MNLARS

ANNUAL REPORT 2014

DEPARTMENT OF PUBLIC SAFETY
STATE OF MINNESOTA

MNLARS
Licensing and Registration System

CONTACTS

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Minnesota Department of Public Safety

Office of the Commissioner

The Honorable Mark Dayton
Office of the Governor
130 State Capitol
75 Rev. Dr. Martin Luther King Blvd.
St. Paul, MN 55155

Dear Governor Dayton:

I am pleased to provide this annual report on the Minnesota Licensing and Registration System (MNLARS) project. The MNLARS project is a multi-year initiative to replace the 30-year-old mainframe information system used to collect, store and share motor vehicle and driver license information with an efficient, secure, web-based system.

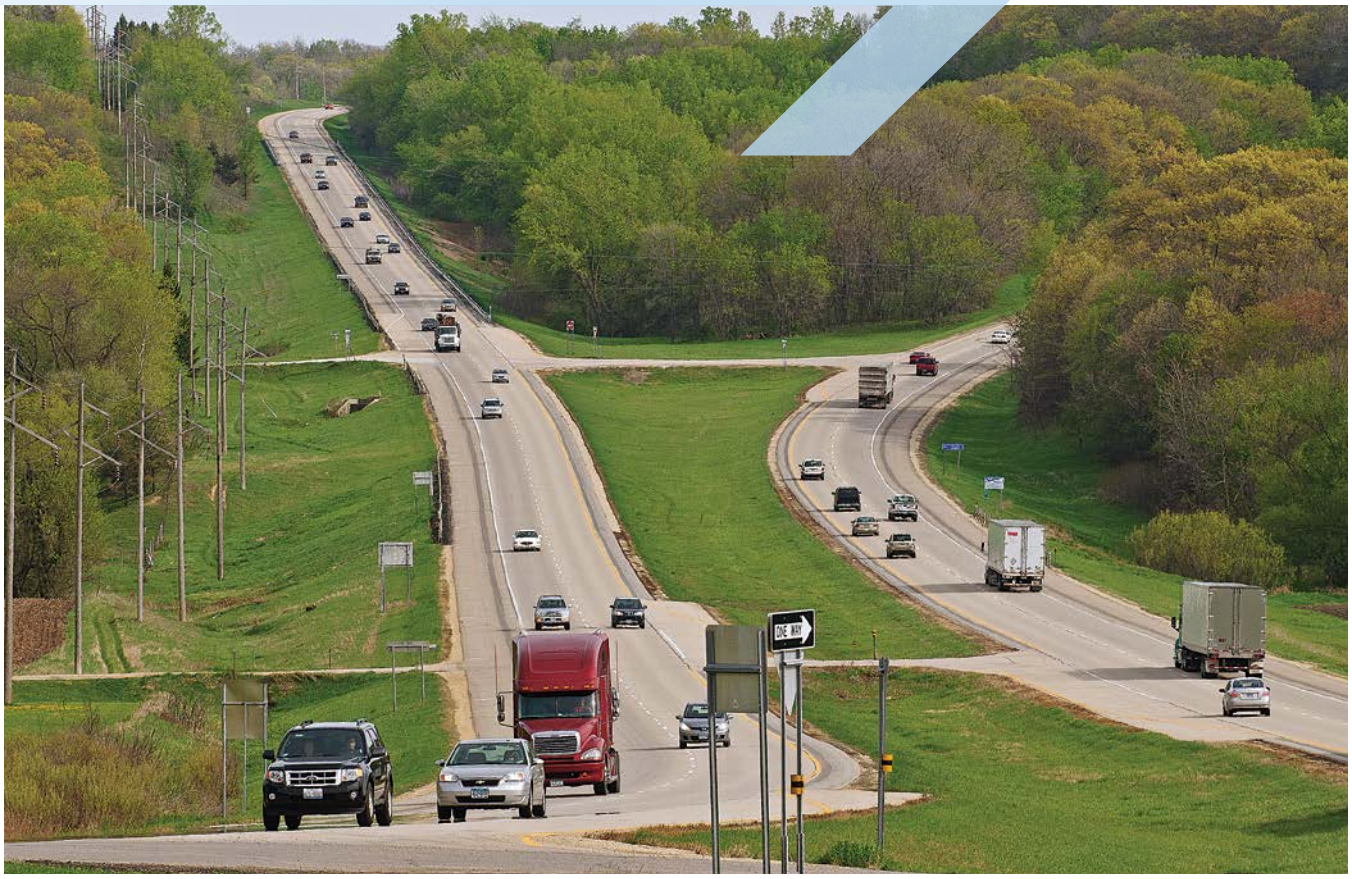
During this last year, to increase efficiency and keep the MNLARS project on track, we expanded use of the "agile" approach to software development and converted to internal project management. As you know, as part of this process, we ended our contract with Hewlett-Packard (HP). We are now partnering with MN.IT Services on the governance and oversight needed to complete the project.

