

move

EMERGENCY RESILIENCE AND RESPONSE

Creating a framework to keep
your business operating when
the next emergency strikes

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MOVE Magazine is the winner of



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POSTMASTER

Send address changes and circulation inquiries to:
MOVE Magazine
AAMVA
4401 Wilson Blvd., Suite 700
Arlington, VA 22203

Printed in the United States of America.

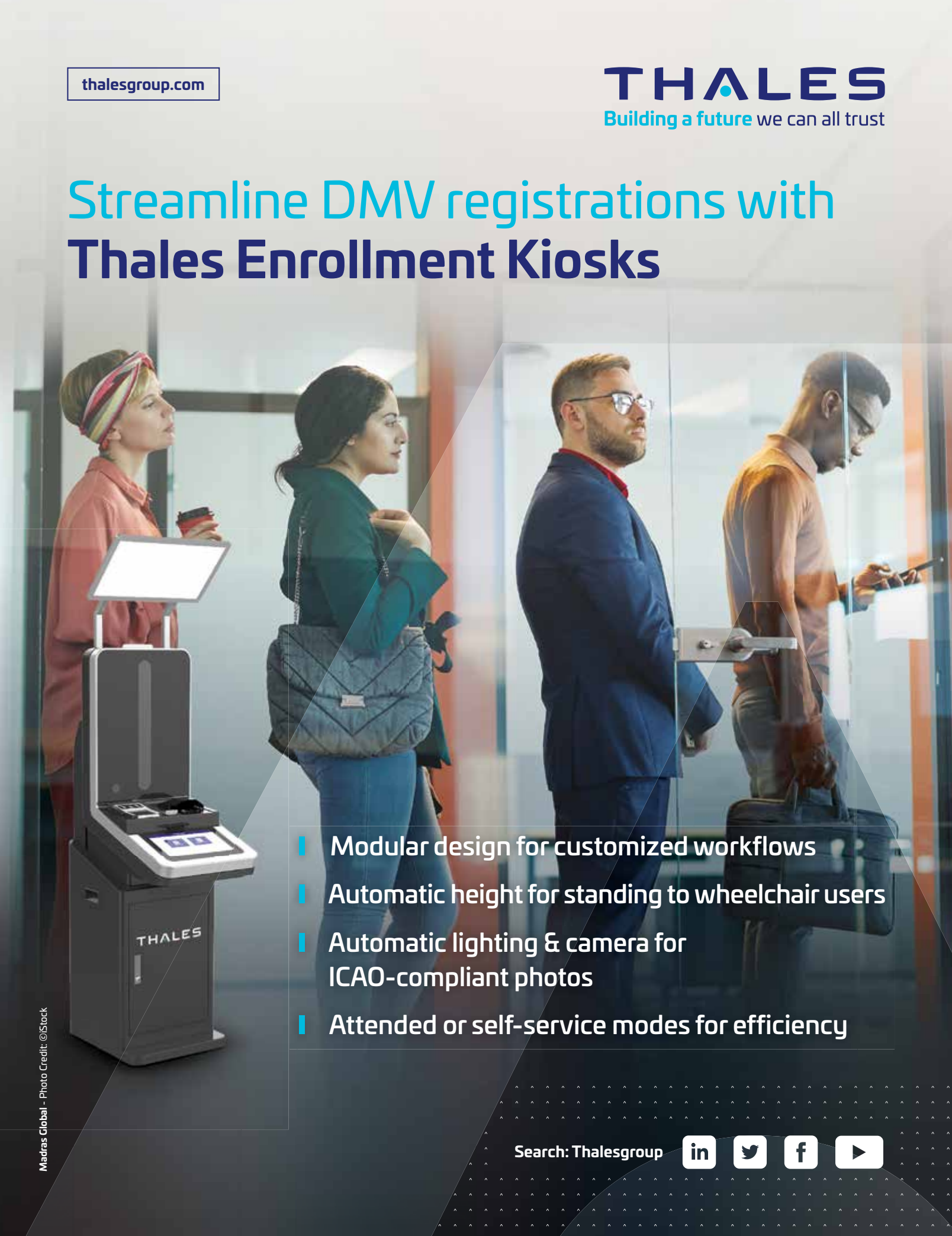


OUR VISION

Safe drivers
Safe vehicles
Secure identities
Saving lives!

MOVE is the publication of the American Association of Motor Vehicle Administrators. For more information, visit www.aamva.org.

Streamline DMV registrations with Thales Enrollment Kiosks

- 
- A photograph showing four diverse individuals interacting with Thales Enrollment Kiosks in a modern office environment. From left to right: a woman in a red shirt and headband looking at a kiosk, a woman in a green jacket and blue jeans standing next to it, a man in a blue suit and glasses looking at a kiosk, and a man in an orange shirt and glasses looking at a kiosk while holding a briefcase. The kiosks are sleek, dark grey, and feature large touchscreens and cameras. The background is a bright, modern office with large windows.
- Modular design for customized workflows
 - Automatic height for standing to wheelchair users
 - Automatic lighting & camera for ICAO-compliant photos
 - Attended or self-service modes for efficiency



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PREPARED FOR DANGER AHEAD

AAMVA's Emergency Resiliency and Response working group is creating a framework to keep your business operating when an emergency strikes

BY REGINA LUDES

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STANDARDS GONE MOBILE

The infrastructure to support mobile driver's licenses is coming

BY STEVE HENDERSHOT



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



Tune into AAMVAcast, our official podcast, to hear the latest best practices for emergency response. Visit tinyurl.com/3fnm93nd to listen and learn.



A Multi-Focus Field of Vision

*ALWAYS LOOKING FOR
THE LIGHT AT THE
END OF THE TUNNEL*

The AAMVA community has the rare talent of multi-focus, with a field of vision that includes continuity of operations and expanding the ways customers can take care of their business remotely and securely. This strength is reflected in the summer issue of *MOVE* magazine.

➤ With feet firmly planted in the present, the agencies responsible for driver and vehicle credentialling and highway safety enforcement remain in a state of readiness for unexpected emergencies and operational continuity for customers, regardless of working conditions (*Emergency Resilience and Response*).

➤ Excited by what the future holds for their employees and customers, these same agencies are constantly scanning the horizon, seeking initiatives that expand remote access to services, such as mobile driver's licenses that work securely across borders and industries (*mDL Digital Trust Framework*).

This capacity for multi-focus was apparent at recent in-person AAMVA conferences and meetings. Across the board, when chief administrators and their staff from the U.S. and Canada come together, great

ideas are exchanged, issues are aired and solutions are shared, always with a focus on continuity of service, use of technology to improve access to efficient transactions and supporting employees in their service to customers, sometimes under the most dire circumstances.

Two years of operating under pandemic conditions have intensified this focus and agencies are applying their collective ingenuity to build on what worked and replace what no longer serves their purpose. It's no easy task. They are continuously solving for positive change while meeting daily service demands with limited resources and under the threat of catastrophic events—human-made and natural.

