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OUR VISION

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BY ANDREW CONNER

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ONLINE EXCLUSIVES

Don't forget to visit MOVEmag.org to read the latest web exclusives.

Check out the digital edition of this issue at **MOVEMAG.ORG/CURRENT-ISSUE** for more content including supplemental videos for the feature stories.

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MOVE is the award-winning flagship publication of the American Association of Motor Vehicle Administrators (AAMVA). MOVE's feature articles and columns keep readers informed of industry news and technological developments throughout the motor vehicle community by offering a wide-range of industry topics.



OUR VISION

Safe drivers Safe vehicles Secure identities Saving lives!

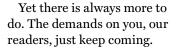
Frame of Mind

EMPOWER COLLEAGUES, STAY POSITIVE

ratitude. Letting go. The power of the whole. Today's challenges have upended many members' original operating plans when we kicked off the new year in January 2020: to revise or modernize customer service, replace legacy systems and improve highway safety. Nonetheless, member agencies have overcome the disruptions and continued to advance important projects—some accelerated and others new.



The articles in this issue of MOVE Magazine detail how well AAMVA members have responded to the disruptions and the steps they took to land on their feet despite new twists and turns. In many ways, large and small. AAMVA's members have pivoted—in some cases very quickly—to regain momentum in serving their customers and the public in a socially distanced demand service environment.



That is why I share those opening words. They are more than truisms, serving as reminders of actions to ponder and practice regularly to overcome daily stress. By doing so, you help your frame of mind and, in turn, help that of others.

These words remind me to thank and empower the people I depend on to carry out AAMVA's mission-focused work—people like Sandy Bloomfield, Senior Executive Assistant to the AAMVA CEO. who does a remarkable job supporting me and serving

as secretariat to AAMVA's Board of Directors. There are so many aspects of this job that I do not have to worry about because Sandy has it covered.

It is the power of AAMVA's executive team, Anita Simmons, Ian Grossman, Wendy Sibley, Philip Quinlan and Philippe Guiot. Individually, these vice presidents lead core AAMVA functions in member services, organizational and financial health, technological stability and business value. Together, they leverage the power that comes from the whole being greater than the sum of its parts. By working as a team, they achieve results we might not pull

To these friends and professionals, who I would have thanked at an in-person AAMVA conference, I say thank you. You are the colleagues who, time and again, show how accountability to one another and to AAMVA's mission creates outcomes that add value to AAMVA members' missions.

We achieve outcomes thanks to engaged members and a great Board of Directors, whose input, involvement and guidance create meaningful AAMVA initiatives that support our members' exchange of experiences and ideas, even during a pandemic.

Those are a few of the reasons why I am grateful and why I begin and end the day with gratitude for a wonderful job, great colleagues and supportive family. It's also why I find that letting go allows others to achieve great things and why the power of the whole never ceases to amaze me.

I know you have similar successes that you attribute to teams you lead, or people you depend upon and are thankful for. Let us know, so we can tell your stories through MOVE Magazine or AAMVAcast. With thanks,

Anne Ferro AAMVA President and CEO



American Association of Motor Vehicle Administrators



SOLUTIONS & BEST PRACTICES

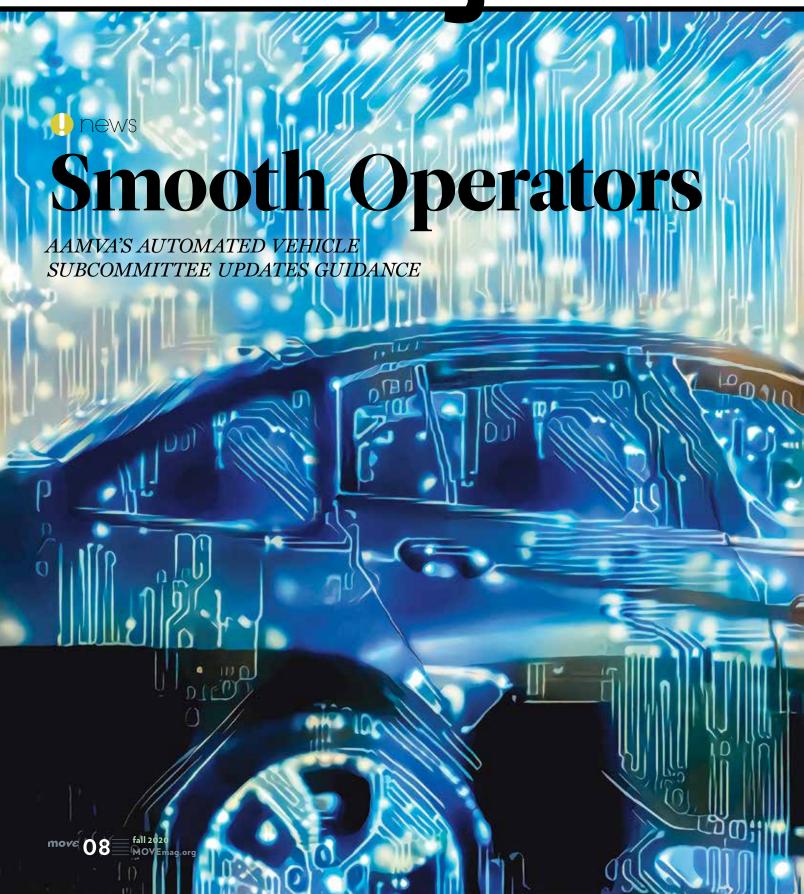
Solve your business challenges by following the guidance of subject matter experts and your colleagues. AAMVA's best practices, standards, white papers, and guidance documents establish ideal approaches for developing and maintaining programs in your jurisdiction.

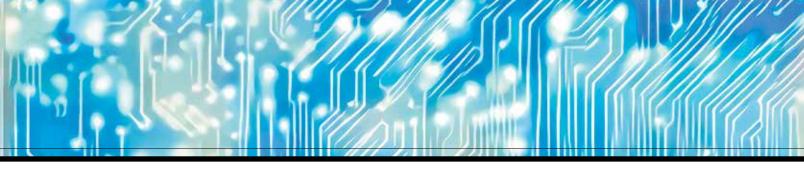
NEW RELEASES



For these and the entire library of AAMVA solutions & best practices, visit aamva.org.







ore and more vehicles with ever higher levels of automation are being tested, preparing for road-readiness in the coming years. AAMVA's Automated Vehicle Subcommittee has updated its guidance to address how jurisdictions can best manage testing and deployment of these vehicles, and how people will use and interact with them.

The subcommittee is a group of 20 individuals from iurisdictions around the U.S. and Canada who have expertise in vehicle-related programs, as well as driver programs and law enforcement agencies. They have been learning constantly about the vehicles and their technology as new information becomes available from manufacturers and other groups, and they have been working to provide additional information to jurisdictions. This second edition of the report, launched in September, replaces the first edition document released in 2018.

One of the first issues addressed was terminology. This report retires the use of the terms "autonomous vehicle" and "highly automated vehicle" in favor of "automated driving systems (ADS)" or "ADS-equipped vehicles." New terms will also cover vehicles with advanced driver-assistance systems (ADAS).

The document consolidates guidance for jurisdictions and lessens the burden of having to develop procedures and rules on the fly. The subcommittee operates with the knowledge that there is so much information about these vehicles, that it is almost impossible for any single jurisdiction to read everything and stay up to date. By combining all of the information from the perspective of law enforcement and motor vehicle agencies, the second edition has covered a lot of ground on behalf of those stakeholders.

Like the previous document, edition 2 outlines considerations on testing vehicles, safety standards, and driver training and testing. This version updates many of those sections and provides new guidance regarding law enforcement and first responder interactions, cybersecurity, data collection, as well as testing and deployment

Edition 2 of the report outlines considerations on testing vehicles, safety standards, and driver training and testing. of low-speed automated shuttles, connected vehicles and platoons operated in sync with vehicle-to-vehicle (V-to-V) communication.

