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DATA TRANSFER

When jurisdictions communicate,
roads are safer



ALSO IN THIS ISSUE

Improved call centers

Customer Service Award winner

Announcing AAMVA's New President and CEO



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Have a story to share? Email us at move@aamva.org.

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The AAMVA Awards Program recognizes members of the motor vehicle and law enforcement community by honoring individuals, teams, and organizations who have committed their time and resources to the following categories.

LIFETIME ACHIEVEMENT AWARDS

SERVICE AWARDS

FRAUD AWARDS

COMMUNICATIONS AWARDS

IDEC OUTSTANDING EXAMINER
OF THE YEAR AWARD

SUBMISSION DEADLINE:

November 17, 2023

Please scan the QR code to visit our website for more information and to apply.





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BY STEVE HENDERSHOT

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BY REGINA LUDES



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



Visit **movemag.org** to see Kristina Boardman's travels across the globe during her year as Chair.

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The Final Curtain

*AFTER A DECADE OF SERVICE TO AAMVA,
ANNE FERRO TAKES A BOW*

As I prepare to write my 34th and final CEO column for AAMVA's *MOVE* Magazine, I find that I am amazed, curious and excited.

Amazed to experience AAMVA's growth and in awe of the colleagues and board members I have been able to work side by side with over the decade. AAMVA has terrific employees, and I count myself beyond lucky to call this talented team my coworkers and friends. We have the benefit of an organization with a mission to serve our members in achieving their missions, and an inspiring vision of saving lives. For an organization with just 69 primary members—all states, provinces and territories in the United States and Canada—AAMVA's member and staff engagement are dynamic and growing in member-focused initiatives,

engagement at events and on committees and working groups, in leadership development and popup classrooms, in stakeholder support, and in use of community-specific IT applications and networks.

With leadership and vision from AAMVA's international Board of Directors, the past decade has seen a 30% increase in our talented workforce and in our operating budget, now 220 and \$60 million respectively. AAMVA's investment in relevant and reliable IT applications and network has paved the way for AAMVA's shift to secure cloud technology and 99.9% service level reliability in our 2 billion-plus transactions. Our conferences and

events offer an incredibly rich opportunity for industry partners and government members to seek innovative solutions. I am amazed to look back and see how, together, we have expanded AAMVA's value to jurisdiction leaders and staff, associate members, our federal partners and stakeholders, in the interest of services to residents across North America. We did that as a team and as a community with shared purpose.

Curious to know what comes next for AAMVA. Member agencies, stakeholders and consumers are bombarded with new technologies, opportunities, workforce expectations and events that are influencing when, how and where services and products are developed, offered and accessed. What steps can AAMVA take to be sure we are supporting members in the fullest and most sensible manner? How will the Digital Trust Service fulfill expectations to give jurisdictions an efficient and secure site to enable truly interoperable mDLs? Will digital identity providers fully grasp that DL/ID issuing agencies are the ultimate identification source for any identity verification solution? What will AAMVA's role be in enabling electronic title processes across jurisdictions and industries? Will ADS/ADAS live up to the goal of reducing fatal and serious-injury crashes? My curiosity will inspire me to watch these developments closely and be laser-focused on AAMVA's positive influence.

Excited for AAMVA and all that the future holds, and for me as I refocus my energy and passion on family, friends and community. AAMVA is a highly valued resource, made so by its members for its members. May the spirit of collaboration, friendship and ingenuity continue to propel you forward!

With deep gratitude, big hugs and a wide smile, I am signing off.

Thank you!

Anne Ferro
AAMVA President and CEO



Anne Ferro hopes to spend more time on her hobby of forging in retirement.



AAMVACAST

Safe drivers
Safe vehicles
Secure identities
Saving lives!



AAMVA'S COMMUNITY PODCAST

AAMVACast is AAMVA's award-winning podcast featuring news, information, and expertise for the AAMVA Community.

Join us every Monday as our host, Ian Grossman, sits down with vehicle, identity, and law enforcement experts to explore challenges, successes, opportunities, and recommendations on the pressing issues facing motor vehicle and law enforcement agencies.

Each episode features unique perspectives and entertaining anecdotes that you won't want to miss!