*The innovation
and practical
exchange of ideas
does not happen
in a vacuum.*

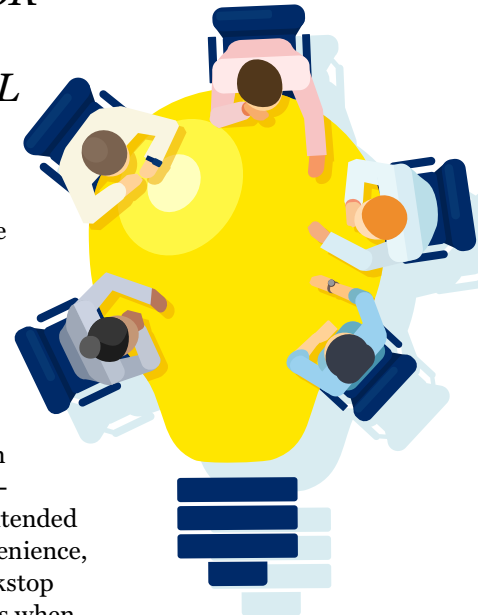
Always looking for that light at the end of the tunnel, these talented leaders and staff are building remote and electronic credential application and issuance capabilities, initially intended for customer convenience, that also help backstop service disruptions when an individual or entire community suffers a disaster that wipes out their vital records.

The innovation and practical exchange of ideas does not happen in a vacuum. At the table are representatives of industry, the federal government, sister agencies and other stakeholders, who participate because they care about the solutions too—and are willing to drop competitive posture or bureaucracy to share what they know about what is possible.

Together, this community of talented, service-oriented, multi-focused people are not blinded by their success. They take it in stride with the failures and keep an endless list of challenges to overcome in their sights: aggressive, impaired and reckless driving, online fraud, employee retention and recruitment, to name a few.

Tell us if you have a challenge, a success or an idea you want us to know about. You can contact us with a direct call or an email through aamva.org/about/contact-us. [m](#)

Anne Ferro
AAMVA President and CEO



Driving into the Future

AAMVA RECENTLY RELEASED THE THIRD EDITION OF OUR GUIDELINES DOCUMENT FOR REGULATING AUTOMATED DRIVER SYSTEM-EQUIPPED VEHICLES.

BY MEREDITH LANDRY

A growing number of Advanced Driver Assistance Systems (ADAS) and Automated Driver System (ADS)-equipped vehicles are on the road today. These new systems offer drivers features like automated lighting, adaptive cruise control, lane departure assistance and automatic emergency braking. In fact, the global ADAS market reached \$29 billion in 2021 and is expected to grow to \$131 billion by 2032, according to research firm Future Market Insights.

Since nearly all vehicle crashes are caused by human error, the goal of these ADAS features is to prevent injury and death by reducing the number and severity of crashes. Jurisdictions are working hard to ensure the safety of not just these vehicles, which are being tested on roads across the country, but of all the other vehicles on the road.

Seizing the opportunity, AAMVA created an Automated

Vehicles Subcommittee to provide guidance to jurisdictions on legislation permitting the operation of vehicles equipped with ADAS and to provide awareness to the AAMVA community about the evolution of vehicles that can be operated with less human interaction than currently required.

"The AAMVA subcommittee is essentially an evergreen group that continuously builds its own expertise

Listen to our podcast on automated and connected vehicles at tinyurl.com/4rfucu4b.

"It's such a fluid and fast-moving environment with technology evolving every single day."

BRIAN URSINO

AAMVA's Director of Law Enforcement Programs

internally so we can make sure we provide our members with the best information on this technology possible," says Brian Ursino, AAMVA's director of law enforcement programs.

In 2019, the subcommittee released its first automated vehicles (AV) guidelines document, and in June 2022, it released the third edition of the document. By the end of 2023, AAMVA already plans to release its fourth edition.

"It's such a fluid and fast-moving environment with technology evolving every single day," Ursino says. "We can't just publish it once and sit back—it only takes a year or so for it to be out of date."

The latest edition of the ADS guidelines document provides a list of recommendations to participating jurisdictions, such as:

- Identify a lead agency to manage the ADS-equipped vehicle committee and its efforts;
- Establish an ADS-equipped vehicle committee;
- Develop strategies for addressing testing and deployment of ADS-equipped vehicles in the jurisdiction; and
- Examine jurisdictional laws and regulations to consider barriers to safe testing, deployment and operation of ADS-equipped vehicles.

The document offers recommendations to ADAS and ADS vehicle and software manufacturers and the National Highway Traffic Safety Administration. It also defines an extensive list of terms and acronyms so that jurisdictions, law enforcement and other stakeholders can all operate from the same language.

"A lack of consistency and standardization can confuse jurisdictions—and even drivers—when it comes to the capabilities of these vehicles and how to regulate them," says Paul Steier, AAMVA's director of vehicle programs.

It's important for standardization to take place sooner rather than later, Steier says, because ADAS technology isn't slowing down.

"Completely self-driving vehicles aren't taking over the roads," he says. "We're not to that point yet, but it could happen, and we need to be prepared." **m**

find out more

TO DOWNLOAD EDITION 3 OF AAMVA'S AV GUIDELINES, VISIT [TINYURL.COM/MRYCBEUV](https://tinyurl.com/mrycbeuv).

Not Your Typical Kiosk

THE ARIZONA MOTOR VEHICLE DIVISION WON THE 2022 TRAILBLAZER AWARD FOR ITS VIRTUAL CUSTOMER SERVICE PROGRAM

BY MEGAN KRAMER



When a rural motor vehicle division (MVD) location in northern Arizona had to close, the Arizona MVD knew it had a problem to solve. Without services close by—coupled with a hesitation to utilize online services—people in the community had to travel more than 70 miles to conduct their driver's license and other motor vehicle business.

Eric Jorgensen, motor vehicle division director at the Arizona MVD, and his team pondered how they could serve rural communities without the need for customers and staff to travel long distances. Because the Arizona MVD sometimes works



with third parties to provide other types of services, Jorgensen thought, “Why can’t we work with a third party for this, too?”


To test this theory, the Arizona MVD partnered with a third party in the northern community to provide a machine that customers could access for driver’s license services. Through the machine, an MVD employee anywhere in the state could assist customers remotely. This sparked the basis for the Virtual Customer Service Representative (CSR) project, which won the 2022 AAMVA Trailblazer Award.

A PERMANENT SOLUTION

Because that original machine in northern Arizona was built with “duct tape and baling wire,” said Jorgensen, they needed to find a more permanent solution. Jorgensen said he and his team also thought about how, in their local urban community, there are times when some MVD locations are swamped while others are slow, and vice versa. Jorgensen wanted to solve all these problems with one initiative, which is where the Virtual CSR came in.

Officially launched in January 2021, the Virtual CSR uses computer terminals equipped with software purchased from ClairVista to allow customers and MVD agents to interact via video conferencing. On the customer side, a facilitator guides them to a terminal equipped with a computer, printer, scanner, microphone and camera. From there, a remote agent guides them through whatever service the customer is there to complete. While an on-site facilitator is there if needed, the Arizona MVD found that most customers could handle tasks on their own while working with the virtual agent.