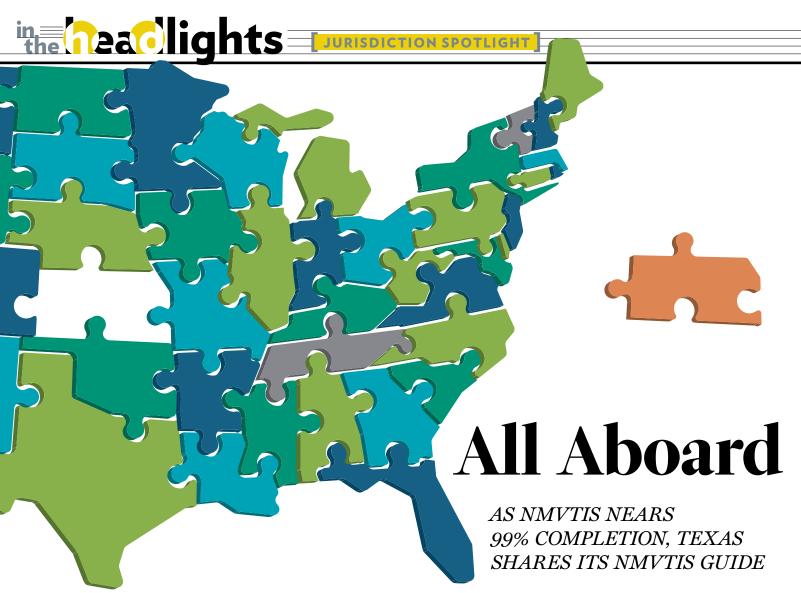
The section devoted to law enforcement officers gives an overview of the technology and guidance on how to interact with it and prepare for it. This will help law enforcement prepare for future scenarios where they encounter a vehicle that doesn't have a human driver in it, whether that is during day-to-day traffic encounters or in the course of suspected criminal activity.

As we all have learned in our tech-dependent society, cybersecurity cannot be an afterthought. Computer systems in these vehicles manage how the vehicle operates, where it goes and how it interprets what it is encountering—and any one of those systems could be compromised. The subcommittee has included recommendations for automakers, NHTSA, the National Institute of Standards and Technology, and the Auto Information Sharing and Analysis Center on hardening computer systems to prevent cyberattacks.

The subcommittee recommends that jurisdictions make the report available to the appropriate staff in their agencies. Because the group has taken a deep dive on so many topics, jurisdictions should have as many people as possible review the document to understand how this technology will specifically impact their areas of expertise. \mathbf{m}

go online =

READ THE UPDATED REPORT AT AAMVA.ORG/BEST-PRACTICES.



BY ANDREW CONNER

ith Tennessee and Vermont's recent implementations, the National Motor Vehicle
Title Information System (NMVTIS) will be hitting a milestone in 2021 when Kansas and Washington, D.C., join the system, making it 99% complete.
This means that motor vehicle department employ-

ees in almost all of the 51 jurisdictions will be able to compare their records against the NMVTIS database, achieving the system's goals of protecting consumers from fraud and unsafe vehicles, and limiting the number of stolen or unsafe vehicles reintroduced back into the market. For many jurisdictions, the advantages are clear the moment the system is turned on and the first title errors come through.

"From the very beginning, we realized the benefits," says Clint Thompson, chief of title services at the Texas Department of Motor Vehicles (TxDMV). "One of the main things for me was brands being left off of titles. And this was not just folks who

had their brands washed in other jurisdictions, but also processing errors."

Texas fully implemented the NMVTIS system in 2014, but even before that, Thompson and his team started working on a *NMVTIS Guide* that helps ensure county and TxDMV employees can effectively and efficiently use the system. Work on the guide started in 2013, and it is updated quarterly.

"We've traditionally provided publications, such as our *Title Manual* or *Salvage and Nonrepairable Manual*, and we recognized that [NMVTIS implementation] would require a number of changes to our publications," says Thompson. "So instead of only updating those manuals, we thought it would be a better idea to have a *NMVTIS Guide*."

As Thompson notes, connecting to the NMVTIS database means adapting to a new process. In their approach to creating the document, Thompson and his team asked a series of questions:



- What information do the employees who are using our interface and processing these transactions need?
- How will these transactions be handled?
- > What is the new process and how does that affect the current process?

"That's really the thrust of it," he says. "We've got a user group that is going to need information, and we don't want them to have to contact the department with questions. So we tried to work through those procedural issues and capture that in the guide."

Thompson has seen the guide help in his own jurisdiction firsthand, and he has been sharing it with other jurisdictions, including at the inaugural NMVTIS State Users Workshop in February. "Just from the content, I think it's certainly worthwhile for folks to take a look at it and see if it's something they can implement," he says. "[For jurisdictions that do implement it,] the most important thing is to know who your audience is. Make sure you're writing to that audience and the information matches their process."

Vivienne Cameron, senior director at AAMVA, echoes Thompson's comments and suggests how other jurisdictions can take advantage of the Texas *NMVTIS Guide*.

"To have something like what Texas has created, their folks have this resource which gives them really clear guidance," she says. "It's a really good example of the kind of documentation and resources states should develop and maintain. One of the great things about the Texas guide is it's maintained and updated frequently." m

go online =

ACCESS TEXAS' NMVTIS GUIDE AT TXDMV.GOV/NMVTIS-RESOURCES.



CONGRATULATIONS 2020 AAMVA AWARD WINNERS

AAMVA's awards foster a tradition of excellence in the motor vehicle and law enforcement community. The awards allow AAMVA to honor individuals, teams, and organizations who have committed their time and resources to safety initiatives, outstanding customer service, and public affairs and consumer education programs throughout North America. This year, as every year, AAMVA received numerous outstanding award submissions in each category and through a rigorous judging process selected those that are exemplary.

While we could not be together in person to present the awards at the Regional Conferences and Annual International Conference, we have recorded video presentations for each of the regions and for our international winners. Visit AAMVA's YouTube channel or movemag.org/current-issue to enjoy these video presentations, and please join us in congratulating this year's winners!

Want to apply for the 2021 AAMVA Awards Program? Our online submissions portal is now open! Visit AAMVA.ORG/AAMVA-AWARDS for more information on how to apply.

Deadline for entries is December 31, 2020.

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Want to apply for the 2021 AAMVA Awards Program? Our online submissions portal is now open! Visit aamva.org/aamva-awards for more information on how to apply. Deadline for entries is December 31, 2020.



industry insight

Title Pairing

GEORGIA PARTNERS WITH DLRdmv FOR ELECTRONIC TITLING AND REGISTRATION

BY MYRNA TRAYLOR

s motor vehicle administrations around North America strive to get more work accomplished with fewer people on staff, technological solutions have played an important role. One jurisdiction, Georgia, has done so by instituting electronic titling and registration (ETR).

The state requires all auto dealers (except those who sell fewer than 10 cars per month on average) to use electronic titling and registration software. When a car is sold, dealers enter the buyer and car information into the system, and it is transmitted directly to the proper authorities at the state motor vehicle offices.

Brent Bennett, director, Motor Vehicle Division of the Georgia Department of Revenue (DOR), sees the ETR system as a way to leverage private partnership to successfully meet the needs of Georgia's constituents. "The process is expedited not just internally but also for the customer," he says. "Because the information is preloaded for us, we don't have to manually enter that information. This allows our customers to receive their documentation much more expeditiously."

Auto dealers utilize third-party vendor software to access the DOR system, and those vendors bear the responsibility for any updates to the particular product being used, technical support for the dealership users, as well as quality control for the information that goes into the system.

The standard titling and registration procedure would have seen dealers sending paperwork to the county motor vehicle offices by overnight delivery or courier. Staff would input the information, issue the title documents, then wait for the consumer to visit to retrieve their plates, all resulting in numerous touch points for DMV staff.

One vendor Georgia uses in concert with auto dealerships is operated by DLRdmv, a company established in 2016, which has also implemented its e-titling software in Florida. DLRdmv Vice President Justin Davis outlines benefits of ETR for multiple stakeholders.

