-person trainings for DPS-DVS staff who work in St. Paul.
  - Access to the “sandbox” environment for deputy registrar and DPS-DVS staff to practice real transactions in a non-live environment.
  - Support tools, FAQs, and updated content in the MNDRIVE system’s Help Manager to support users both during training and after launch.
- The project team completed data conversion from the legacy system to the new MNDRIVE system.
- DPS-DVS held a final readiness review, AKA “Go/No Go” meeting with the Governor’s office and stakeholders, including members of the oversight committee on Friday, Oct. 1, 2021.

- The project team held soft launch activities on Sunday, Oct. 3, 2021, with deputy registrars, motor carriers, Minnesota dealers, and various DPS-DVS business units. Activities included a variety of basic transactions in a live environment to ensure that data conversion was successful and that the system worked as intended.
- Phase II successfully launched on Monday, Oct. 4, 2021.
- The project team held daily call-in meetings with DPS-DVS leadership and stakeholders during the first week after rollout.
- The project team provided in-person desk-side support to the Crossroads deputy registrar office in Rochester during the first three days of rollout, as well as to DPS-DVS staff who work in St. Paul.
- Deputy registrar and motor carrier subject matter experts (SMEs) continued in their official testing and SME roles with the project for the first month after rollout.
- The project team continues to conduct regular stakeholder engagement through various forums to ensure that MNDRIIVE Phase II information reaches all affected parties, that additional training is provided, and that feedback is received to enhance the system.

DPS-DVS has identified several risks related to Phase II rollout. Even though the new system is fully implemented, there are still some risks that remain as DPS-DVS begins to enter the support and maintenance phase of the newly integrated system. Some of these risks and the DPS-DVS response include:

- **Small DPS-DVS IFTA/IRP work unit.** This work unit only has 19 staff and is providing one full-time SME, two full-time testers, and three part-time testers to the project. Even after rollout, it remains a challenge for staff to perform required testing duties for the project and to complete their regular duties for their day-to-day work. DPS-DVS has taken the following steps to mitigate the risk:
  - DPS-DVS hired three full-time temporary staff to assist in day-to-day operations and to keep the unit's work in progress (WIP) stable. The work unit is currently caught up in nearly all transaction types and the temporary staff will soon be released from these duties.
  - DPS-DVS has hired a part-time former and retired employee who will assist with WIP and training staff.
  - The project team assigns certain testing scenarios that don't require technical knowledge to non-IFTA/IRP staff in order to reduce the burden on the small work unit.
  - As the IFTA/IRP functionality begins to stabilize over the coming months, this will become less of a risk.
- **COVID-19 Uncertainties.** The pandemic continues to cause uncertainties. While it did not directly affect the Phase II project, with the increase in cases in Minnesota and the appearance of COVID-19 variants around the world, the pandemic will remain a risk for the MNDRIIVE team as DPS-DVS works to stabilize the system and enters the maintenance phase. DPS-DVS has taken the following steps to mitigate this risk:
  - Continue to follow federal and state health and safety guidelines, such as masking requirements, health screenings, social distancing, etc.
  - Temporarily reduced the number of staff required to work in the office on an as-needed basis.
  - Created contingency testing and training plans to move to a 100 percent remote and virtual environment, should the need arise.
  - Use the lessons learned from the experience of the first rollout in 2020, when the project team conducted business 100 percent remotely.

## Stakeholder Engagement

Engagement with external stakeholders remains essential to the success of the MNDRIVE system project, even after Phase II rollout. Engagement with stakeholders this quarter includes:

- Deputy registrars
  - DPS-DVS shares project information and other communication in weekly newsletter updates.
  - Members of MDRA and DRBOA, and DPS, DVS, and FAST leadership hold monthly service request (SQR) prioritization meetings, from which many enhancement requests have been logged and implemented.
  - DPS-DVS director continues to host monthly meetings that include project updates.
  - DPS-DVS director meets with the leaders of MDRA and DRBOA once a month, prior to the monthly deputy registrar meetings, to discuss questions or concerns to share with the larger group.
  - Monthly training sessions highlight important topics, often at the request of deputy registrars. Attendance has continued to grow to record levels in the past several months.
  - Monthly vehicle services and driver services workgroups discuss communications and business process updates and needs.
  - Deputy registrars who are members of the executive steering team receive monthly project briefings.
  - One staff member from the Crossroads License Bureau in Rochester and one from the Pennington County license office in Thief River Falls actively participated as SMEs and testers for the VTRS Phase II project. Their contract with DPS-DVS ended on Nov. 30, 2021.
  - DPS-DVS leadership communicates directly with MDRA and DRBOA leadership on an ad hoc basis.
- Dealers
  - DPS-DVS holds training/information webinars for dealers every eight weeks.
  - DPS-DVS shares project information and other communication in monthly newsletter updates.
  - Leadership from the Minnesota Automobile Dealer Association (MADA) and Northland Independent Automobile Dealer Association (NIADA) are members of the executive steering team and receive regular monthly project briefings.
  - Leadership from MADA participates in a monthly vehicle services workgroup to discuss communications and business process updates.
  - Leadership from MADA participates in monthly EVTR meetings to discuss SQRs, concerns, communication and enhancements.
  - DPS-DVS leadership communicates directly with MADA leadership on an ad hoc basis.
- Minnesota Trucking Association (MTA) and Motor Carriers
  - DPS-DVS shared project information and other communication to Minnesota's motor carriers in weekly newsletter updates. These updates were recently reduced to a monthly basis, with special updates sent out to motor carriers as needed.
  - MTA has assisted DPS-DVS in identifying two staff members from Minnesota trucking companies who actively participated as SMEs and testers for the VTRS Phase II project. Their contract with DPS-DVS ended on Nov. 30, 2021.
  - DPS-DVS submitted an article to the September edition of the MTA magazine, which included information and updates about the VTRS Phase II project.
  - MTA leadership attends the executive steering meetings and receives regular monthly project briefings.

- DPS-DVS leadership communicates directly with MTA leadership on an ad hoc basis.
- Law enforcement
  - The project team and FAST continue to engage with various law enforcement agencies and representatives as needed regarding enhancements and interface development.

## **Customization**

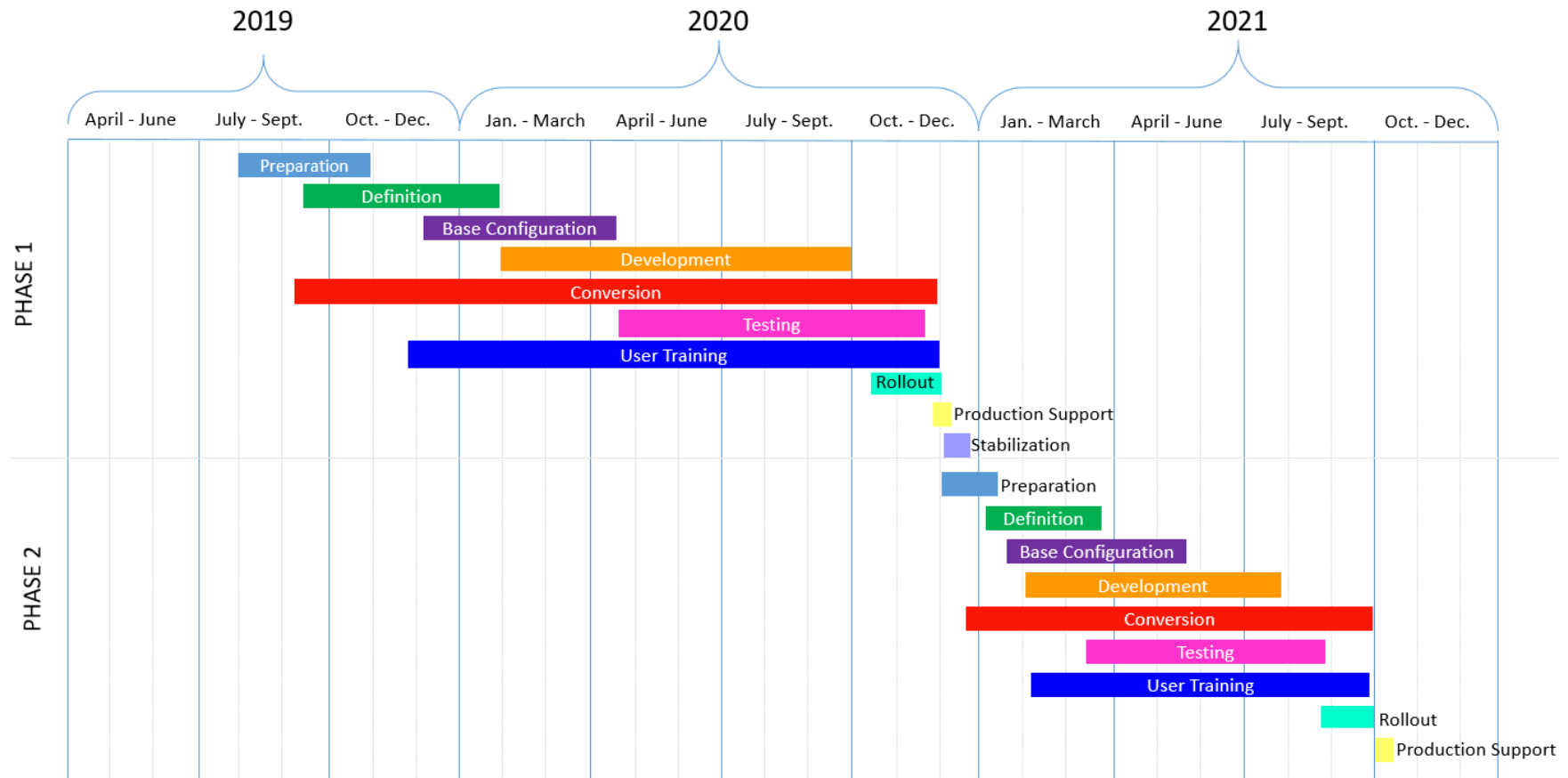
While there has been some site-specific configuration and DPS-DVS has updated business processes, there has been no customization made to the FastVS core system.