The AAMVACast podcast is the winner of:

Excel Awards



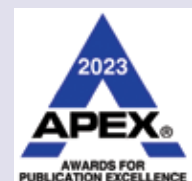
Hermes Creative Awards



Trendy Awards



Apex Awards



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aamva.org

*Below: Grossman is a familiar face at AAMVA conferences and meetings
Right: He also addressed the 2023 Leadership Academy*



Step ping Up

*NEW PRESIDENT AND CEO IAN GROSSMAN
MOVES INTO LEADERSHIP ROLE AT AAMVA*



"No matter where you live, no matter the type of life you live, you are impacted by transportation policy decisions."

IAN GROSSMAN
AAMVA President and CEO

Having spent decades in the transportation field, Ian Grossman is ready to take on a new challenge. He was recently selected to be AAMVA's new president and CEO, taking the organization's reins from Anne Ferro.

"I think AAMVA is in an extraordinary position right now," says Grossman. "And we have an opportunity to continue that momentum in the strategic direction that the board has established for us and accelerate some of the key initiatives. The focus will not be on new initiatives and extreme changes, rather the continuity of that focus in the key areas that we've already been working in."

Grossman is prepared to carry through on those key areas, including the expansion of the mobile driver's license, evaluating the future of

electronic titling and AAMVA's expanded footprint in the identity management space. He also intends to support the members by "always making sure that the core services that the implementer is relying on, day in and day out, continue to be delivered. Through collaboration and best practices, we will deliver the technology infrastructure that members rely on every day to do customer transactions and make sure that that is reliable, secure and efficient."

Grossman began working in transportation in the early 2000s in Vermont, then he moved to Washington, D.C., where he worked with the federal Department of Transportation, Department of Justice and the Federal Motor Carrier Safety Administration. He joined AAMVA as head of government affairs in 2009. Each of these assignments contributed to his belief in the importance and universality of the field.

"Transportation touches everybody," he says. "There are so few public policy areas that really impact the quality of

life, our national security, our economy and our safety, regardless of your economic status. No matter where you live, no matter the type of life you live, you are impacted by transportation policy decisions. So, to work in a space that's so meaningful and universally connected to people's quality of life is a rewarding and exciting place to work in public service and public policy."

While Grossman says that he doesn't have plans to diverge from the program of initiatives that is already underway, he is happy to hear from AAMVA staff—and the membership—about ways to improve.

"I'm looking forward to hearing from all members of the community—jurisdiction members, associate members and stakeholders. There are no rules about where a great idea can come from," Grossman says. "Even though we have a solid foundation and we're heading in the right direction, it doesn't mean that we don't want to hear other great ideas that might be out there that can help get us where we want to go."

"AAMVA is at its best when it's serving as the connective tissue to bring our members together to better serve their missions." **m**

 jurisdiction spotlight

Full Service

AAMVA ANNOUNCES ITS FIRST INTERNATIONAL CUSTOMER SERVICE AWARD WINNER



Working for the DMV in any capacity, whether on the phone or in person, can be stressful. In helping the public navigate often confusing laws and fees, as well as assisting colleagues in other jurisdictions, a sense of dedication to customer service is vital. Understanding how important it is to recognize excellence in this area, the first Customer Service Award was created.

Wayne Goodman, North Carolina DMV commissioner, explains: "Customer service is job number one for any DMV. Folks need help navigating the rules, regulations, procedures and requirements." Goodman and his team analyzed and reviewed possible candidates for the award and chose the perfect person to submit for consideration.

David H. Jones has worked for the DMV's North Carolina customer contact center since 2007. He came to the DMV after retiring from the military and has since become the call center's assistant manager. Jones says his military training "helps out greatly in dealing with customers," saying it taught him to interact well with others, especially in knowing how to adjust his tone and facial expressions.