For consumers, ETR streamlines the process of getting permanent tags; they receive a plate in the mail as opposed to having to make an in-person visit. "Dealers can do something electronically for \$10 instead of sending a FedEx with a self-addressed stamped envelope to get the title back; so, you save \$15 just in FedEx fees," Davis says. "Not to mention that the paperwork is out of your hands, and you don't know when it's coming back, and if it gets rejected, you might have to FedEx back a second or third time."

Auto dealers also get a boost in their customer experience ratings when buyers don't have to visit the DMV for their plates. And because titling and registration data is in the system nearly instantly after a car purchase, law enforcement can rely on the information they retrieve even when they run a temporary tag. "Because of the electronic process, every temporary operating permit (TOP) that's assigned by a dealer has a specific date," Bennett adds. "When law enforcement runs the TOP, they can tell when that plate was issued and when it expires, so they can know whether or not this taxpayer would be in violation. So, it definitely helps law enforcement."

Davis also speculates that ETR has an environmental benefit. "At the very least, 1.5 million car trips were taken off the road for that first year, for each consumer going to get their own plate. Plus, dealers aren't driving those title applications in. If each of those trips is about 10 miles, we're saving tons of CO2 [from going into the atmosphere], not to mention avoiding the fender benders and wrecks." m



ANNUAL SAVINGS FROM USING ETR IN GEORGIA^{*}

TOTAL VISITS
SAVED

TIME SAVINGS





Title/registrations issued via dealer sales

1,200,000

DMV reduction of in-person visits

1,200,000

DMV staff time savings

(expressed as hours, based on 10 minutes per transaction)

200,000

Consumer productivity

(expressed as hours, based on 90 minutes round trip per transaction) 1,800,000

Vehicle miles saved (at 10 miles per round trip)

12,000,000

CO2 metric tons (411 grams/mile)

4,932

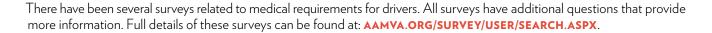
*Estimates provided by DLRdmv.





MEDICAL REVIEW PROCESS





SUBSTANCE USE DISORDER - MEDICAL REVIEW PRACTICES
[24 RESPONSES]

DOES YOUR JURISDICTION REVIEW SUBSTANCE USE DISORDER?

Yes:

MEDIC ALERT ON LICENSES/IDS [34 RESPONSES]

DOES YOUR STATE OFFER MEDICAL ALERTS ON DRIVER LICENSES AND IDS?

Yes: No:

RE-EXAMINATION PROCESS REVIEW [30 RESPONSES]

DOES YOUR JURISDICTION EMPLOY LICENSED MEDICAL PROFESSIONALS (DOCTOR, NURSE, ETC.) TO REVIEW MEDICAL AND VISION CERTIFICATES TO DETERMINE COURSE OF ACTION (E.G. REQUIRE TESTING, CANCELLATION OF DRIVING PRIVILEGE, CONTINUED LICENSURE?)

DOES YOUR JURISDICTION REQUIRE TESTING IF AN INDIVIDUAL DISPLAYS SIGNS OF A COGNITIVE, MENTAL OR PHYSICAL IMPAIRMENT THAT MAY AFFECT THEIR DRIVING ABILITY?

Yes:

No response provided:

DOES YOUR JURISDICTION CONDUCT SPECIALIZED TESTING FOR INDIVIDUALS WITH VISUAL/MENTAL/PHYSICAL IMPAIRMENTS?

Yes:

No response provided:

ARE ALL YOUR EXAMINERS (FRONT-LINE AND EXAMINER) CERTIFIED TO EVALUATE CUSTOMERS' ABILITY TO DRIVE SAFELY AND TO CONDUCT RE-EXAMINATION DRIVE TESTING?

Yes:

No response provided:



DOES YOUR JURISDICTION ISSUE A TEMPORARY LICENSE OR PERMIT TO A DRIVER WITH A TEMPORARY MEDICAL CONDITION WITHOUT CONDUCTING ANY TESTS?

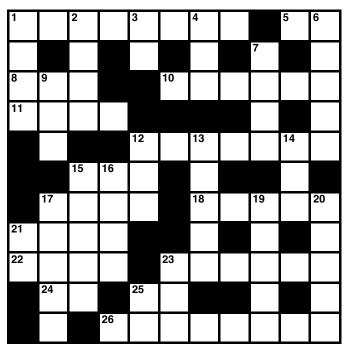


AAMVA members contributed to the following report that was published by the AAA Foundation for Traffic Safety: Older Driver Licensing Policies and Practices

Information provided includes age-based renewal cycles, reporting medical conditions, visual acuity requirements, specialized training for license examiners, and more. This report can be found on AAMVA's website at the following link:

aamva.org/survey/web/knowledge-bank.aspx.

crossword



ACROSS

- 1 It changed everything in 2020
- **5** Raise
- 8 Group that offers towing to stranded motorists and some basic DMV services, abbr.
- 10 Located at a distance from the office building
- 11 Expected standard
- 12 Financial allocations that have been greatly affected by COVID-19
- **15** Affectionate pronoun for a car
- 17 Start of a question
- 18 Keyword for DMV's during the upheaval created by the pandemic
- **21** Authoritative decree

- 22 Voices
- 23 Where many more customers are now using DMV services
- **24** Santa _____ city
- **25** Operating system, abbr.
- **26** DMV's supported these essential commercial drivers

DOWN

- Essential first step in any change management process
- **2** Close
- **3** Emotional intelligence (abbr.)
- **4** Dangerous road surface
- **6** Gets ready
- **7** New office location for many DMV employees
- 9 Excellent, 2 words

- 12 Stake
- 13 Wear down
- 14 Highest
- **15** Communicate a situation to others to enable understanding of what needs to be done
- 16 Roles
- 17 Acronym for the key question when asking staff to make major changes
- **19** Adapting easily to changing circumstances
- 20 Young drivers
- 21 Scaled note
- **23** Buckeye school, abbr.
- 25 Fither's alternative



DOING THINGS DIFFERENTLY

DUE TO THE PANDEMIC, DMVs ARE ADAPTING TO NECESSARY WORKFORCE MODIFICATIONS

BY ANDREW CONNER







fter the spread of the novel coronavirus was officially labeled a pandemic by the World Health Organization on March 11, jurisdictions across the U.S. were forced to determine how they should address this crisis. "We had an older playbook, developed in 2009 for the H1N1 flu epidemic that did not reach the level COVID-19 has," says Spencer R. Moore, commissioner of the Georgia Department of Driver Services (DDS). "We dusted that off and saw how we could adapt to the new demands we were facing. It was a good starting point."

Moore, along with many jurisdiction leaders, looked to sources like the Centers for Disease Control and Prevention (CDC) for guidance on what measures needed to be taken.

"We mainly looked at two sources: the CDC and our state's pandemic task force," says Julie Butler, director at the Nevada Department of Motor Vehicles. "We also had staff participating in weekly AAMVA calls. It has been helpful to learn what other jurisdictions are doing, and our approach is a collection of what we have learned."

Turning this information into actiondirectives were effectively carried out, was the job of every administrator during the first few weeks of the pandemic. Many driver's

services centers across the country were closed, which gave administrators more time to determine next steps.

However, driver services employees whose jobs were considered essential (or whose iurisdictions did not have stay-at-home requirements) also needed a safe working environment. Motor vehicle departments addressed these concerns in the same ways many businesses have: mandatory mask or face shield use for employees and customers, plexiglass barriers in front of desks. social-distancing markers for lines, and increased cleaning and sanitizing.

PIVOTING TO REMOTE WORKING

For Paula Shaw, assistant commissioner of driver services at the Tennessee Department of Safety & Homeland Security, employee safety was the first concern.

Hear more on AAMVAcast Episode 11 — "Workforce Management" featuring Julie Butler, director at the Nevada Department of Motor Vehicles. However, she also saw the pandemic as an opportunity to accelerate changes already happening in her office.