The Arizona MVD has trained some employees specifically to act as virtual agents, with a goal of having all employees trained and able to jump in when needed. Virtual CSR terminals are also


Virtual
CSR kiosks
helped lower
wait times
at MVD
locations
to an aver-
age of 20
MINUTES.

currently installed in the West Phoenix and two Tucson offices, with the goal of providing them in more offices throughout the state and in rural communities.

The vision for these communities is that the town is responsible for providing the space for the terminals, such as a city or county building, and will need someone to point the customer in the right direction, but there’s no requirement for motor vehicle expertise. From there, customers will work with a virtual agent to complete their tasks. The Arizona MVD is currently having conversations with a handful of rural towns and has plans to expand.

CREATING SATISFIED CUSTOMERS

An unexpected outcome of the Virtual CSR program is how enthusiastic customers have been upon using the terminals. Because many customers are hesitant toward computers and other technologies, Jorgensen thought there would be more resistance from customers. However, once customers use the terminals and see for themselves how easy they are to use, they feel empowered and satisfied with their experience.

“At first, we heard from people saying, ‘We don’t do kiosks.’ But this isn’t your typical kiosk,” Jorgensen said. “It’s a CSR on the screen, a real person who walks them through the transaction.”



A Virtual CSR kiosk can provide a full range of services that do not require physical presence.

AWARDING INNOVATION

The Trailblazer Award recognizes a jurisdiction agency or individual who identifies and implements innovative changes that positively affected their agency and/or community. Jorgensen said receiving the award validated the hard work his team put into getting the Virtual CSR program rolled out to the public.

“There’s a lot that goes into it, a lot of teamwork and people identifying the problem and coming up with these innovative solutions,” he said. “To get that recognition for our team—that this is a real step forward and something that could be of value not only here in Arizona but in other jurisdictions—I think that’s validating for the team.” **m**

The Virtual CSR uses computer terminals equipped with software purchased from ClairVista to allow customers and MVD agents to interact via video conferencing.

AAMVA's Service Awards recognize achievements in several areas. Read about other award winners at tinyurl.com/4u2saz7s.



Improving the mDL Ecosystem

HOW UTAH WORKED WITH A SWEDISH DEVELOPER TO DEVELOP AN mDL VERIFICATION SYSTEM

BY STEVE HENDERSHOT

Jurisdictions around North America are experimenting with mobile driver's licenses (mDL), examining how they might best be designed and deployed to emphasize both utility and security. Most of the jurisdictions that already have deployed mDL pilots have begun with limited use cases, such as in Arizona and Maryland, where people can use mDLs to verify their identities during screening at about a dozen airports, including Phoenix Sky Harbor International Airport and Baltimore/Washington International in Maryland.

Utah's 2021 pilot, however, took a more aggressive approach.

"We had this mindset of, 'OK, if we're going to do this, we want it to work everywhere,'" says Ryan Williams, quality assurance manager at the Utah Department of Public Safety's Driver License

Division. "We felt that one of the keys [to success] is that you've got to have a place to use it. We could put the coolest technology out there, but if you can't use it, it becomes a novelty on your phone, and something people are going to tire of quickly."

So when Utah's pilot project launched in June 2021, the state partnered with Waltham, Massachusetts-based GET Group NA to implement a technology solution that accommodated a broad range of verifying parties that participated in the pilot, including banks, grocery stores and highway patrol officers. GET Group and its technology partner, Swedish developer Scytáles, developed an app for iOS and Android systems that could facilitate

mDL verification over point-of-sale systems as well as mobile devices, meaning the verifiers didn't need new hardware in order to accept mDLs. GET Group also built the mDLs themselves, accommodating Utah's requirement that the mDLs comply with the ISO mDL standard that was finalized in October.

Williams and his team worked with different prospective verifiers to see how the app-based system could integrate with their workflows. Some highway patrol officers, for example, were skeptical about using a mobile device while interacting with drivers they had pulled over. The pandemic provided a blueprint for a solution to those objections, because many officers

"We could put the coolest technology out there, but if you can't use it, it becomes a novelty on your phone, and something people are going to tire of quickly."

RYAN WILLIAMS

Quality Assurance Manager at the Utah Department of Public Safety's Driver License Division

turned to touchless interactions over the last couple of years, taking pictures of driver's licenses rather than carrying the physical copies back to their own vehicles.

As the pilot project produced data points from ground-level interactions, it also provided Utah with insights it used to change the mDL itself. Initially, for example, mDLs contained State of Utah branding, and officials realized that some verifiers were just glancing at citizens' phones for verification, rather than scanning the associated QR code—the essential step that provides true identity verification. Williams asked GET Group for a change: “Make it look like an app, not a driver's license.”

Now Utah is preparing to move from its pilot project, which included more than 3,500 participants using mDLs, to full production. Final touches include the addition of support for Windows-based point-of-sale devices, as well as bringing new relying parties into the state's mDL ecosystem.

“Every [relying party] has different needs, and a different idea of how they want [mDLs] to be integrated or implemented,” says Aristotelis Mpougas, director of sales and marketing at GET Group NA. Mpougas says the Utah project, with its many stakeholders, has served to “force the issue” of developing an end-to-end mDL ecosystem.

That process involves plenty of effort and refinement, but the result is worthwhile: a more mature mDL ecosystem. That ecosystem has more Utahns interested in using an mDL, as well as more relying parties interested in signing on. Williams says of on-the-fence relying parties, “The interest is definitely there...it's going to take more places to come on board in order for this to really hit the success rate.” **m**

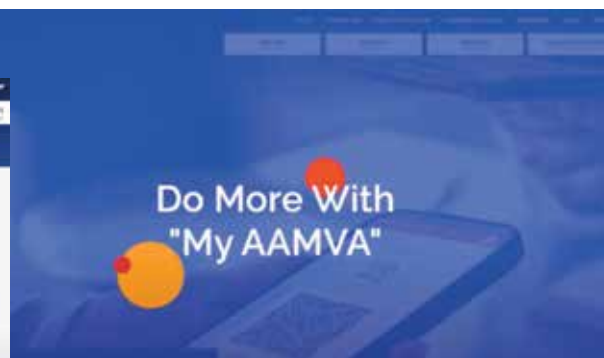


musings

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You can also edit your profile information on your own by logging into *My AAMVA*. Update your personal information, address and contact information. **m**

There's so much more to do on the AAMVA website through your *My AAMVA* account. Watch a tutorial to learn more at youtu.be/wLoomSwvadk.



These surveys focus on customer service and service delivery options. All surveys have additional questions that provide more information. Full details can be found at: [AAMVA.ORG/SURVEYS/SURVEYUSER/SEARCHSURVEYRESPONSES](https://www.aamva.org/surveys/surveyuser/searchsurveyresponses).

No:

CUSTOMER SERVICE TRAINING

28 RESPONSES

DOES YOUR JURISDICTION PROVIDE CUSTOMER SERVICE TRAINING TO LICENSING REPRESENTATIVES AFTER THEY HAVE BEEN FULLY TRAINED AND CERTIFIED?