## **FAST Methodology – Project Phases**

The FAST project methodology has nine distinct phases.

- Preparation Phase: Develops the roadmap that defines the execution of the FastVS implementation project.
- Definition Phase: The first step each team takes in defining the work to deliver the lines of business.
- Base Configuration Phase: Structures and implements the starting point for the rollout.
- Development Phase: The project team uses the definition items to produce work packages that specify parameters, establish options and define thresholds, and performs other types of configuration or development of site-specific extensions.
- Conversion Phase: Provides the new system with a base set of data with which the business functions operate.
- Testing Phase: Ensures the production system can meet business needs in a robust and stable manner.
- User Training Phase: Prepares user documentation and delivers training to system users.
- Rollout Phase: Delivers the lines of business to production.
- Production Support Phase: Provides desk-side support and solution-specific, help-desk support during the initial production period, and operates and maintains the solution in production over the long term.

# Project Timeline



## Payment Schedule

The contract between the state and FAST sets forth the following schedule and payment plan.

<b>MN VS Payment Schedule</b>				
<b>Milestone</b>	<b>Estimated Invoice Date</b>	<b>Cost</b>	<b>Retainage</b>	<b>Payment</b>
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
<b>Rollout 1 (R1)</b>				
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
<b>Rollout 2 (R2)</b>				
R2 Definition Complete	March 26, 2021	\$1,500,000	\$150,000	\$1,350,000
R2 Base Configuration Complete	May 14, 2021	\$1,125,000	\$112,500	\$1,012,500
R2 Testing Preparation Complete	June 15, 2021	\$2,250,000	\$225,000	\$2,025,000
R2 System Acceptance, Product Rollout (R2 Go-Live)	Oct. 4, 2021	\$2,625,000	\$262,500	\$2,362,500
Maintenance Aug. 23-Oct. 4, 2021	Aug. 23, 2021	\$104,000	\$0	\$104,000
Final Retainage Release	Upon final acceptance			\$1,825,000
<b>Total Implementation Cost</b>		<b>\$33,854,000</b>		<b>\$33,854,000</b>