Remote working was becoming increasingly common before COVID-19 made it a necessity for many businesses. The Tennessee Department of Safety & Homeland Security had begun the process of converting employees whose jobs could be performed remotely to working from home.

"The way we approached the pandemic was as an opportunity to continue a lot of the things we were working on," says Shaw. "We were already moving toward workfrom-home and bringing more services online in order to get to a point where we could shift individuals in our field offices to work from home in a rotating fashion. We took 107 people from our backoffice staff [of 400-450] to work from home in probably two weeks. It was rapid."

For other jurisdictions, the concept of work-from-home was not on their radars. Moore estimates that, of a workforce of about 1,000 employees, prior to the pandemic less than 30 worked at home for any period of



time; most of those employees came into an office on occasion. "We have gone from an organization that had less than 0.5% of people working from home to probably four out of 10 now," says Moore.

Similarly, Charlie Norman, registrar at the Ohio Bureau of Motor Vehicles, noted that working from home was not particularly onerous for the bureau's employees, but getting the infrastructure ready was the biggest hurdle. "We needed a huge tech scale-up," says Norman. "Suddenly, we needed 500 laptops, headsets and keyboards that we didn't have."

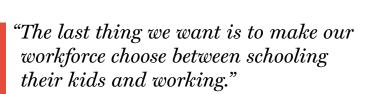
Norman also noted a common concern about working from home: monitoring productivity. While it is possible to remotely monitor productivity, some managers are wary of the technology. Shaw recommends preparing staff for the change in advance; when it comes to effective remote working environments, knowledge is power.

"The hardest part is enculturing it to an organization," she explains. "We fortunately already started the process of enculturing it before everything hit, which allowed us to move rapidly. There was a little change in mindset that needed to happen—management was apprehensive because they couldn't see their people—but once they understood the electronic tools they have, by and large they've adapted well. We've even seen it as a retention tool for positions because we know everyone has a life outside of work, and it gives them more flexibility in their personal lives."

WORKING FROM HOME - WITH CHILDREN

In general, flexibility is a common theme for industry administrators, and nowhere was that more clear than childcare. The pandemic introduced numerous variables, and for parents, one of the biggest challenges was having children at home and having to play the roles of babysitter, teacher and employee all in one.

"Early on I made a directive to our management team to be flexible as it relates to schooling," says Moore. "The last thing we want is to make our workforce choose between schooling their kids and working. In a pandemic, we don't want to create that extra anxiety as an employer."



SPENCER MOORE

Commissioner of the Georgia Department of Driver Services

Moore took cues from other jurisdictions such as Nevada and surveyed his staff to determine which employees would be most affected by childcare during the pandemic. In Nevada, Butler and her team performed a survey in July and then followed up with a deeper, individual-by-individual, dive into the data.

"Our policy is every single one of our employees is

essential," says Butler. "We've told them we expect the 40-hour work week, but we are willing to work with them on how they get their hours in, such as split shifts, working later hours or coming in early. We also set up a subcommittee to review hardship cases. I think we've only had maybe half a dozen or so of those requests out of 1,200–1,300 employees."











Many states are now using contactless driving tests, where the examiner is outside the vehicle.



RE-EXAMINING DRIVER EXAMS





Usually requiring an examiner to get in a car with a customer, the driver road test has forced jurisdictions to develop novel ways of creating a safe testing environment. Here is how some jurisdictions are handling it:



OHIO: "It was something that came up on one of our AAMVA COVID calls—I know every state is struggling with it, and different states chose different ways to handle it. Some states were using a modified testing system with the examiner outside of the car. We took that method, brought it home and revised it to meet Ohio's needs. Since mid-June, we've done about 70,000 skills tests and 180,000 written knowledge tests [as of Aug. 26]."



GEORGIA: "We have transitioned to a contactless road test. At 40 of our 67 centers, we have routes that can be achieved on campus where every protocol or maneuver required by the test can be seen from the outside. Sometimes it takes more than one examiner for these tests, but because they're outside the car, it is much safer. We're also looking at new technology that we can put in a vehicle versus having a person in the car, but we don't have that operational today."



Charlie Norman, Registrar at the Ohio Bureau of Motor Vehicles



Spencer Moore, Commissioner of the Georgia Department of Driver Services (DDS)





NEVADA: "We looked at Georgia and Wisconsin and their closed-course solutions, but they weren't practical for us because we don't have the space. Instead, we worked with staff and our purchasing and budget folks to come up with a minimum PPE kit for examiners, including face shield, gown, gloves and mask. And we require they wear at least that PPE."



TENNESSEE: "We used PPE and moved to an abbreviated test, which saved time, especially when the summer hit and there was a high demand. From June until August, we had Saturday knowledge test events to help anyone who might be waiting and also accommodate people who work during the week."



Julie Butler, Director at the Nevada Department of Motor Vehicles



Paula Shaw, Assistant Commissioner of Driver Services at the Tennessee Department of Safety & Homeland Security





LEARN MORE ABOUT AAMVA'S GUIDELINES FOR ADMINISTERING SAFE TESTING AT AAMVA.ORG/COVID-19-JURISDICTION-MATERIALS.







MITIGATION AND COMPENSATION

While most employers and employees are doing what they can to reduce the risk of contracting COVID-19, there is always the possibility that someone will get sick or be exposed to the virus. In the case that an employee does get sick or need to quarantine, employers should have plans in place to communicate the necessary information to the workplace, deal with workforce shortages, and more.

Shaw recommends creating a check sheet that outlines all of the steps to take in case of a possible infection or outbreak. The check sheet should include who to call (e.g., leadership, media liaisons, appointment rescheduling), what should happen if a location needs to close (e.g., signage to alert customers, overflow to other locations), and the timeframe calls and tasks should be completed. This gives employees and leadership confidence that they are doing everything necessary to protect each other and keep business running as smoothly as possible.

Families First Coronavirus Response Act requires certain employers to provide up to 80 HOURS paid sick leave or expanded family and medical leave to their employees. While you can't dictate how people act outside of work, Butler's team has also been sending out constant reminders about ways to help limit workplace exposure, like social distancing and wearing masks. "We're just kind of trying to gently remind everybody that, 'Hey, just because you're off duty, the virus is still out there, and you still need to be taking the precautions," she says.

As for benefits for those who need to quarantine or take time off due to COVID, there are provisions in the Families First Coronavirus Response Act (FFCRA) that require certain employers to provide paid sick leave or expanded family and medical leave to their employees under specific circumstances:

- > Two weeks (up to 80 hours) of paid sick leave at the employee's regular rate of pay if the employee is unable to work because they are quarantined and/or experiencing COVID-19 symptoms and seeking a medical diagnosis
- > Two weeks (up to 80 hours) of paid sick leave at two-thirds the employee's regular rate of pay if they are unable to work because of a need to care for an individual subject to quarantine, or to care for a child (under 18 years of age) whose school or child care provider is closed or unavailable for reasons related to COVID-19
- > Up to an additional 10 weeks of paid expanded family and medical leave at two-thirds the employee's regular rate of pay if an employee, who has been employed for at least 30 calendar days, is unable to work due to a need for leave to care for a child whose school or child care provider is closed or unavailable for reasons related to COVID-19 These provisions are extended through December 31, 2020.

"Just because you're off duty, the virus is still out there, and you still need to be taking the precautions."

JULIE BUTLER

Director at the Nevada Department of Motor Vehicles





Although the overall number of drivers on the road has been fewer as a result of the pandemic, that hasn't reduced officers' duties. Pictured above is Trooper Christopher D. Cannon from the Indiana State Police, safely assisting a motorist while following COVID-19 guidelines.

ON THE ROAD

For law enforcement, addressing workforce management during the pandemic required constant communication to keep officers safe. "In the beginning, it was a little difficult because the information was coming fast and furious, and everyone was trying to wrap their mind around exactly what we were dealing with," says Captain Todd Hartline of the Nevada Highway Patrol. "We started pushing out an incident action plan, of which we are now on version eight. Every time we update that live document, we push it out to our people. It's a reference guide, and if a situation occurs, it explains how to deal with it. That has been very helpful for us."

