



# NEW MEXICO DSVS

## *Project Highlight*

*"I have never seen a whole state come together and be as proud of their accomplishments as they were on this project."*

*– Ava Roberts, Subject Matter Expert*



In 2014, New Mexico's Motor Vehicle Division (MVD) was still running mainframe software built in the 1970s and was struggling with inefficient processes. But change was on the horizon. Over the course of the next two years, New Mexico's MVD went from having one of the most antiquated systems in the country to having a fully modernized system and some of the happiest customers of any driver and vehicle services agency in the nation.

The implementation of TAPESTRY—a modern, integrated driver and vehicle services system—played a major role in this improvement. New Mexico's MVD worked with Fast Enterprises from 2014 to 2016 to implement this new system as a replacement for their old mainframe system. "We knew the legacy system was aging and was built on technology that was fragile, to say the least. We knew we had to do something quickly," explained Adam Diamond, TAPESTRY Interface Manager.





Left to right: Joe Lohmeier, Griffin Hinwood, Brett Courtright, Meghan Cook, Spencer Kerr, Matt Kantor, John Monforte, Raul Alvarez, Andrew Farrar, Kenric Hindi, Ava Roberts, Barb Roybal, Felicia Maestas, Isaac Manuel Romero.

## Finding Efficiencies

To improve their operational efficiency, New Mexico's MVD created the Customer Outcomes Reengineering, or CORE, program in 2012. Through it, the agency changed their queueing philosophy, implemented a new customer flow management system, and began tracking customer satisfaction information in real-time. New Mexico's field offices formed some friendly rivalries, competing to see which office could get the best satisfaction ratings. The results? Ratings across the agency improved.

The TAPESTRY project was the next step, enabling the agency to complete both driver- and vehicle-related transactions more efficiently. According to Laurie Rael, a TAPESTRY Tester, this has made it easier for MVD agents to process transactions quickly. "It flows very logically, and the agents are better able to use the system," Rael said. The TAPESTRY project also streamlined MVD customers' experiences. "Our customers are a lot happier. We can print out a page that tells them exactly what they need to

complete their transactions," said Rael. Customers can also begin a transaction in one office and complete it elsewhere, if needed. Darren Gomez, Subject Matter Expert, said, "We now have a more cohesive product. Customers are able to go to any office and complete their registration." The project significantly shortened the amount of time needed to complete customer transactions by introducing efficiencies such as:

- Allowing customers to pre-fill some paperwork online, meaning less overall time spent in the office;
- Adding barcodes to the scanning process so the system can easily file documents that were provided by the customer;
- Implementing signature pads to ask customers mandatory questions, such as those required for voter registration and organ donation, enabling agents to continue working on transactions as customers submit their responses.

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*"The focus on efficiency has created a better employee and customer experience and made MVD a better partner to our stakeholders."*

*- Alicia Ortiz, MVD Director*

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# Letting Creativity Flow

On the TAPESTRY project, a flexible environment inspired creative responses to the agency's needs. This atmosphere was possible in part because New Mexico's MVD ensured that the right people were involved in the project. Agency project managers who knew both the business and IT sides of New Mexico's MVD paired up with FAST's Project Manager (PM) to lead the project. "This really set the stage for a creative work environment that led to a successful project," said Alicia Ortiz, MVD Director. The agency also brought in knowledgeable staff from across their ranks to contribute their ideas to the project. "They brought the expertise that was needed to the table," said Raul Alvarez, former MVD Special Project Manager.



Left to right: Isaac Manuel Romero, Felicia Maestas, Ava Roberts

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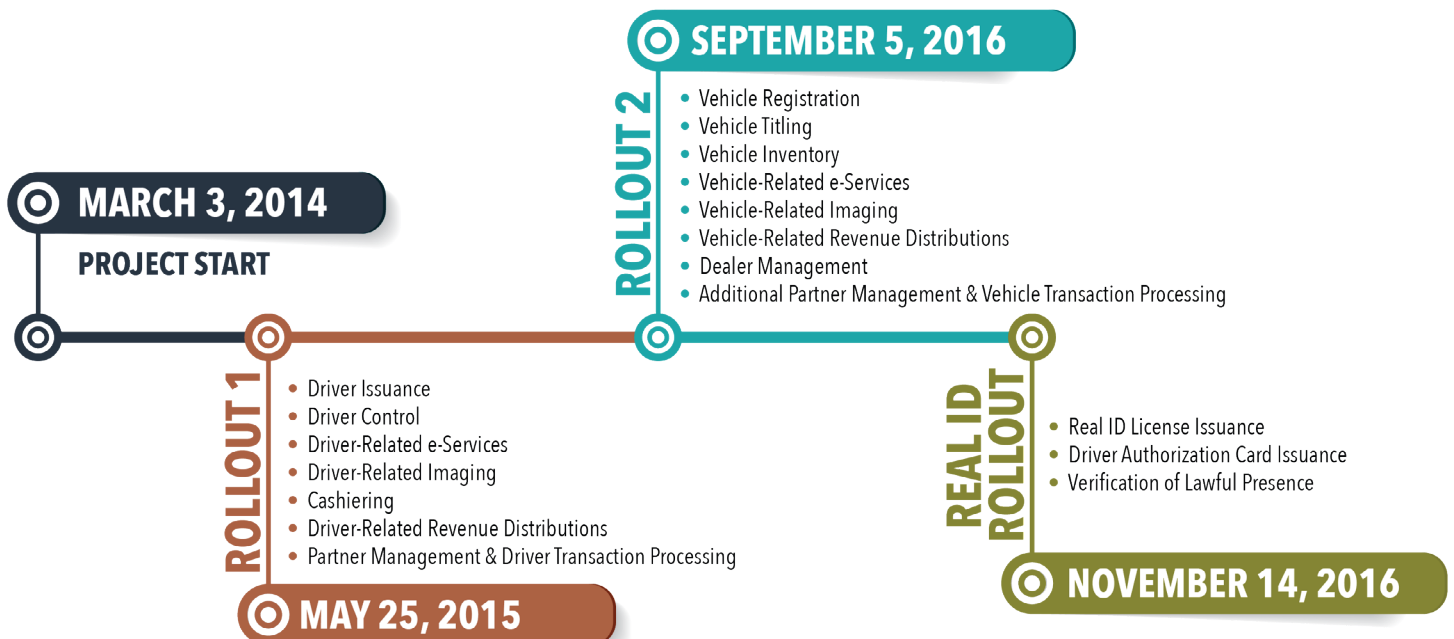
*"The leadership did a good job of making the project atmosphere as vibrant as possible."*