In September, we completed the rollout of the first phase of the project, successfully moving approximately 1,000 DVS and deputy registrar employees to MNLARS. In October, responsibility for maintaining current MNLARS operations and developing future MNLARS functionality changed over from HP to the state.

MNLARS will improve driver and vehicle services in Minnesota, and we remain steadfast in our commitment to deliver a quality licensing and registration system.

Ramona L Dohman

Sincerely,
Ramona L. Dohman, Commissioner
Minnesota Department of Public Safety



MNLARS Steering Committee

The MNLARS steering committee is a group of individuals who bring to the project considerable knowledge and skill. They are creative problem solvers, able to focus on immediate challenges without losing sight of long-term goals. They are committed to the vision and success of the MNLARS project.

Members:

DPS Commissioner,
Ramona Dohman

DPS Deputy Commissioner,
Mark Dunaski

DVS Director,
Patricia McCormack

MNLARS Program Manager,
Dawn Olson

MNLARS PMO,
Donna Burr

MN.IT Services Commissioner and State CIO,
Thomas A. Baden Jr.

MN.IT Services Deputy Commissioner,
Ed Valencia

MN.IT at DPS CIO,
Paul Meekin

Advisors:

DPS Director of Legislative Affairs,
Kate Weeks

MN.IT Services Legislative Director,
Jon Eichten

MNLARS Vision

MNLARS is a project of the Department of Public Safety Driver and Vehicle Services (DVS) Division to replace its aging information technology system with a more flexible and cost-effective solution that:

- Enables DVS to deliver fair, accurate, secure and timely driver license and motor vehicle services.
- Provides stakeholders with reliable information.
- Allows compliance with state and federal laws.
- Delivers improved functionality.

New Direction

With a solid governance structure, a capable steering committee and knowledgeable subject-matter experts in place, along with a dedicated, skilled and creative technical team, DVS made significant changes to the MNLARS project in 2014.

Delays in first-phase implementation and conflicting visions of the state's role in the project prompted DVS to end its design-and-build contract with Hewlett-Packard. Instead of seeking the services of another vendor, DVS and MN.IT Services — the state's information technology agency — is establishing an internal governance, oversight and development team.

DVS also changed its approach to software development. When it became clear, early in 2014, that the traditional approach to software development was not providing desired results, DVS turned to the "agile" approach described below. The success of a pilot conducted early in the year encouraged DVS to apply the approach to all MNLARS software development to complete the project.

A Word About Agile

A key feature of the agile approach to software development is scrum teams. These self-organizing, cross-functional teams consist of technical and business experts who base their progress on face-to-face communication. As a result:

- Problems are identified early.
- The project can respond easily to change.
- The most beneficial work is completed first.
- The project maintains a predictable delivery schedule.

MNLARS Today

The MNLARS leadership team is currently engaged in planning for 2015:

- Analyzing DVS business processes to find improvement opportunities
- Mapping Minnesota statutes related to DVS business and creating a tool to help software development teams meet all statutory requirements
- Preparing final stages of MNLARS migration to Minnesota's new, state-of-the-art Enterprise Data Center (EDC4) and removal from the Town Square Data Center facility
- Senior-level developers and architects evaluating the code developed by HP to find that which could be repurposed
- Hiring developers to maintain the old mainframe system, freeing developers with DVS experience to focus on the new MNLARS code base
- Determining level of human resources to be dedicated to scrum teams
- Developing staffing and service contracts with support from MN.IT Services
- Developing software patches to fix bugs discovered after the first release of MNLARS

2014 Accomplishments

In 2014, DVS implemented two components that make up the first phase of MNLARS.

Identity access management (IAM) — IAM changed the way nearly 1,000 users access driver and vehicle information. This vital component of MNLARS improved security and compliance with DPS data privacy policies.

Updated vehicle permit process — The MNLARS system improves tracking and accountability for vehicle permits, transforming an outdated, manual task into a modern, paper-free application process.

The first MNLARS users switched to the new system in March. A very gradual rollout to deputy registrars was completed in September. Currently, all 174 deputy registrar offices are using MNLARS.

Other 2014 highlights include:

- Transition from Hewlett-Packard to state oversight of project
- Improved governance and oversight by DVS and MN.IT Services
- Business process re-engineering in preparation for 2015 development efforts
- Reassessment of business priorities, laying groundwork for a new development schedule

Despite the disruption of terminating the HP contract, DVS employees and the MNLARS team have continued to make effective contributions to the project. They are eager to begin work anew in 2015.