Patrols also adjusted to new concerns arising from fewer drivers on the road and more people staying home. Chief Jeff Dixon of the Florida Highway Patrol explains that although the overall number of drivers on the road was reduced as a result of the pandemic, that didn't reduce

officers' duties. "During the pandemic, members of the patrol were asked to focus on the most dangerous driving behaviors that contribute to crashes," says Dixon. "On the commercial vehicle enforcement side, we recognized the Federal Motor Carrier Safety Administration [FMCSA] emergency declarations and our governor's executive orders to effectively grant relief to commercial carriers that are transporting essential relief commodities such as food or medicine."

As with motor vehicle departments, another big concern for highway patrols is cost. "There's no question that budgets will be impacted," says Hartline. "One of our sister agencies has already had to limit office space. [Even in the Highway Patrol] I see certain positions being transitioned to work from home. We're also going to have to be more resourceful and do more with less, trimming budgets accordingly and staying within our boundaries."

PREDICTIONS FOR A POST-PANDEMIC WORKFORCE

"I think long-term, remote work is going to become the way we all do business," says Butler. "As a result, I think the DMV is going to have to change its business model moving forward."

Moore calls back to Shaw's points about looking at the pandemic as an opportunity. "Like every other DMV across the country, we weren't adding dollars," says Moore. "We went into this fiscal year with a 10% budget reduction. And what has occurred is nothing short of a major process improvement. We have adopted an appointment-mostly model that would have taken years to implement. The team effort of figuring out ways to safely and efficiently serve customers within our budget, quite frankly, amazed me."

Making more services available to customers online is also an important piece of providing service after the

pandemic. "I think the one thing that everyone is probably realizing is that they need to increase the availability of online services," says Norman. "Technology is a way for customers to receive our services without having to physically come into the office. I think everyone in this industry is coming to grips with that need. You look at the longterm, and you also think if something like this happens again, we want to be better prepared to continue providing services even if we are physically closed down."

the driver services industry post-COVID, there are too many concerns to summarize them succinctly. However Chief Jeff Dixon of the Florida Highway Patrol may have put it best, when he explained his team's approach to the future: "We'll continue to do the things we have been doing to adapt for every challenge. We'll support our members and their needs and operate as an agency to provide our services. We'll adapt and evolve as the crisis continues, and apply the lessons of the

past to our future." m

When thinking about the future of

"I think long-term, remote work is going to become the way we all do business."

JULIE BUTLER

Director at the Nevada Department of Motor Vehicles



CRISIS COORDINATION

When an employee shows signs of COVID-19 or tests positive, motor vehicle departments and highway patrols follow the guidelines set by the Centers for Disease Control and Prevention (CDC) and their jurisdiction and local governments. With many rules and restrictions, it may not always be clear to employees what actions they should take. To address this, the Nevada Department of Motor Vehicles has created a new role within the HR department: pandemic flu coordinator.

"If an employee tests positive, the flu coordinator will work with that employee to do internal contact tracing and also track and facilitate that person's return to work," says Julie Butler, director at the Nevada Department of Motor Vehicles. "This has been an indispensable role and resource during the pandemic."



Non-pneumatic technology has tremendous potential to enhance motor vehicle safety by reducing risks associated with improper tire pressure, which may cause tire failures, skidding or loss of control, and increased stopping distance.

- Michelin Uptis is an airless mobility solution for passenger vehicles, which reduces the risk of flat tires and tire failures that result from punctures or road hazards.
 - ➤ The breakthrough airless technology of the Michelin Uptis also eliminates the need for regular air-pressure checks and reduces the need for other preventive maintenance.
 - ► Michelin Uptis is well-suited to new forms of mobility, especially autonomous and electric vehicles.
 - ➤ Since Uptis was first
 announced in June 2019, Michelin
 has received multiple prominent
 recognitions for its advancement
 in airless tire technology, including
 the 2020 Tire Technology of the
 Year award at the global Tire
 Technology Expo¹, a Golden
 Steering Wheel Award in
 Germany², a COYOTE Automobile
 Award in France and Autonomous
 Vehicle Technology Autonomy
 Connectivity Electrification Mobility
 Services Award in the United States³.



A NEW STEP TOWARD SAFETY AND SUSTAINABLE MOBILITY IS MOVING INTO THE MAINSTREAM.

Today, tires are condemned as scrap due to flats, failures or irregular wear caused by improper air pressure or poor maintenance. These issues can cause crashes, create congestion on the roads and result in large amounts of tire waste. The majority of these tire-related problems could be eliminated with the transition to non-pneumatic solutions.

Airless wheel assemblies could become the next transformational advancement in vehicle safety and technology. Airless solutions eliminate the risks of flats and rapid air loss due to punctures or road hazards. By removing the air from the tire, airless solutions also reduce irregular wear or other performance degradation due to under-inflation or over-inflation.

Michelin has developed the state-of-the-art, non-pneumatic tire solution: the Unique Puncture-Proof Tire System ("Uptis"). Uptis is an airless wheel assembly that delivers performance on par with conventional "zero-pressure" pneumatic tires, and also provides safety, maintenance and environmental benefits. In an ongoing co-development program, Michelin and General Motors aim to deliver this new technology as an available option to consumers as early as 2024.

The Uptis airless design eliminates the need for regular airpressure checks and reduces other regular tire maintenance as well, which also makes it ideal for the vehicles of tomorrow ranging from self-driving vehicles to all-electric and sharedservice cars, whose occupants may not be expected to replace a flat tire.

Michelin has been working with non-pneumatic solutions for nearly 20 years. The Company introduced the first commercial airless offering for light construction equipment, the MICHELIN® TWEEL® airless radial solution. Michelin has continued its innovations to expand its portfolio of airless technologies for non-automotive applications, while also advancing this technology for passenger vehicles. Uptis balances highway speed capability, rolling resistance, mass, comfort and noise.

Continuing Uptis' progression to market, in April 2020, the U.S. Tire and Rim Association approved the engineering and design guide for non-pneumatic tire and wheel assemblies, which advances the broad deployment of non-pneumatic tires.

Michelin is a company that thinks long-term about consumer safety, consumer value and sustainable mobility. The introduction of airless mobility solutions for passenger cars represents the next critical advancement in automotive safety and performance.

VISIT MICHELINMEDIA.COM/MICHELIN-UPTIS

for more information about Michelin's non-pneumatic solution, Uptis.

- (1) https://www.tiretechnology-expo.com/en/awards-2020.php (2) https://www.rubbernews.com/tire/michelins-uptis-wins-golden-steering-award-innovation (3) https://www.tyrepress.com/2019/12/innovation-awards-for-michelin-airless-prototype-tyre/
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HOW MOTOR VEHICLE ADMINISTRATORS HANDLE THE CHALLENGING TASK OF CHANGE MANAGEMENT WITHIN THEIR DEPARTMENTS

BY SCOTT MASON

f you asked people to choose one word to define 2020, "change" would certainly rank high on the list of responses. In a normal year, change may manifest as subtle or gradual; planned in advance and executed with efficiency. But during the global pandemic, the need to change has crept up unexpectedly, requiring people from all walks of life to make dramatic adjustments.

While coping with these changes has dominated the year, from how we interact with friends and family in social settings to how we conduct business on a day-to-day basis, change management is not a new concept. In the world of traffic safety, motor vehicle administrators and their staffs are always using the principles of change management, finding new ways to improve the functionality of their departments with the ultimate goals of providing a supportive work environment for employees and being able to better serve customers.

PEOPLE-FIRST APPROACH

With any planned change, there will be arguments over the best way to execute. However, there is one focus that administrators agree needs to be at the forefront of any change discussions: people.