Yes: 

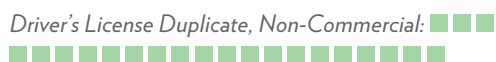
No: 

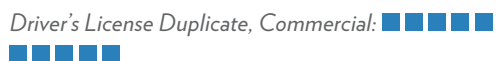
ONLINE SERVICES

39 RESPONSES

DOES YOUR DMV PROVIDE OPTIONS FOR CUSTOMERS TO COMPLETE THE FOLLOWING TRANSACTIONS ONLINE?

Driver's License Renewal: 

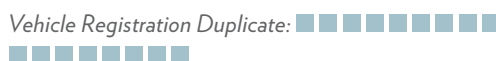
Driver's License Duplicate, Non-Commercial: 

Driver's License Duplicate, Commercial: 

Driver's License Record Request: 

Vehicle Registration Original: 

Vehicle Registration Renewal: 

Vehicle Registration Duplicate: 

Vehicle Title Duplicate: 

Insurance Reinstatement Fee Payment: 

Planned Non-Operation: 

Insurance Update: 

Affidavit of Non-Use: 

Vehicle Registration Record Request: 

Commercial Trip Permit: 

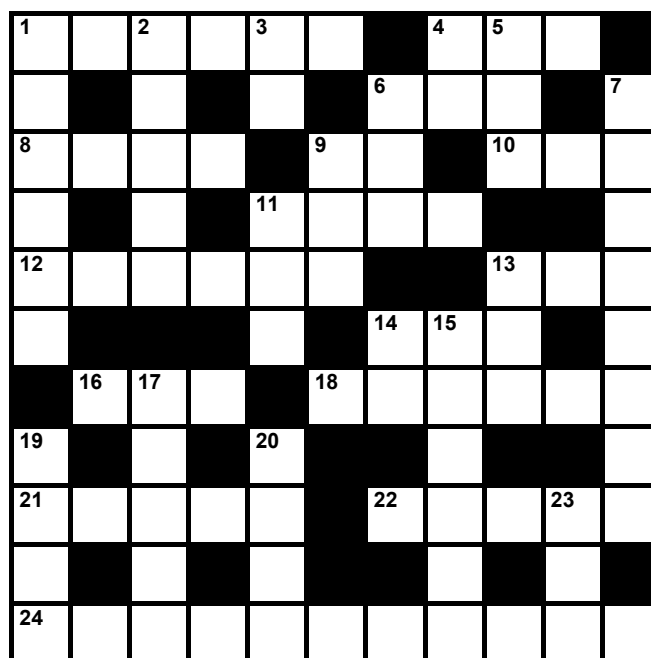
Change of Address: 

Replacement Vehicle Registration Sticker: 

Other: 

*Planned Non-Operation (PNO) means that the vehicle will not be driven, towed, stored or parked on public roads or highways for the entire registration year.

crossword



ACROSS

1 The M in mDLs

4 Wrestling win

6 Paris's Pont ____ Arts

8 They can unlock access to encrypted information

9 Mountain, abbr.

10 Yes, in French

11 Simple to do

12 Well over the speed limit

13 Airport security group that recently announced it will accept mDLs at certain airports

14 Accountant, abbr.

16 Georgia's neighbor, abbr.

18 Instructed

21 Company that recently announced it will support mDLs on its iPhones

22 Transparent

24 Any events that force you to break away from normal operations for a period of time

DOWN

1 Creating

2 Critical aspect of mDLs adoption by states, 2 words

3 Weight measurement, abbr.

4 Exercise class, abbr.

5 Global standards org., abbr.

6 Centralized online clearinghouse that will be needed for mDLs to be interoperable between states, abbr.

7 Hurricane, tornado, floods, for example

9 Spring month

11 Pilot's announcement, for short

13 It shows a car is registered

14 Golden state, abbr.

15 Essential factor in handling a disaster: providing services to the ____

17 Become invalid

19 Another essential factor in disaster handling: taking ____ of employees

20 What sank the Titanic

23 Date of birth determines it





—
—
—
—
safety

*AAMVA'S EMERGENCY
RESILIENCY AND RESPONSE
WORKING GROUP IS
CREATING A FRAMEWORK
TO KEEP YOUR BUSINESS
OPERATING WHEN AN
EMERGENCY STRIKES ▶*

BY REGINA LUDES



safety

An emergency can mean any number of things—a city-wide power outage, severe flooding ruining hundreds of homes, even a civic protest that shuts down roads. While most motor vehicle agencies know of these events in advance and can prepare for them, the COVID-19 pandemic took everyone by surprise. The pandemic not only altered perceptions about what constitutes an emergency, it underscored a critical concern for AAMVA members: How can motor vehicle offices keep operating while keeping their staff and the public safe?

How motor vehicle offices responded during the COVID-19 outbreak varied by jurisdiction. While some continued all in-person services, others paused business activity altogether. Yet many offices were able to keep operating by working remotely. With such a diverse response, it was clear that administrators and program managers benefited from sharing their operating strategies during COVID-19.

AAMVA formed the Emergency Response and Resiliency (ERR) working group in late summer of 2021, after numerous discussions with members about how they managed operations during the COVID-19 crisis. Comprised of communications experts, IT professionals, attorneys and administrators from all parts of the U.S. and Canada, group members bring a diversity of thought and experience about emergency planning.

Between 1970 and 2019, there were more than 11,000 reported disasters globally.

“Every jurisdiction faces different types of disasters due to their different geography, population and the unique risks they face,” says Kristen Shea, AAMVA’s senior programs analyst and the project manager for the working group. “Since emergencies are multi-faceted, the response to them must also be multi-faceted to succeed.”

DEFINING AN EMERGENCY

Since each jurisdiction defines disaster differently, the working group chose the term “emergency” because it covered all situations that could affect members. Amy Williams, assistant general counsel for the Illinois Secretary of State Office and chair of the working group says an emergency is “any event that forces you to break away from normal operations for a short time.”

With this definition in mind, the working group has created a framework for developing an emergency plan (also known as the continuity of operations) that is specific to each agency’s needs, Williams says. The framework plan covers three phases of operations: 1) taking care of employees; 2) providing services to the public, and 3) planning for reopening. Further, the plan identifies who is in charge at each phase and what steps should be done in sequence. ▶

“Since emergencies are multi-faceted, the response to them must also be multi-faceted to succeed.”

KRISTEN SHEA

AAMVA’s Senior Programs Analyst



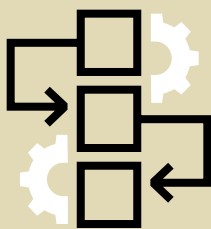
Every jurisdiction faces different types of disasters depending on their location, population and level of preparedness.

ACTION STEPS

While early versions of emergency plans focused on how to repair buildings after a tornado, they didn't address the loss of operations or staffing issues, Williams says. "The COVID pandemic taught us that plans need to be flexible to address the next unknown," she says.

Whether developing a new emergency plan or dusting off an existing one, the working group suggests the following action steps.

REGULARLY REVIEW AND UPDATE THE PLAN



"In an emergency, you won't have time to review your plan, so you need to know ahead of time who to contact and what steps to take," says Shea.

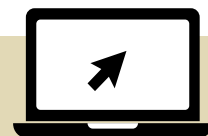
The nature of risk can change over time, she adds. For example, 15 years ago, some areas weren't prone to wildfires, but now, more are seeing them occur. The changing nature of emergencies calls for a regular review of emergency plans, as often as every six months to one year, to make sure those risks are addressed.