*– Rao Tirumal, DBA*

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Recognizing the team's expertise, project leadership encouraged and welcomed their ideas. Tester Isaac Manuel Romero said that his team would keep a white board nearby to record any ideas they had throughout the week. Then, once a week, they would go through the ideas and discuss each one. "That collaboration is what helped us to move forward," said Romero. Laurie Rael, another Tester, echoed this sentiment, "The leadership allowed everyone to provide input. They listened to why we felt something would or wouldn't work." Ultimately, the flexibility of the environment and the support of the executive team allowed the TAPESTRY team to creatively solve problems and maintain momentum throughout the project.

## Project Timeline





# Executive Collaboration



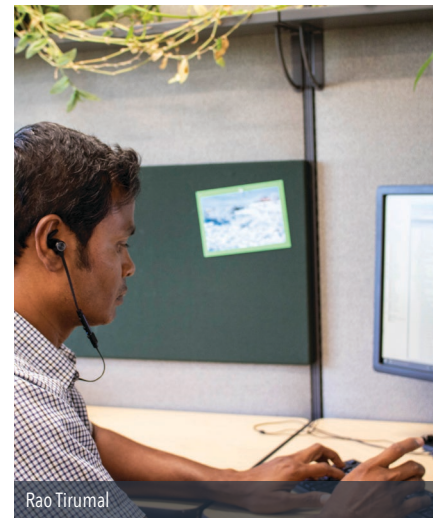
Left to right: Raul Alvarez, Matt Kantor, Alicia Ortiz, Joe Lohmeier

Open communication at the executive level created an environment of shared understanding and facilitated efficient decision-making. Throughout the project, TAPESTRY PMs met weekly with New Mexico's MVD leadership to discuss project timelines and decisions that needed to be made. This weekly executive meeting also meant that the project didn't need to wait for steering committee meetings for important decisions to be made. "There were not a lot of surprises when it came time to have the more formal steering committee meetings," said David Parker, FAST PM. FAST Project Architect Ben Goodman explained that these meetings also benefitted the executives, "We were able to make sure the executives were fully informed about the changes that were being made."

## Benefits

TAPESTRY has improved many aspects of MVD's workflow and has enabled the agency to provide better service to the people of New Mexico.

- MVD customers can perform a variety of actions online, including reprinting registrations, changing addresses, and messaging the agency, without ever setting foot in an office. New Mexico's MVD staff can reply directly to any messages customers send from TAPESTRY.
- Previously, the legacy system took up to 72 hours for vehicle registration information to be available to law enforcement. TAPESTRY is real-time, so customers are no longer getting erroneous tickets.
- TAPESTRY's built-in messaging system enables MVD staff to send questions to their managers when working face-to-face with customers.
- Not only is all data for a customer stored in a single location, New Mexico's MVD is also able to store their policies and procedures inside TAPESTRY for easy access.
- Improved security features enable New Mexico's MVD to manage which areas of the system staff can access and the types of transactions they are able to perform.



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*"I was very proud that we went live and we've never had to close our doors because of the system."*

*- Kenric Hindi, SME*

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As an added benefit, MVD staff have grown in both confidence and skill. Ava Roberts, former Subject Matter Expert (SME) and Tester, said, "I've learned more than I ever imagined. The project made us more detail-oriented." Jerry Valdez, Deputy Director of Field Operations, explained that MVD staff rose to the demands of the project, "It gave them the confidence to say, 'you know what, I can do this.' The project allowed us to show how amazing the employees of New Mexico are."