Dr. Georgia Steele, chief performance officer at the Georgia Department of Revenue, says she knows one thing to be true: Organizations don't change; the people within them do. "Our focus is on our team members,"

she says. "It is important to invest in creating awareness, desire and capacity to accept the change in every impacted individual. The value does not come from the change, as change (good or bad) occurs all the time; the value comes from the change being adopted by each stakeholder and used in an effective way."

This was apparent last year as Steele and her department transitioned from a 20-year-old mainframe system to a modern vehicle title and registration system, impacting 159 county tag offices. The biggest challenge, she says, was communicating the "WIIFM—What's in it for me?" to all involved stakeholders. And as the eighth-largest vehicle registration jurisdiction in the country, she and her team had to get it right.

"The way we approached our change initiative was not to just talk about what we [as an organization] wanted out of the situation—which was a successful implementation—but rather to focus on understanding what was in it for our stakeholders and explaining it in ways that they would desire the change for themselves," she explains.

Emma Corrie, driver and vehicle services director at the Minnesota Department of Public Safety, agrees with Steele's assessment. "When I think about it personally and philosophically, change is all about the people," she says. "It starts and ends with the people. And by people, I'm talking about our employees, our business partners and our customers."

Corrie thinks about how any change that is being implemented impacts all of these groups. "We want to know

BUILDING





their thoughts," she says. "How do we make them feel? Do they buy the 'why' behind the change? Do they understand and believe in the benefits anticipated from the change? Are they invested, and do they see themselves as part of the change?"

In November, Minnesota successfully launched a new driver and vehicle system, MNDRIVE. While Corrie and her colleagues are extremely confident in the technology behind the initiative, she says getting people on board with the change is where the true work lies. "Our confidence is building on the people side," she says. "For the past year, we have been heavily invested in the people aspects of this change because that is what will make it both successful and sustainable."

ON-THE-FLY ADJUSTMENTS

The quick onset of the pandemic, combined with its ability to be easily transmitted, Minnesota has been able to administer Go Pro driving tests for approximately 800 emergency truckers so far.

created institutional issues that impact every area of an organization.

As a result, motor vehicle administrators have had to adapt some of their planned changes under more duress than anticipated. Eric Jorgensen, director of the Motor Vehicle Division at the Arizona Department of Transportation, says that his department was in the midst of transitioning to a brand-new IT system, known as MAX, which was scheduled to launch in April of this year, not long after the pandemic began.

Originally, the goal of the project was not simply to move from an old technology platform to a new one, but instead entirely rethink the



"Change management should be widespread, inclusive, diverse and fun."

STEVEN YOUNG

Senior Vice President at Mathtech

ACTIONABLE ADVICE

Breaking down the steps of change management may seem daunting, but motor vehicle administration experts have the knowledge and experience to help guide less-experienced administrators through the process, whether the change be big or small.

PLAN

Planning should start early and be thorough, beginning with identifying the change wanted and moving through how it will likely affect operations down the line. But don't forget about the stress that change puts on your organization. Young says the most important thing an administrator can do when planning for change is to understand its agency's work capacity. "You don't want to be the agency that couldn't stop creating new projects and had no sense that they were committing to projects at almost 200% of their available capacity," he says. "But the staff know it. Every agency has a maximum capacity and when you exceed it, quality suffers."

COMMUNICATE

Steele says that communicating goals to all affected by a change is absolutely necessary for success. "Talk of a change in processes or plans sounds like more work, added responsibility or loss of jobs," she says. "Every individual that will be impacted will need help seeing a clear (or as clear as possible) vision of what the future will look like. Communicate, communicate, communicate a bit more."



EXECUTE

Planning for any change is essential, but action drives those changes. Jorgensen recalls words from his father years ago, "He used to say, 'If you see something that needs to be done, do it." At the time, that meant more along the lines of if you see toys on the ground, go and clean them up. But as he got older, Jorgensen saw that advice in a different light. "What he was really trying to teach me, was that you have to get to doing." Looking around and identifying problems is a great start,

but until you actually begin execution, those plans are simply that—plans.



way customers are served. And even before the pandemic, the stakes were much higher due to all of the groups involved. "It was a much heavier lift because we're not only changing on the technological side, we're changing how employees do their job, we're changing how we meet our partners' needs and we're changing how customers interact with us," he says.

Training took place for months prior to launch, but as the go-live date approached, Jorgensen was asked many times from outsiders whether he and his department would be postponing the implementation of MAX due to COVID-19. "When we looked at what we needed to do to continue to deliver services in the COVID era, we [realized] it needed to go live on schedule in order to have the tools that would allow us to serve our customers," he says.

Employees were on-board with going live as well, having struggled for the month prior to navigate the pandemic with the old system. Instead of being nervous about the change, his employees were excited because they had been properly prepared, and the benefits were clearly explained. "I even had a few ask me, 'Well, can we just go live early?" Jorgensen says. "And now [six months in], nobody would say they'd want to go back to the old system."

In Minnesota, Corrie and her team realized early on their department directly impacted the state's economy. The safe and efficient transport of goods via roads is incredibly crucial during a pandemic.

She was speaking with a coworker about how the early rush on essential items like toilet paper caused shortages across the country.

But how many people stop to think about how the toilet paper even gets on store shelves? The answer: truckers.

Less than 30 days after stay-at-home orders were issued in the state, Minnesota Driver & Vehicle Services (DVS) was working with the Federal Motor Carrier Safety Administration and partners like the Minnesota Trucking Association on changing how CDL tests were administered to keep truckers on the roads and store shelves stocked. The changes were implemented quickly, resulting in Minnesota being one of the first five jurisdictions in the U.S. to use a new, safe CDL testing system.

"We had a GoPro and a cellphone in the truck with an examiner following closely in a 'chase' vehicle," she says. "At the height of the pandemic, we were able to administer approximately 800 tests for commercial drivers across Minnesota."

Corrie also notes how important it is for administrators to understand the difference between short- and long-term projects. "The large, massive, system-modernization projects spanning over many months call for meticulous planning, collaboration and systematic implementation," she says. "On the other hand there are times when we are faced with urgent change decisions where time is of the essence. In these instances, 'Progress, not perfection' is a mantra that has served me well. It is important not to wait for all the answers or for all the stars to align before taking action because you might not have that luxury, resulting in a missed opportunity."

PRIVATE ASSISTANCE

Jurisdictions partner with private industry for a variety of support services. Cutting-edge technology upgrades for motor vehicle departments may be the most visible examples, but many private organizations assist jurisdictions with the change management process as well.

Steven Young is a senior vice president at Mathtech, a strategy and consulting services firm with headquarters in both New Jersey and Virginia. His company provides, among other services, ways to help jurisdictions make the most out of the changes they wish to implement.

"We bring together stakeholders from all parts of a process—field office to back office to audit, legal and IT—to discuss current challenges and opportunities to improve," Young says. He explains that fostering this collaboration is an opportunity to provide a look into future operations.

"These planning sessions are the start of change management," he says. "When you bring stakeholders >



Hear more from Dr. Georgia Steele on AAMVAcast Episode 9 — "Strategic Planning and Change Management," available at aamvacast. podbean.com.



FINDING THE RIGHT PATH

Change doesn't always come from the top down—employees or customers on the ground often have the direct experience to identify adjustments that should be made. Eric Jorgensen, director of the Motor Vehicle Division at the Arizona Department of Transportation, details an example at one of his branches in which a manager took initiative to improve processes.

"The [poor traffic] flow through our lobbies was significantly impacting our capacity," he explains. The manager mapped out a new pattern for customers to travel through the lobby more efficiently, using reflective road tape to make the new path highly visible and easy for customers to follow.

While this was a marked improvement from the previous flow pattern, staff found an even better way to direct traffic flow. What they did not realize was that road tape is almost impossible to remove without damaging the floor.

But Jorgensen wasn't angry at the manager in question. "We didn't fire him, we didn't fine him, we didn't even write him up," he says. "He was experimenting, and it was OK." Jorgensen wanted his staff to understand that administrators are here to empower employees and provide the tools to make change. "This gets them moving in the right direction, and then they become the agents of change."

together to collaborate and create a shared vision, you create a common understanding of the need for change."