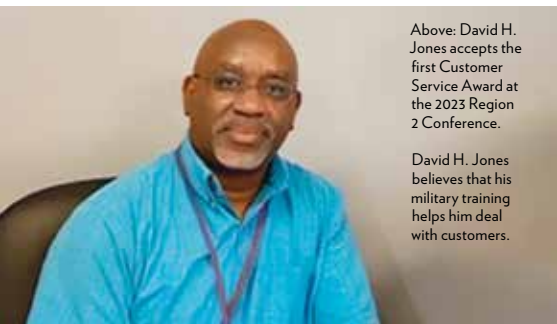
His dedication to being a helping presence first showed up on the second day of DMV training, when he brought typed notes for everyone in the class. Since then, according to Goodman, his good nature and desire to assist others has only gotten stronger. "It is

rare to find an employee who is respected and liked by 100% of those they encounter. David Jones is that and more. He is hands down the most kindhearted, generous and professional employee NCDOT has!"

Jones takes internal and external customer services to heart, showing care for coworkers and customers alike. "Since this is a stressful environment, just trying to show individuals how to release some of the stress shows concern," he says. Jones has been known to show kindness by bringing donuts and other snacks to the office, as well as looking after the wellbeing of his colleagues outside the office. He has donated school supplies to coworkers who are single parents, and has repeatedly checked in on the family of a deceased supervisor. Jones has often demonstrated patience with customers struggling to understand what they need to do, and he is known to follow up with customers as well. Numerous customers have called to express gratitude to Jones for his work with them.

"We certainly like to see that [attitude] heralded and lauded when and where possible," Goodman adds. Jones often goes the extra mile to help out. Goodman shares an example of this willingness. "A consultant was hired to train DMV employees in customer service. Training was held at the local community college. David arrived early to introduce the trainer to those attending. Before class, the trainer realized there was no clock in the room. In true David fashion, he left, went to a local retail store, bought a clock and candy, and returned to the classroom before training started."

Upon receiving the award, Jones said, "I was thrilled to receive it." But he added, with the humility that seems characteristic of him, "Now, I'd sort of prefer to be in the background. I'm here to help serve the people in North Carolina, not wanting to just take the limelight. I'm not that type of person. I prefer to assist everyone else and do what I can to make the team better." **m**



Above: David H. Jones accepts the first Customer Service Award at the 2023 Region 2 Conference.

David H. Jones believes that his military training helps him deal with customers.

"[David H. Jones] is hands down the most kindhearted, generous and professional employee NCDOT has!"

WAYNE GOODMAN

North Carolina DMV commissioner

3 ways IDEMIA is enhancing the DMV experience



MiD Mobile ID

A contactless way to verify your identity while taking significant steps to protect your personal information, and privacy both online and in-person.



DMV Tablet

A compact, portable, all-in-one biometric capture and identity proofing solution. Captures photos, signatures, and more!



DMV Customer Kiosk

Optimize workforce, reduce wait times, and improve customer experience by transforming how you do business.



Paying it Forward

HOW A DIGITAL PAYMENT PROVIDER HELPED THE KANSAS DEPARTMENT OF REVENUE SAVE TIME AND MONEY

BY MEREDITH LANDRY



In 2018, the Kansas Department of Revenue (KDOR), brought on PayIt, a digital payment platform based in Kansas City, Missouri, to launch its first initiative: enhance remote services for Kansans.

PayIt offers a full, end-to-end experience for users, including managing a single, secure profile and payment wallet that also stores transaction history, documents and receipts. Users can set up alerts and keep track of upcoming payment due dates. Valid, digital vehicle registrations are accessed from the user's iKan application on the road, serving a vital purpose for law enforcement officers while making it simple for users to access their registration.

"We're always looking for ways to provide more convenience for our citizens, and this is what they've come to expect now, especially the younger generation," says David Harper, the Kansas director of the Division of Vehicles. "They expect to be able to go to their phone to conduct business with our agency, the same as they do with the private sector."

Since its launch, PayIt's iKan application, through which these transactions are made, has expanded to processing different types of payments in the state, including property tax payments, as well as processing vehicle registrations, identity credentials and vital records request orders. Additionally, cities across Kansas utilize PayIt's master state contract to process local transactions, such as real estate taxes, court fines, utilities, permitting, licensing, and title registration. The Department of Health and Environment also processes

transactions through PayIt for lead abatement and childcare provider licensing.

More than half of Kansas adults now have a PayIt account and the state has been able to increase online DMV transactions by 66%, saving staff time.