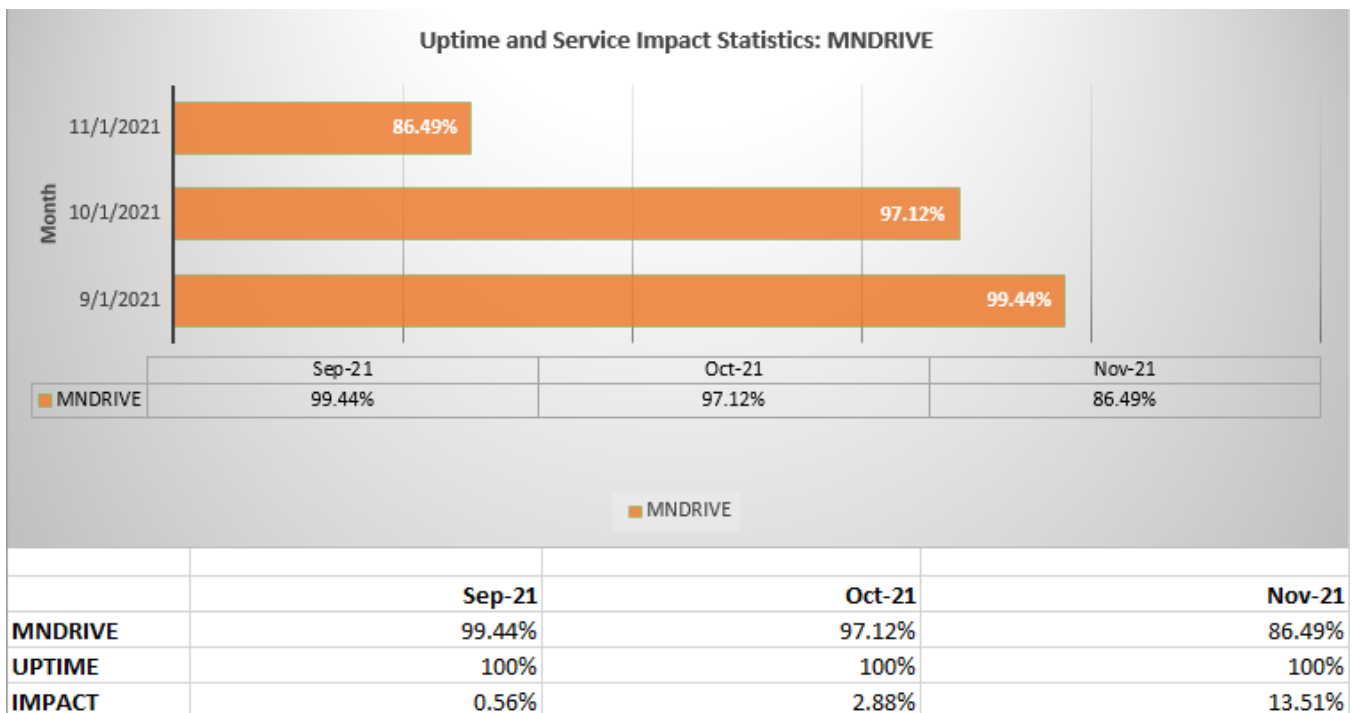
## Driver Services Update

DPS-DVS successfully completed the upgrade from version 11 to version 12 on Nov. 16, 2020.

Highlights from this quarter include:

- Legislative requirement – added a \$20.00 “no show” fee for those who do not appear for their road/skills test, or for not cancelling the scheduled appointment within 24 hours of the appointment time.
- Legislative requirement – implemented a process that allows a variance from the in-person photo requirement for standard driver’s license and identification cards for individuals who are homebound.
- Legislative requirement - successfully implemented the DLDV (Driver’s License Data Verification) system with AAMVA (American Association of Motor Vehicle Administrators) and the SSA (Social Security Administration), which allows DVS to disseminate data as part of the SSA’s online application for a replacement social security card.

## DPS-DVS Systems Status



FAST hosted infrastructure and networking backbone was up 100 percent of the time.

**September:**

- Four hours of service impact.
  - 1.25 hours attributed to FAST Services
    - Short Message Service (SMS) outage. SMS vendor providing dual authentication in MNDRIVE experienced intermittent outages across a 1.25 hour window. Affected all deputy registrars using SMS dual authentication user login for MNDRIVE. Email was available for dual authentication.
  - 2 hours attributed to file transfer protocol (FTP) services down in MNDRIVE.
    - Account was changed for GS Arm datasets. Issue was resolved. Files were delayed, but sent and confirmed received.
  - .75 hours attributed to user network interface (UNI) services delayed.
    - Intermittent and slow returns from national motor vehicle title Information system, problem driver pointer system, and commercial driver's license information system. The UNI server was restarted and services were once again available.

**October:**

- 21.4 hours of service impact.
  - 13.8 hours attributed to AAMVA incidents.
    - 6.8 hours - USPVS (United States Passport Verification Services) experiencing intermittent issues, affecting all passport verifications for IDs and Licenses.
    - 7 hours - USPVS service offline, affecting all passport verifications for IDs and Licenses.
  - 2.6 hours attributed to FAST Services.
    - Users experienced intermittent system slowness in MNDRIVE. A fix was implemented overnight and resolved the issue.
  - 5 hours attributed to FAST Services (with immediate work around).
    - FAST reported users were receiving errors when scanning documents. This only affected a small number of transactions with an open issuance application review on record and case was selected to scan images. FAST provided an immediate work around, and permanently resolved with an overnight fix.

**November:**

- 76.5 hours of service impact.
  - 2.75 hours attributed to Idemia
    - Idemia experienced a failure of an HVAC system in their Nashville data center, which resulted in overheating of the servers. All driver's license and ID card transactions requiring a photo capture were affected.
  - 73.75 hours attributed to AAMVA
    - 72 hours - National Motor Vehicle Title Information System (NMVTIS). Theft File had brief intermittent issues which prevented deputy registrars and DVS staff from processing vehicle transactions that required a NMVITS check.
    - 1.75 hours - USPVS unavailable affecting all passport verifications for ID cards and driver's licenses.