KEEP COMMUNICATIONS OPEN WITH STAFF AND PARTNERS

Find ways to communicate with staff during an emergency, whether through a phone tree, text messaging or a chat room. Make sure everyone understands what is happening, what tasks they are responsible for and, most importantly, how they can continue to serve the public, even if they are working remotely.



KEEP CURRENT WITH IT NEEDS



Keep IT departments current with the latest equipment and software so staff can operate during an emergency. "IT teams need to know what resources are available so they can prepare for future emergencies. For example, will they be able to provide employees with laptops so they can work remotely?" Williams says.

BE PREPARED TO ADAPT TO RAPIDLY CHANGING CIRCUMSTANCES



In an emergency, jurisdictions may need to respond quickly and creatively to unusual circumstances. Shea says when the pandemic forced staff to work remotely, one jurisdiction in which some employees did not have business email overcame communications challenges by setting up a virtual break-room to post updates and keep everyone informed. That creative problem-solving can serve agencies well.

Emergencies can happen at any time. An emergency response plan can help you be prepared to serve your staff and community without disrupting your business.



safety

Most important, it is a living document that should be reviewed and updated as new situations arise.

“During the pandemic, jurisdictions didn’t have the framework in place to keep operations running. That spurred our discussion about what we can do now to prepare for future events,” Williams says.

As part of this framework, the working group is producing two resources to assist members with emergency planning. The first is a digital toolkit with a checklist of tasks and resources for different types of emergencies. The second document shares best practices for IT, communications and working with partners. Shea says these documents are scheduled to be available to members in early 2023.

TEXAS-SIZED CASE STUDY

The state of Texas has seen its share of emergencies over the years. According to data from NASA, Texas is ranked number one in the U.S. in the variety and frequency of natural disasters. Weather-related events like hurricanes, tornadoes, floods, wildfires, sink holes, erosion and drought are common.

Yet it was the COVID-19 pandemic that tested the state’s ability to keep operations going, says Jimmy Archer, director of the Motor Carrier Division at the Texas Department of Motor Vehicles in Austin and a member of the working group.

“We closed offices for a period of time, and many employees had to telecommute. We were able to transition to remote

“During the pandemic, jurisdictions didn’t have the framework in place to keep operations running.”

AMY WILLIAMS

Assistant General Counsel for the Illinois Secretary of State Office

operations swiftly without missing any service time,” Archer says.

He attributes that seamless transition to the continuity of operations plan that the Texas DMV has had in place. It contains several key components, such as how to communicate with employees, critical business functions that might be affected, alternate facilities that the agency can operate from, and a roster of personnel to contact for assistance.

The plan has become more detailed and sophisticated over the years and the agency frequently tests aspects of the plan, such as the computer systems to make sure they are protected against potential cyber-attacks.

The best way motor vehicle agencies can deal with emergencies is with awareness and preparedness. “Awareness comes from knowing the types of situations you might face and what steps you should take in response,” Archer says. That includes making sure staff understands their responsibilities.

Preparedness comes from knowing what to do and when. “Figure out ahead of time how to keep the team safe and what you can do to assist the public, even if everyone is working remotely,” Archer says. “Find out if other state agencies might need your department’s help in case an emergency affects them directly. Once you have an emergency plan in place, you understand better how to get through those difficult situations.” **m**

find out more

LISTEN TO OUR AAMVACAST EPISODE ON THIS TOPIC AT [TINYURL.COM/3FNM93ND](https://tinyurl.com/3FNM93ND).



Employees at the Texas DMV were easily able to transition to remote work during COVID-19 because of the plan already in place.

ENHANCING RELATIONSHIPS & MODERNIZING

Meet Carvana's
Government Affairs Team

GROWTH

Carvana transformed the automotive retail industry with a mission to change the way people buy cars. With staggering growth over our first decade, we became the second-largest used auto dealer in the country selling well over one million vehicles – all while maintaining high customer satisfaction.

In that time, we've learned many lessons about what makes for the best customer experience. We're constantly refining processes and adjusting practices to ensure we are maintaining the highest level of customer satisfaction and compliance with regulatory requirements.

One of the lessons learned in recent years was the need to work even more closely with our partners in state and local government to build the best possible car buying experience for people all over the country.

GOVERNMENT AFFAIRS

Carvana's government affairs team has grown along with this ambition, and now includes nine members with five regional managers who are your first points of contact. This team's purpose is to liaison with state and local leaders to proactively build relationships and work to improve the e-commerce auto sales landscape. This team is also a resource to "DMV" staff to resolve customer concerns and inquiries.

MODERNIZATION

This year, Carvana established a new team within Government Affairs to focus on modernization initiatives and partnerships.

The Modernization team will focus on opportunities to modernize statutes and regulations to ease the paperwork burdens associated with title and registration for consumers and better align with a rapidly evolving automotive industry. Further, the team will work with DMVs and members of the automotive industry to modernize systems and find avenues to provide resources to DMVs for those purposes.

Tony Hall joined Carvana in February 2022 as the Senior Manager to build and lead this team. Tony is known to the AAMVA community having spent the previous 10 ½ years with the Texas Department of Motor Vehicles where he was involved in many of the agency's modernization projects.

If you are interested in discussing modernization projects you are involved with, discussing all things 'e' (e-signatures, e-titles, e-document submission, etc.), or learning more about Carvana's modernization efforts, please reach out to Tony at **(602) 922-3709** or **tony.hall@carvana.com**.

THE TEAM

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CARVANA



STANDARDS GONE

MOBILE



THE INFRASTRUCTURE TO SUPPORT MOBILE DRIVER'S LICENSES IS COMING

BY STEVE HENDERSHOT

Mobile driver's licenses (mDLs) have been on the horizon for years—but mostly as a small, hazy speck at the far edge of a distant hill, rather than a near-term priority. That's changing fast, however, as several preconditions for mDLs click into place in short order.

In June 2021, Apple announced it would support mDLs on the company's iPhones. A couple months later, the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) jointly published its mDL standard. Then in March, the federal Transportation Security Administration (TSA) announced it would start to honor compliant mDLs at certain airports.

"That's why interoperability that caters to the trust and security and privacy of the mDL is paramount."

JASON LIM

Identity Management Capability Manager at the TSA

The surge in activity represents "a massive acceleration," says Eric Jorgensen, director of the Motor Vehicle Division within the Arizona Department of Transportation. In March, Arizona became one of the first AAMVA jurisdictions to offer ISO-compliant mDLs.

"I would expect that we'll begin to see mainstreaming of this in the next one to three years, to where this is a fairly normal thing," Jorgensen says. ▶

For that to happen, jurisdictions must not only embrace mDLs, but also agree on a framework for interoperability. The centerpiece of those efforts is a digital trust service (DTS): a secure, centralized online clearinghouse where issuing authorities can submit the public keys associated with the mDLs they have issued, which verifiers such as the TSA can then access. Without a trusted, nationwide DTS in place, there's a ceiling on the potential of mDLs.