Part of this is the need for administrators to act with forethought rather than afterthought.

"A successful campaign will be thorough and 360-degrees—not just top down (which can be an immediate turn-off to the users)," Young says.

"It will address the impact of the project to the agency's partners, customers, reporting and governing bodies and actual day-to-day users. It will be mindful of protocol and local culture and customs. And most importantly, it starts before the project, not at implementation."

Change management, he says, should be "wide-spread, inclusive, diverse and fun." The buy-in from those involved is incredibly important to the success of the initiative. "That's how you create momentum for change—the rest is solid strategic planning and execution."

While professional service firms like Mathtech offer consulting guidance, jurisdictions may borrow

"Focus on understanding what is in it for our stakeholders."

DR. GEORGIA STEELE

Chief Performance Officer at the Georgia Department of Revenue

from the private sector in other ways. Steele notes that work earlier in her career helped shape her opinion that public sector organizations can learn and grow by adopting changes seen in private sector companies.

"My first position in government was as a call center agent with the NYC311 call center," Steele says.

NYC311 supports the largest non-emergency contact

center operations in the country and was the brainchild of former Mayor Michael Bloomberg. His goal was to bring a private-sector level of service to city government.

"That approach still inspires me to this day," she says. "A seed was planted and helped in developing my passion for [creating] programs focused on excellence in customer service and support." m



ALL THE TIME I PUT IN AT THE DMV WASN'T JUST ABOUT GOING TO WORK EVERY DAY. IT WAS A PASSION.



Since her retirement from the Virginia DMV, Karen Grim has dedicated time to train her dog, Lucy.

HOW DOES IT FEEL TO BE HONORED WITH THE AAMVA LIFETIME ACHIEVEMENT AWARD?

It's hard to put into words. When I was told, I was totally shocked. I never expected that AAMVA would honor me in this way, at the national level, and I truly appreciate it. All the time I put in at the DMV wasn't just about going to work every day. It was a passion; it was my life.

CONGRATULATIONS ON YOUR RECENT RETIREMENT! WHAT HAVE YOU BEEN DOING IN YOUR FREE TIME?

I like doing just about anything that has to do with home decorating. So I've been reading magazines, watching HGTV, shopping for home decorating projects and then actually doing home decorating projects! I also tend to a 35-year-old horse and joke that I am now my dog Lucy's personal assistant since I've been at home so much.

Q&A WITH

Karen Grim

FORMER DEPUTY COMMISSIONER FOR OPERATIONS, VIRGINIA DEPARTMENT OF MOTOR VEHICLES, AND WINNER OF THE 2020 AAMVA LIFETIME ACHIEVEMENT IN HIGHWAY SAFETY—MOTOR VEHICLE ADMINISTRATION

WHAT ACCOMPLISHMENTS FROM YOUR CAREER ARE YOU MOST PROUD OF?

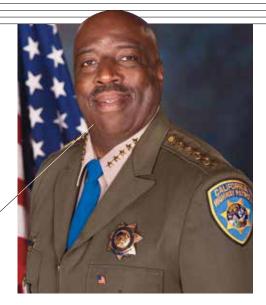
I was with the Virginia DMV for a little over 46 years. I started right out of high school and spent my entire career there. One of the projects I'm most proud of is that I led the effort to work with the court system to receive conviction data online. Virginia was one of the first jurisdictions to do this, and it had a big impact on highway safety because the information you're getting from the courts this way is much timelier and more accurate, so you can take action and deal with a driver as events occur.

WHAT HAS YOUR INVOLVEMENT WITH AAMVA BEEN LIKE?

I first got involved with AAMVA about 30 years ago when a colleague invited me to a conference. I went and saw the value of AAMVA, and I became more and more involved after that.

Back then, in order to be president of an AAMVA region you had to be an agency head. I asked why, and it turns out there wasn't a good reason—it had just always been that way. I expressed interest in serving at a regional level, and they decided to give it a try. Now it's common for someone other than an agency head to hold regional positions, and I think that makes a lot of sense at the regional level where it's all about networking and getting to know your neighbors.

I'VE HAD THE HONOR OF SERVING IN EVERY UNIFORM POSITION IN THE CHP.





Warren Stanley

COMMISSIONER, CALIFORNIA HIGHWAY SAFETY PATROL, AND WINNER OF THE 2020 AAMVA LIFETIME ACHIEVEMENT IN HIGHWAY SAFETY— LAW ENFORCEMENT

HOW AND WHY DID YOU GET INTO LAW ENFORCEMENT?

As a child, I always wanted to be a law enforcement officer. I had a close family friend who was a California Highway Patrol (CHP) officer, and even way back then, I understood and was impressed by the CHP's professionalism, what they did and how they did it. Traffic safety is so important. We have an opportunity to educate the public about driving safely and the dangers of impaired and distracted driving, and those things translate into savings lives. That's why I got into law enforcement-I wanted to save lives.

WHAT HAS YOUR CAREER JOURNEY BEEN LIKE?

I've had the honor of serving in every uniform position in the CHP. I started working the road as an officer, and then over the years got promoted to sergeant, lieutenant, captain, assistant chief, and chief before working in a few different roles in the Commissioner's Office. I've been the Commissioner of the CHP since 2018.





WHAT TRAFFIC SAFETY INITIATIVES HAVE YOU WORKED ON?

I'm very proud of what we've done with the Drug Recognition Expert (DRE) program at the CHP. With the number of people using drugs and narcotics, this program is very important to help identify people who are driving impaired and remove them from the road. A few years ago, we made sure all CHP officers and sergeants went through the Advanced Roadside Impaired Driving Enforcement (ARIDE) training course, which provided additional information related to drug impairment beyond the instruction they received at the CHP Academy.

HOW DOES IT FEEL TO BE HONORED WITH THE AAMVA LIFETIME ACHIEVEMENT AWARD?

I was very happy and quite surprised. My staff nominated me for it and didn't tell me, so I didn't even know about it until I had won the award. Although this is a big honor, for me, it's not about the awards. It's about what I can do for other people, what I can do to make the department better and how we can improve traffic safety for everyone.

WHAT ARE SOME OF YOUR FAVORITE HOBBIES OR PASTTIMES?

I'm a big football fan. My favorite college team is the University of Southern California Trojans, and my favorite professional team is the [now Las Vegas] Raiders. I also really love jazz music. **m**

Commissioner Stanley conducting a uniform inspection before a 2018 CHP Academy graduation (left); Commissioner Stanley giving the commencement speech for a 2018 graduation (right).

CLEAR VISION, CLEAR BENEFIT

STEVE PURDY, VICE PRESIDENT OF IDENTITY AND VERIFICATION BUSINESS, THALES GROUP

e always feel that there are ways jurisdictions can do things more efficiently. They're all challenged with decreasing budgets and headcounts, yet the services just seem to pile on. There are things that they need to reinvent, but sometimes it's difficult to step back and look at problems differently. That's when you fall into a mindset of reactivity, as opposed to proactive problem-solving and thinking outside the box. It's easy to say that—but it's far more difficult to implement.

Any time you introduce change from somebody who is more of an innovator to someone who is hesitant to change, there has to be a clear vision and benefit. Certain people can see things more clearly than others, and they're willing to take a chance. Whereas others might say, "My world

is not broken. I really don't need to make this move." To me, this group requires more facts or statistics. I don't see anything wrong with people who are comfortable in what they're doing. I ask, how do you get them comfortable

enough to believe that change is going to be beneficial?

The pandemic forced some jurisdictions to realize that they can't wait for change anymore. It has to happen immediately to provide safety for staff and customers.

"The pandemic forced some jurisdictions to realize that they can't wait for change anymore."

STEVE PURDY

Vice President of Identity and Verification Business, Thales Group



That has made them react a lot faster than they normally would. It was a real wake-up call for everybody. If you follow the trends, AAMVA has been talking about reducing transaction and processing time and providing services to people in an efficient way for over 10 years. COVID has forced jurisdictions to get there.