## Budget

### Tables 1A and 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” spending includes planned expenditures and encumbrances that are anticipated but have yet to be either paid out or set aside.

**Table 1A**

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2022 (\$000)		YTD FY22	
Revenues	YTD	Encumbered & forecast	Total
VTRS Development	10,222	477	10,699
Driver License Development	-	-	-
<b>Total revenue</b>	<b>10,222</b>	<b>477</b>	<b>10,699</b>
Expenditures - Driver	YTD spend	Encumbered & forecast	Total
FAST Contract	-	-	-
DVS staff	-	-	-
MNIT staff	-	-	-
Technology costs	-	-	-
Other spent	-	-	-
<b>Total Driver</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenditures - Vehicle	YTD spend	Encumbered & forecast	Total
FAST Contract	3,263	68	3,331
Contractors	189	395	584
DVS staff	257	112	369
MNIT staff	41	13	54
Technology costs	-	291	291
Other spent	1	4,529	4,530
<b>Total vehicle</b>	<b>3,751</b>	<b>5,408</b>	<b>9,159</b>
<b>Total Driver and Vehicle</b>	<b>\$3,751</b>	<b>5,408</b>	<b>\$9,159</b>

**Table 1B**

YTD Financial Reporting for Vehicle & Driver for Reporting Period FY2022 (\$000)		YTD FY22	
Revenues	YTD	Encumbered & forecast	Total
Carryforward	21,014	16	21,030
Receipts*	8,351	12,149	20,500
<b>Total revenue</b>	<b>29,365</b>	<b>12,165</b>	<b>41,530</b>
Expenditures - Driver	YTD spend	Encumbered & forecast	Total
FAST contract	1,658	4,698	6,356
Contractors	15	216	231
DVS staff	76	228	304
MNIT staff	158	878	1,036
Technology costs	249	1,059	1,308
Other spent	31	174	205
<b>Total Driver</b>	<b>2,187</b>	<b>7,253</b>	<b>9,440</b>
Expenditures - Vehicle	YTD spend	Encumbered & forecast	Total
FAST Contract	917	4,346	5,263
Contractors	54	161	215
DVS staff	81	223	304
MNIT staff	224	812	1,036
Technology costs	336	972	1,308
Other spent	33	172	205
<b>Total vehicle</b>	<b>1,645</b>	<b>6,686</b>	<b>8,331</b>
<b>Total Driver and Vehicle</b>	<b>\$3,832</b>	<b>\$13,939</b>	<b>\$17,771</b>

## Table 2 – Amount Spent for Contractors

Spend for MNIT and DPS-DVS contractors is shown for the reporting period for September– December 2021. Table 2 contains the amount paid by the 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 - Dec 2021 Spend
DPS Business Partners*	\$12,316.86
Fast Enterprises LLC	\$5,837,031.50
GTEL Advisors LLC	\$99,881.03
IPCS	\$46,163.00
LesbonTech LLC	\$5,000.00
Rose International	\$59,590.95
Virtelligence	\$31,360.00
<b>Total</b>	<b>\$6,091,343.34</b>

*\*DPS Business Partners include four Deputy Registrar/Industry subject matter experts.*

## Tables 3 and 4

Spend for MNIT and DPS employees is shown for the quarterly reporting period of September – December 2021. Tables 3 and 4 contain staff charges allocated to the FAST 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 but were not assigned to the project).

**Table 3 – Quarterly Amount Spent for MNIT Employees at DPS**

Position	Dedicated staff	Non-dedicated staff	Sept – Dec 2021 Spend (\$000)
Developer	7	-	224
Managers/supervisors	-	2	44
Operations/ Technical Support	-	11	91
Business Analyst	1	-	26
<b>Total</b>	<b>8</b>	<b>13</b>	<b>\$385</b>

**Table 4 – Quarterly Amount Spent for DPS Employees**

Position	Dedicated Staff	Non-dedicated Staff	Vehicle (\$000)	Driver (\$000)	Sept - Dec 2021 Spend (\$000)
Program Director	1	-	24	-	24
Information Officer	1	-	10	-	10
Business Analyst	6	-	79	40	119
Financial Analyst	1	-	11	11	22
Training	2	-	34	-	34
Testers	-	26	67	-	67
<b>Total</b>	<b>11</b>	<b>26</b>	<b>\$225</b>	<b>\$51</b>	<b>\$276</b>