"If the Arizona mDL is different from California's, and we have to create different apps and different physical devices to consume them—hey, that's not gonna work for us," says Jason Lim, identity management capability manager at the TSA. "That's why interoperability that caters to the trust and security and privacy of the mDL is paramount."

AAMVA is taking the lead in building the DTS, convening key state, federal and industry stakeholders to determine the project's scope and key deliverables, and now preparing to build out the product itself. The first working version, which is scheduled for development this summer and will be followed by a months-long pilot project, will focus on fleshing out the requirements for DTS participation, as well as instituting and testing operational procedures and soliciting feedback from select verifiers.

That promise of cross-jurisdictional interoperability is convincing some states that have thus far stayed on the mDL sidelines to move ahead.

"It's a 'build it and they will come' kind of thing, and the digital trust service is the key," says Boyd Dickerson-Walden, chief information officer and director of the Division of Information Systems Administration at the Florida Department of Highway Safety and Motor Vehicles. "We don't want our relying parties in the state to have to deal with every jurisdiction in order to get what they need to unlock the mobile driver's license. [With the DTS] they can do it in one location."

Dickerson-Walden's team has experimented with mDLs for years, including building an app so verifiers could experiment with the tech. But he's been waiting for the publication of the ISO standard and the release of the DTS before pushing forward.

"When the digital trust service comes along, that's when we'll probably go full scale. That's when we

say, 'Hey, relying parties—help us get this thing adopted,'" Dickerson-Walden says.

UNDER THE HOOD OF THE DTS

Here's how the DTS works: Before an issuing authority such as a state motor vehicle agency creates mobile driver's licenses, it creates two cryptographically generated keys—one public, one private. When it issues an mDL, it signs the information with the private key. When a citizen presents an mDL at an airport, for example, the TSA would use the appropriate public key, which it would have retrieved from the DTS beforehand, to authenticate the mDL.

"The digital trust service is a broker between the issuing authorities and the relying parties," says Loffie Jordaan, a business solutions architect at AAMVA and a leader of the DTS project. "A relying party

can just come to the digital trust service, download that one list, and then authenticate an mDL using the appropriate public key inside against the [DTS] list."

The DTS also serves several other critical functions. For one, it verifies the legitimacy of all of the included public keys, ensuring that bad actors aren't able to impersonate issuing authorities, and haven't slipped fraudulent public keys into the system. Second, the DTS maintains the integrity of the public key list by allowing in only issuing authorities that meet standard-compliant security protocols.

"It creates trust, because your participation in the DTS asserts that you've met certain criteria," says Arizona's Jorgensen.

Third, the DTS checks the quality and consistency of the keys themselves. That's

"It's a 'build it and they will come' kind of thing, and the digital trust service is the key."

BOYD DICKERSON-WALDEN

Chief Information Officer and Director of the Division of Information Systems Administration at the Florida Department of Highway Safety and Motor Vehicles



a crucial component, because mDLs have to be alike in order to work—unlike traditional driver’s licenses, which generally are useful to verifiers in different jurisdictions even though their formats may differ.

“In the digital world, unless the mDL and the reader speak exactly the same language, you don’t have interoperability. They have to follow the exact same interface standard,” stresses Jordaan.

The publication of the ISO mDL standard helped pave the way for the DTS, but there remained enough details to iron out—the requirements for IT infrastructure, and how keys are handled during the issuance process, for example—that part of AAMVA’s work involved building consensus on those issues.

“It’s bringing [stakeholders] together and having everybody kind of head-nod [around standards] that we as an ecosystem should implement and integrate,” says the TSA’s Lim.

Now, with those conversations mostly complete, the focus turns to building and testing the DTS—and then adding to the number of jurisdictions willing to use it.

CRITICAL DATA, CRITICAL MASS

In addition to the literal construction of the DTS, the next step is bringing a critical mass of issuers and verifiers into the coalition that will begin using the system. That work began when a range of government and industry stakeholders agreed that AAMVA should lead the DTS’s development as an expert independent party.

The DTS presents “a complex issue of governance, and that’s why we’re very pleased that AAMVA is taking on that [leadership] role,” says the TSA’s Lim. “A relying party like the TSA doesn’t want to have to have a key-management relationship with every single issuing authority because that would soon become very difficult to manage. So having a centralized [public key directory] that’s managed under one governance...it just makes the whole ecosystem go.”

The infrastructure should be ready soon. Will the user base follow?

See Industry Insight on page 10 for more information on improving the mDL trust framework.

Project leaders are expecting several jurisdictions to sign on quickly once the DTS is ready to roll out. Still, “adoption is absolutely the number one challenge in my mind,” says Ray Kimble, CEO of identity-management firm Kuma, a consultant on the DTS project.

Kimble believes that if the DTS can deliver on its promise, adoption will follow. The first step was the ISO standard, and now he expects the arrival of the DTS will spur a wave of buy-in.

“Whenever you have a standard, oftentimes the market rallies around it,” says Kimble. “That’s what we’re starting to see happen.”

Compared to the alternative—a raft of ad-hoc, jurisdiction-specific solutions—the interoperability promised by DTS “will ultimately win out and prove much more efficient for market building,” Kimble says. **m**

go online

LEARN MORE ABOUT HOW JURISDICTIONS ARE PREPARING TO USE mDLs FOR AIR TRAVEL AT [TINYURL.COM/MR43BHH7](https://tinyurl.com/MR43BHH7).

FOR MORE INFORMATION ON THE DIGITAL TRUST SERVICE, LISTEN TO OUR PODCAST AT [TINYURL.COM/BDZZXH4X](https://tinyurl.com/BDZZXH4X).

WE'VE DONE A LOT MORE ONLINE AND HOPEFULLY TRAINED A GENERATION OF OUR CUSTOMERS ON HOW TO DO THEIR BUSINESS WITH THE DMV DIFFERENTLY.

Q & A WITH

Kristina Boardman

**WISCONSIN DMV ADMINISTRATOR AND INCOMING
AAMVA CHAIR**



**Q TELL US ABOUT YOUR CAREER JOURNEY
IN THE MOTOR VEHICLE INDUSTRY.**

I was a political science major in college, and I started my career with the state in 1995 working for the Wisconsin State Legislature. I ended up working for the legislature for 10 years; I was a committee clerk for a number of committees, but the one I ended up spending the most time with and enjoying the most was transportation. Eventually, I knew I wanted to focus on transportation more in-depth, since it's a topic that really does affect everyone. I ended up at the Wisconsin Department of Transportation and served as the Director of the DMV Bureau of Field Services for five years and then the Wisconsin DMV Deputy Administrator for three years. I have been serving as the Wisconsin DMV Administrator since 2016.

**Q WHAT HAS YOUR INVOLVEMENT
WITH AAMVA BEEN LIKE?**

When I first came to the Wisconsin DMV, the administrator at the time recommended I get

involved with AAMVA, and I was sent to an AAMVA regional conference. Of course, I didn't know anyone there, but it was a great opportunity to quickly dive in and hear everyone's shared concerns and interests. It's so nice to know there's a network out there of people you can always call. AAMVA is a great way to connect with other states and share common issues and find out what vendors are offering. I feel like my participation in AAMVA has really made

"AAMVA is a great way to connect with other states and share common issues and find out what vendors are offering. I feel like my participation in AAMVA has really made the Wisconsin DMV better."