## Challenges

### Conversion Effort

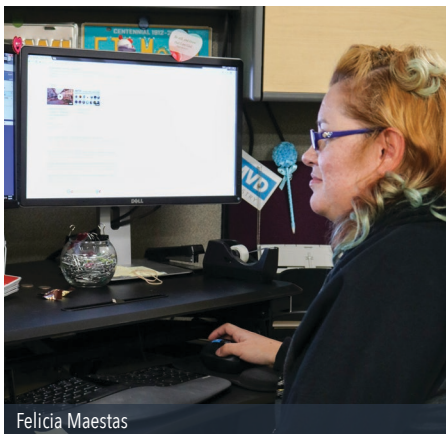
Knowing that legacy data conversion is always a challenge when replacing software systems, New Mexico's MVD went above and beyond to ensure their data conversion went smoothly. Ragha Mulakal, Lead Conversion Manager, said that it was important to MVD to make sure the conversion process was done right. "I still believe that one-third of the project is in the conversion," Mulakal said. The conversion process involved performing mock conversions with increasing frequency as rollout approached and verifying that converted data looked and performed as expected. New Mexico understood the importance of this process and dedicated extra staff to this endeavor. "It really helped to have more staff to verify conversion," said FAST Project Architect Jamie Johnson. David Parker, FAST Project Manager (PM), agreed that this extra effort paid off, "They ironed out a lot of issues this way and were able to find them earlier."



Isaac Manuel Romero

### Keeping It Real

As the federal deadlines for implementing Real ID approached, the agency was eager to be in compliance. However, adding the extra functionality for Real



Felicia Maestas

ID into the agency's already-planned rollouts would have introduced additional complexity. David Parker, FAST PM, explained that the agency chose to tackle Real ID separately, "avoiding the urge to bundle a lot of things into a single rollout." This allowed project staff to devote their full attention to the Real ID implementation rather than juggling multiple priorities.

**Project Name**  
*TAPESTRY*

**Project Type**  
*Driver and Vehicle Services*

**Project Dates**  
*March 3, 2014 to  
November 14, 2016*

**Agency Name**  
*New Mexico Motor  
Vehicles Division (MVD)*

**MVD Mission**  
*Outstanding service to  
the motoring public—  
every customer, every  
transaction, every time.*

**NM Population**  
*2,088,070*

**NM Nickname**  
*Land of Enchantment*

**NM State Vegetables**  
*New Mexico chile and  
frijoles pintos (pinto beans)*

**NM State Question**  
*Red or green? (chile, that is)*

**NM State Aircraft**  
*Hot air balloon*



## Co-Location

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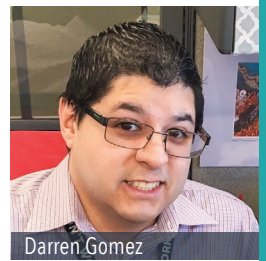
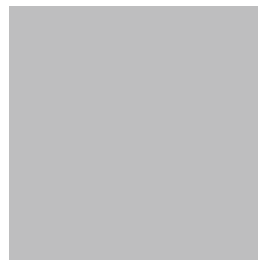
Without the expertise and ideas provided by New Mexico's MVD staff, the TAPESTRY project would not have been successful. To facilitate their participation, MVD staff who were dedicated to the project full-time were co-located with the FAST project staff. "Co-location and participation of the client were the reasons for the success of the project," said Venkata Dodda, Technical Lead. Co-location on the project helped staff to focus on the tasks required to complete the rollouts without the distraction of their day-to-day work activities. Felicia Maestas, Tester on the TAPESTRY project, said, "The dedicated space truly helped. If we had other things going on where we were located, we wouldn't have been able to focus on the task at hand." Co-location also contributed to the collaborative environment of the project. "Everyone being within ten yards of each other made it possible to communicate quickly when you needed answers," said Adam Diamond, Interfaces Manager.



Adam Diamond



Jerry Valdez



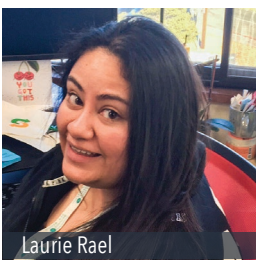
Darren Gomez



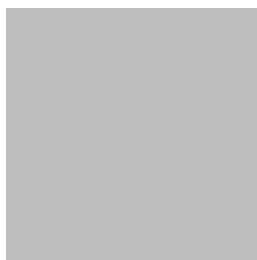
Alicia Ortiz



Ragha Mulakal



Laurie Rael



Ben Goodman

## What's Next

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Since the Real ID rollout in November 2016, New Mexico's MVD has continued improving TAPESTRY, including installing the latest service packs. Kenric Hindi, Subject Matter Expert on the project, said that these updates are an exciting time for the agency, "Every time we do a service pack, we get new goodies." The TAPESTRY system, and these updates, also help the agency keep up with new legislation. "The system we have now is more adaptable to change and helps me to stay compliant with the laws," Hindi said. The agency is excited to have a flexible, robust, and stable system. Jerry Valdez, Deputy Director of Field Operations, said, "We have a fountain of youth in the system. We're never going to be old again."