We work with many jurisdictions providing driver's license services. We capture photos and signatures, provide document scanning and facial recognition, and produce physical and mobile credentials. But we can also provide kiosks and other automation capabilities. I've had experience with a couple jurisdictions that are trying to trend in the direction of thinking outside the box. Some are embracing mobile driver's licenses because the belief is, they can provide more efficient ways of dealing with their customers by providing more online or mobile services and minimize the need to come into an office to perform services.

There's a lot of thought leadership going into what that future could

look like in the next three to five years. Jurisdictions are also looking into kiosk services and ways to reach customers beyond traditional brick-and- mortar venues.

My advice for administrators managing change is to listen to the people who are working on the front lines, managing the processes and the IT. They'll be the first to tell you what they think will work and





A LEAN SIX SIGMA PERSPECTIVE ON CHANGE MANAGEMENT

TOM FORD, LSSMBB, GLOBAL LEAD TRAINING AND ENGAGEMENT, LEAN SIX SIGMA CENTER OF EXCELLENCE, VERISK, AND KATIE JAMES, GOVERNMENT RELATIONS MANAGER, IIX

erisk sees change management as an important strategy in its role as a trusted business partner. Verisk is a leading source of information about risk. We provide industries with unique data assets, deep domain expertise, workflow integration and a steady stream of first-to-market innovations. Our core values of "serve, add value, innovate" are best supported by looking at processes from the perspective of the customer and asking: "Is there a better way of doing this?" Starting in 2016, Verisk embarked upon a journey with Lean Six Sigma (LSS) as a key strategy to answer that question.

LSS is a methodology that drives change through data-driven decision-making, breaking down processes into their logical steps, and conducting root-cause analyses to link critical inputs to customer needs. Once these connections have been isolated, proposed solutions are tested and implemented, leading to an improved process that is sustained by managing the change and using data to control the new process.

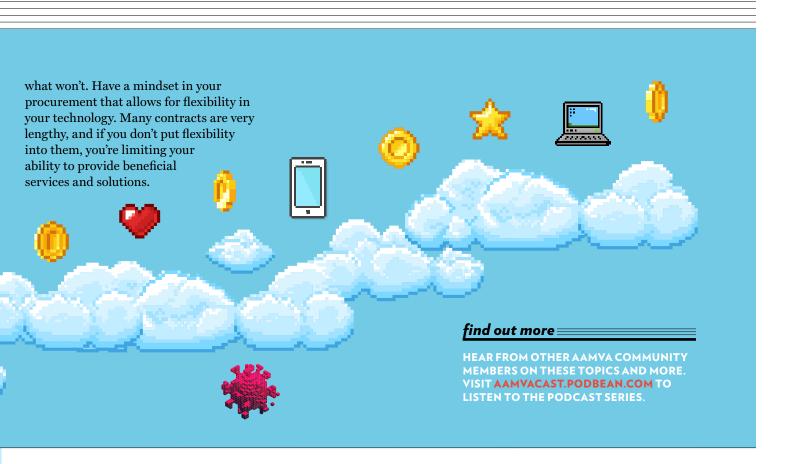
Verisk has taken a tiered approach to LSS deployment and the practitioners that it has developed. A "Yellow Belt" awareness initiative was rolled out to the entire enterprise, allowing all employees to learn the base level of knowledge regarding the methodology, structure, language and tools of LSS through self-guided training. Using these tools, Yellow Belts

are empowered to make improvements to their own processes and document success.

For more complex or cross-functional process improvement, a "Green Belt"-level experiential training, coaching and mentoring system is used and managed by an enterprise-wide level of "Black Belts" and "Master Black Belts," who operate out of a global center of excellence. Corporate leaders across Verisk serve as "Champions" and "Sponsors" of LSS efforts, providing executive support of projects and initiatives that help drive change.

The growth of the LSS deployment and enterprise-wide benefits have been remarkable. In four years, this global initiative has not only created an army of empowered change agents, but, in very tangible ways, Verisk has benefited from better products and services brought to market, as well as improved ways of supporting the partners and clients that use them. Ultimately, the Verisk LSS program is centered on improving processes to meet and exceed customer needs while improving the employee experience and instilling a continuous-improvement mindset enterprise-wide.

In the process, we have led the way in the creation of an ecosystem that facilitates compliance and the exchange of data-driven information and predictive analytics across a broad range of industries, including government, insurance, financial services and transportation. **m**



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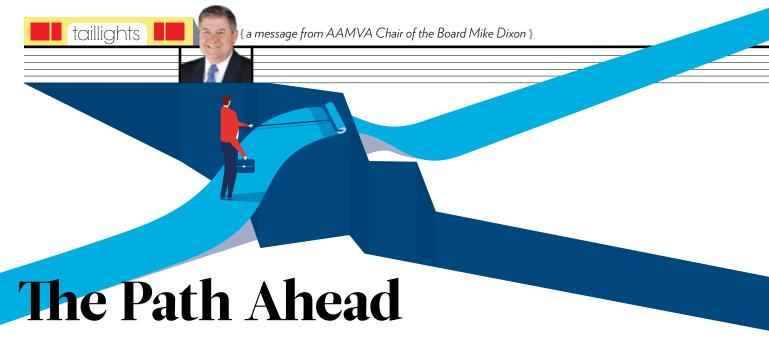


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FINDING NEW WAYS TO GET THINGS DONE

don't think anyone should be too surprised to see what is being discussed in this issue of *MOVE Magazine*. While a great understatement, COVID-19 has had an unprecedented impact on our world. It remains in the forefront of our daily lives. If we've learned anything over the past eight months working through the challenges of operating in an uncertain pandemic, it's the importance of being flexible and being able to adapt to an ever-changing world, finding new ways to get things done.

As we've all heard during the AAMVA administrator calls, there has been much innovative thought going on in our community as well as a willingness to move quickly in implementing solutions that may have previously been unthinkable.

For many of us, prior to the pandemic, it would have been unthinkable to have a large number of our employees working remotely. Yet, today, there are a number of jurisdictions that have at least a portion of their workforce teleworking, and others are considering it. For those still working in offices, much has changed with new procedures, supplies and social distancing to protect employees and customers. These changes require us all to rethink how we manage our workforce and all the change our employees

and customers have been or will be experiencing.

As this issue of MOVE illustrates, AAMVA members are working to address shortand long-term change. Among numerous other challenges, workforce management must now address the challenges of employees meeting their work responsibilities and the demands of their homes and families. Organizational change management is more important than ever, as most are making significant changes in operations more frequently and in greater scope than ever before. It is not business as usual. For some of us, change is directly impacting us personally.

One obvious example is the new standard of video conferencing. It has been impressive to see how quickly our association and jurisdictions have adopted remote meetings. From my vantage point, it seems we are all doing a tremendous job with these new communication tools, as evidenced by a successful Annual Membership session and Combined Standing Committees meeting. While we have been unable to personally network, there doesn't seem to have been any loss in productivity.

All member jurisdictions have effectively resumed serving their residents, and AAMVA continues to support its membership. The flow of information and ideas to help members perform their job betters in the midst of a pandemic is better than ever via the administrators' meetings and the Conference Session Series Webinars. New best-practice documents, such as the recently released Edition 2 of the License Plate Standard and DL/ID Card Design Standard (2020), have not been impeded by the new work environment. More documents are on the way!

In the coming year, our Board of Directors and AAMVA staff are working on some exciting innovations to further improve safety on our roadways while continuing to deal with COVID-19. I'll highlight two: State-to-State Verification Service will soon have the capability to share driver history records between participating jurisdictions, one step further in the fight to keep unsafe drivers off the road, and the transition to cloud-based information technology will make AAMVA's network even more efficient and secure. In addition, our extremely dedicated AAMVA committees and working groups remain hard at work on new additions to our already robust library of solutions and best practices to help you navigate challenges we all face. It is going to be a great year!

Mike Dixon 2020–2021 AAMVA Chair of the Board



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