KRISTINA BOARDMAN

Wisconsin DMV Administrator and incoming AAMVA Board Chair

FAST FACTS

Kristina Boardman



CURRENT HOME
Sun Prairie, Wisconsin



WHAT DO YOU DRIVE?
Tesla Model 3



EDUCATION
*Augustana College—
major in political
science, minor
in philosophy*



**WHAT DO YOU LISTEN
TO IN THE CAR?**
*"The Daily" podcast by
The New York Times*

the Wisconsin DMV better, because we have those resources to call on. I've been actively involved in the organization for more than 10 years, most recently serving on the Board of Directors and Executive Committee.

Q WHAT ARE YOU MOST LOOKING FORWARD TO IN YOUR NEW POSITION? ANY PLANS FOR THE FUTURE?

I'm really excited to start connecting in different ways with other regions. Coming out of COVID-19, it's an interesting time for the DMV, and we've done a lot more online and hopefully trained a generation of our customers on how to do their business with the DMV differently. I'm excited to see how that continues to evolve. But I also recognize we're up against some challenges with an increase in highway crashes and fatalities, and we need to find out what we can be doing to keep records up-to-date and take actions to make sure we are revoking licenses when necessary. Exchanging driver history records from state to state will be a key way to improve highway safety.



*Left: Adventuring with her husband, Adam;
Right: Kristina with her son, Kyle, Adam, and
daughter, Anna*

Q WHAT STRENGTHS ARE YOU BRINGING TO YOUR NEW ROLE?

One of my strengths is maintaining an open mind on doing business differently and being open to embracing the changes in technology that can help us do our jobs in new and different ways. I do enjoy learning the small details and understanding how systems work. Our jobs are very dependent on functioning IT systems. Knowing that Wisconsin has been involved in many of these systems and has benefited from working with other states, I hope I can share that and

encourage other states to join in as well. I do have a lot of experience on the board, so I know a lot of the issues we have been working through. I'm really looking forward to sharing the voice for all interested parties.

Q WHAT DO YOU LIKE TO DO IN YOUR FREE TIME?

I've been married to my husband, Adam, for 27 years, and we have two children. We love to travel abroad—we've been to Ireland a few times—and we enjoy going to Door County, Wisconsin, to relax. **m**

Perspectives on the mDL Trust Framework

TWO DIGITAL IDENTITY EXPERTS DISCUSS WHAT THE mDL TRUST FRAMEWORK NEEDS IN ORDER TO WORK AND WHAT THE FUTURE HOLDS FOR THE TECHNOLOGY.

TAKING CARE OF PEOPLE

CHRIS GOH, DEPARTMENT LEAD ARCHITECT FOR IDENTITY AND ENTERPRISE CAPABILITY FOR THE DEPARTMENT OF TRANSPORT AND MAIN ROADS IN QUEENSLAND, AUSTRALIA

The mobile driver's license (mDL) trust framework is a triangle of trust between those who issue credentials like a DMV, those who rely on it to make sure people are who they say they are, and most importantly, customers whose identity is

the key that unlocks services, proves competence and shows compliance. The mDL trust framework is about ensuring that these parties can be assured that all identities have a high level of integrity and assurance when they transact, and those transactions are secure and private.

The driver's license was once seen as evidence that one was competent to drive. Today, it allows bank accounts

SETTING STANDARDS

ARJAN GELUK, LEAD PRINCIPAL ADVISOR AT UL
IDENTITY MANAGEMENT & SECURITY IN LEIDEN,
THE NETHERLANDS

Before I began working with mobile driver's licenses (mDLs), I worked on chip-based payments, which, similar to mDLs, is something that requires global interoperability as well as agreement between the different stakeholders on what is considered trustworthy. These days, it doesn't matter where you go in the world, you can trust that your chip-based payments will work, whether its San Francisco, Sydney, Singapore or Sao Paulo.

This is the same type of thing we envision for mDLs as well—that, eventually, wherever you go, they will be accepted and they will be trusted to be genuine. And this is why an mDL trust framework is critical.

A trust framework is important because it allows parties that didn't previously know each other to now trust each other. In the case of mDLs, one that is issued in the United States needs to be

trusted in Europe, for example, and vice versa. Anyone can have a credential on a mobile phone, but it doesn't necessarily tell you anything. I can create the nicest visual effects on my screen, but that doesn't bring trust. It is important to have agreement between all parties across the world. There needs to be agreement on policies and practices on how to create and manage mDLs so that those accepting them can actually trust them to be authentic.

If an American law enforcement officer, for example, needs to verify a digital driver's license issued in Europe, the only way to trust it is if there are global standards already in place. If everyone had their own mDL, it may be a nice local convenience, but it wouldn't provide any value as a license anywhere else. If we're going to use them, everyone needs to adhere to the same standards. And we need to keep talking to each other.

“A trust framework is important because it allows parties that didn't previously know each other to now trust each other.”

ARJAN GELUK

Lead Principal Advisor, UL Identity Management & Security in Leiden,
The Netherlands

to be opened, allows you to rent a home, bring a pet into your home and sometimes, allows you timely access to services in times of disaster. These are only a small sample of cases the mDL framework enables when we trust in a digital identity.

With all major global industry leaders in identity adopting the mDL, the opportunity of the technology to make a difference in all aspects of our community is incredible. As a

“As we build digital pathways, it's critical that we don't build social bias into them.”

CHRIS GOH

Department Lead Architect
for Identity and Enterprise
Capability for the Department
of Transport and Main Roads
in Queensland, Australia

person who grew up in public housing, I know that ID is less about identity and more about enabling individual dignity. Which is why, as we build digital pathways, it's critical that we don't build social bias into them.

What really excites me about the mDL framework, if we get it right, is that it can provide policy levers that can

also help people and the economy like never before. Imagine in disasters where a family has lost their home and has no income. Because we know who they are, we can make sure they have a meal that night, a roof over their head and diapers for a newborn. The future of mDL technology is not the technology itself, but what sits at the end of it: people. **m**



Passing the Torch

CHRISSY NIZER WELCOMES KRISTINA BOARDMAN TO THE ROLE OF CHAIR OF THE BOARD

My journey as AAMVA chair started in a unique way—from my office chair in Maryland over a Zoom call. Here we are, a year later, back to in-person meetings and continuing our work on customer service and highway safety.

It has been a great year, but not without challenges, as we deal with the lingering effects of the pandemic. In my incoming message, I mentioned the words “resilience” and “reimagination” to describe the strength of this community throughout all the challenges we have faced. As I complete my year as chair, my appreciation for the AAMVA community is stronger than ever. It has been my honor to meet with many of you to establish new friendships, learn about your programs and build upon long-term friendships. The work you do every day to serve your residents is important, and I hope you share the pride I have in how far we have come as a community. Our progress will only continue with the many initiatives, projects and strong leadership within AAMVA and our associate members.

As we look forward, there are many exciting developments, including the Digital Trust Service and the important leadership role AAMVA can play in digital identity. While each jurisdiction is at a different point in their development efforts, we all share the common goal of protecting the integrity of our customers’ data and ensuring they have the tools they need to manage their identity.