2015 Targets

Having identified targets for 2015, the leadership team is charting a new roadmap for MNLARS.

Winter 2015

- **Finalize 2015/16 development schedule**
  Original release schedules were part of the HP project framework. DVS and MN.IT Services are developing a release schedule that reflects DVS legislative mandates.
- **Technical Team (MNLARS Design)**
  This team will work on system design and dependencies, laying groundwork for future development.
- **MNLARS Permits/IAM Enhancements**
  For the first time, state staff will be entirely responsible for developing and implementing software code to make small improvements to existing MNLARS software.

Spring 2015

- **Agile Scrum Teams (Subject Matter and Code Development)**
  Teams will be in place mid-March to establish the cadence for software development over the next two years.
- **Move to EDC4**
  Complete migration from the Town Square Data Center to the new Enterprise Data Center 4.

Summer 2015

- **Strengthen Data Security**
  Clients authorized by federal and state data-privacy laws to receive DVS data (e.g. Department of Human Services, Minnesota courts, etc.) will use a single point of entry, receiving only the information they are authorized by law to receive. The single-point-of-entry design strengthens the security of DVS data and stabilizes interactions between DVS systems and client systems. Clients providing information to DVS, such as Minnesota courts, will also use this single point of entry.

Autumn 2015

- **Vehicle Registration**
  DVS identified vehicle registration as a priority for 2015/2016 development and will conduct a mid-point review during development to update stakeholders on progress. Implementation is expected to occur in 2016.

MNLARS Fundamentals

MNLARS Funding

In 2008, the Minnesota Legislature authorized a technology surcharge to fund the MNLARS project. In 2011, the Legislature authorized additional funding, including an extension of the technology surcharge.

- The technology surcharge is applied to most motor vehicle and driver's license transactions
  - Between July 2008 and June 2012, the surcharge was $1.75
  - Beginning July 1, 2012 the surcharge was reduced to $1 and remains effective through June 30, 2016
- Effective July 1, 2011, $1.50 of each filing fee collected by DVS (as opposed to deputy registrar offices) on motor vehicle transactions is deposited in the DVS technology account.
- In fiscal year 2013, there was a one-time transfer of $7.1 million from DVS special revenue accounts to the DVS technology account.

Affected DVS Operations

MNLARS will replace the current mainframe for the following DVS operations:

- Driver licensing
- Driver compliance
- Vehicle title and registration
- Dealer licensing and inspection
- Inventory, finance and records

MNLARS Objectives

- Link 7.7 million vehicle records to 6.5 million driver records
- Detect and correct or remove corrupt or inaccurate data in in the current system
- Minimize duplicate data-entry and streamline business processes to speed up motor vehicle and driver's license transactions

- Automate and simplify data collection activities to increase data accuracy and integrity
- Improve reporting capabilities
- Facilitate data sharing
- Increase system security, making access specific to users' needs and reducing opportunities for fraud
- Accomplish data exchanges in near real-time, eliminating system "downtime" while records update and assuring DVS business partners, law enforcement and customers up-to-date information
- Increase customer convenience

Driver and Vehicle Services

Across Minnesota's 87 counties, DVS is providing services to millions of customers each year.

For 37 years, DVS has designed and administered programs and services that have kept Minnesotans safely and legally on the road to work, to school, to shopping and entertainment venues, and everywhere else they need to be.

As demonstrated by the infographic on the following page, DVS is a vibrant and vital division that welcomes innovation to better serve the people of Minnesota.

The dedication of its nearly 500 employees — the people behind the counters, on the phones, at driver exam stations and behind the scenes — enables DVS to provide service and maintain strong partnerships with law enforcement; local, state, and federal agencies; courts; and deputy registrars and driver license agents.

DVS by the Numbers

2,520,798
Cards Produced (License/ID)

565,085
Driver License Tests Administered

224,960
Withdrawal of Driving Privileges

127
Driver License Agents

395
Commercial Driver Education Schools Licensed

1,657
Commercial Driver Education Instructors Licensed

1,462,259
Titles Issued

4,658,367
Registrations Processed

5,996
Motor Carriers

3,850
Dealer Licenses Issued

19,348
Vehicle Inspections Conducted

174
Deputy Registrars

39,876
Special Plates Issued

126,530
Disability Certificates Issued

1,031,913
Public Information Center Calls Received

77,240
Public Emails Received

496
DVS Staff

$1,431,000,000
Annual Revenue Collected

Minnesota Department of Public Safety
Licensing and Registration System
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St. Paul, MN 55101

dvs.dps.mn.gov