Congratulations to our incoming chair Kristina Boardman. I have learned so much from Kristina and the AAMVA community will only continue to grow under her leadership. I also need to thank our talented AAMVA International Board of Directors, Anne, and the AAMVA staff. Working together, you have helped me challenge the status quo and continue to move this organization forward.

It has been an incredible honor to serve as your chair. I am so grateful for your support, suggestions, enthusiasm and ideas. I encourage all of you to actively participate in AAMVA. With the contributions of all our members, I am excited about the future of AAMVA.



Chrissy Nizer
2021–2022 AAMVA Chair of the Board

Fun fact: I attended my first AAMVA event in 2007, the year of the first iPhone. As a newcomer to the motor vehicle community, I was immediately struck by the supportive and cooperative atmosphere of public employees, vendors and AAMVA staff who consistently focused on serving the public, protecting highway safety and improving the delivery of quality products and services. In my new role, it was reassuring to know I had a community of colleagues throughout North America to call on for support and assistance.

Fifteen years (plus a few jobs and phones) later, I remain committed to AAMVA and its members as I take on the new leadership role as chair for this upcoming year.

This annual change comes on the heels of some of the most challenging years in memory. We forged through several unknowns and fortified the supportive and cooperative spirit of AAMVA and its members. Chrissy’s guidance expanded our learning, reconnecting and continued collaborative successes. We are using the lessons of the pandemic to create a framework on emergency preparedness. We harnessed technology and held the first ever topic-specific “pop-up” meeting on mobile driver’s license (mDL) issues. Through engaging dialog, we learned about the Digital Trust Service, based on the most recent mDL standard, for cross-jurisdictional interoperability. Chrissy has also continued to lead discussions on the State to State (S2S) Verification Service to support the tenets of the Drivers License Compact. Thank you, Chrissy, for your thoughtful approach to move our community forward.

The needs of our jurisdictions and businesses continue to evolve and so must AAMVA. Members took the time this past year to share candid feedback on what adjustments may be needed to AAMVA’s Strategic Framework as we chart the path for the next five years. The strategic priorities of Member-Driver Solutions, Culture of Excellence, Technology Management and Fiscal Integrity remain evergreen, but the goals and targeted outcomes to enhance the value offered to our members will be updated based on your collective input. Thank you for your honest responses.

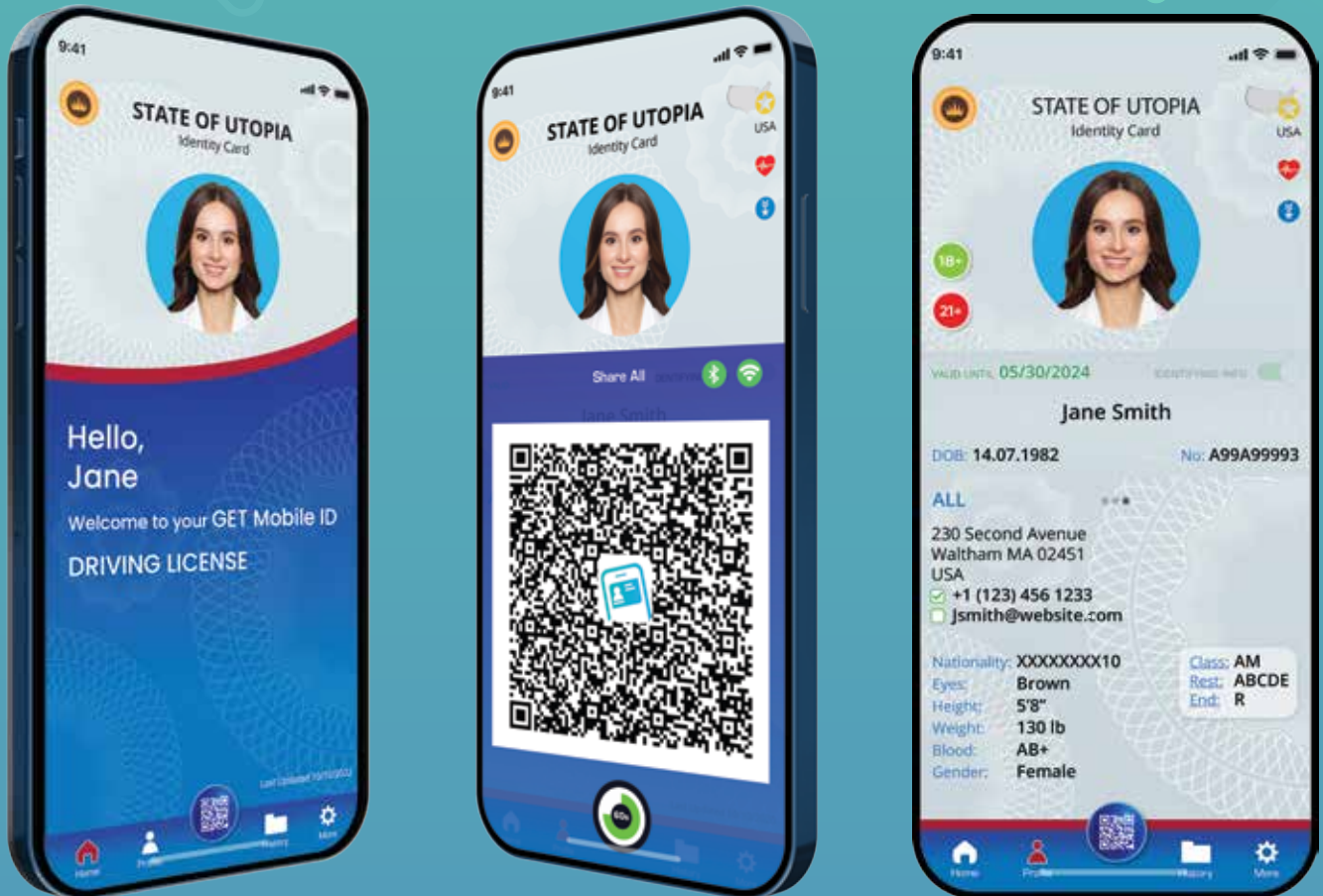
As I look to the year ahead, I set this challenge: Let’s prioritize and reverse the trend toward increased highway fatalities. Together, through established channels—cultivating relationships with state highway safety offices; implementing S2S Driver History Record functionality; using the AAMVA reports and tools available to improve our local processes; and remaining engaged in sharing new ideas and programmatic changes—we will directly impact safety on our roads.

I welcome the opportunity to work with all of you in moving us forward. [m](#)



Kristina Boardman
2022–2023 AAMVA Chair of the Board

Trust GET Group with your mDL and Ecosystem



we make it easy for you

Put citizens in control of the data they share with GET Mobile ID.

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GET Mobile ID is now UL certified



Reach out to us and see how we can help you
Aristotelis Mpougàs Director, Sales & Marketing
+1 (781) 530 0912 | AMpougas@getgroupna.com



getgroupna.com



I uploaded documents
online in my pajamas,
while my baby napped :)
Saved me an extra trip
to the DMV!



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