"There are several ways we provide cost savings to the agency, but the biggest is probably through the reduction of office traffic," says Michael Holland, who leads the PayIt Client Success Team for the KDOR. "When you have fewer people in the office waiting to interact face-to-face, staff is freed up to address other high-priority activities that would otherwise be sidelined."

Even if a Kansas resident does not have a personal PayIt account, they can still use the majority of the services by going online. Doing so won't store your information or automatically remind you when payments are due, however, which is the benefit of the app, Holland says.

In addition to saving time for staff, PayIt's digital government products have led to a decrease in call center volume—at offices as well as with PayIt's customer support. In fact, PayIt reported a 55% decrease in support requests from 2020 to 2022.

"One of the many positives about working with PayIt has been the constant communication between us and their accessibility when it comes to discussing new ideas," Harper says. "Partnerships between the public and private sector can be challenging because of available resources, but with PayIt, we have a weekly check-in call and always know what's going on."

PayIt has made a huge impact on the state over the past five years, he adds, and Kansas is continuing to look at what other services to add to the iKan app.

"We're excited to see how our relationship progresses," Harper says. **m**

THE CUSTOMER EXPERIENCE

There are several resources related to automating the customer experience. The survey has additional questions that provide more information. Full details can be found at [AAMVA.ORG/SURVEYS/SURVEYUSER/SEARCHSURVEYRESPONSES](https://aamva.org/surveys/surveyuser/searchsurveyresponses).

BY AAMVA'S DATA LADY, JANICE DLUZYNSKI

CUSTOMER EXPERIENCE FEEDBACK COLLECTION & REPORT

27 RESPONSES

DOES YOUR STATE HAVE A UNIFORM COLLECTION TOOL (I.E., SURVEY) TO OBTAIN CUSTOMER FEEDBACK IN YOUR MOTOR VEHICLE AND DRIVER LICENSE LOCATIONS?


Yes: 

No: 

No: 

HOW DO YOU COLLECT THE DATA?

On-site via a kiosk/iPad/touch screen display: 

QR code – customer scans with personal digital device and fills out survey from QR code link: 

Website: 



Comment card – paper: 

Other: 

HOW DO YOU USE THE DATA?

Evaluate the performance of a location: 

Take corrective action based on low scores or negative feedback: 


Celebrate success and recognize high scores or positive feedback: 


Other: 

VISUALLY IMPAIRED CUSTOMERS

29 RESPONSES


DOES YOUR JURISDICTION OFFER CUSTOMER ASSISTANCE COMPLETING FORMS TO THOSE INDIVIDUALS WITH VISUAL IMPAIRMENT?

Yes: 


No: 


No: 

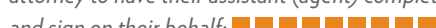
IF A CUSTOMER IDENTIFIES THEMSELVES AS VISUALLY IMPAIRED AND NEEDS ASSISTANCE COMPLETING A FORM, IN WHAT WAYS WILL YOU ASSIST?

Staff members offer to read form content and direct the customer where to sign: 



Staff members offer a digital version of the form which can be viewed and enlarged before their visit: 

Allow the customer to have an assistant in-person complete the form and sign on their behalf: 

Require the customer submit a limited power of attorney to have their assistant (agent) complete and sign on their behalf: 

Other: 

ALLOWING INTERPRETER DURING KNOWLEDGE EXAM

31 RESPONSES

DO YOU ALLOW INDIVIDUALS TO USE INTERPRETERS WHEN TAKING KNOWLEDGE EXAMS (WRITTEN EXAMS)?

Yes: 



No: 

IS THE INTERPRETER REQUIRED TO BE APPROVED BY THE MOTOR VEHICLE ADMINISTRATION?

Yes: 



No: 

IS THE INTERPRETER REQUIRED TO BE PROFESSIONALLY LICENSED OR CERTIFIED?

Yes: 

No: 


INTERPRETERS DURING A ROAD TEST

25 RESPONSES

DO YOU ALLOW ORAL INTERPRETERS OR TRANSLATORS IN THE VEHICLE DURING A NONCOMMERCIAL ROAD TEST?

Yes: 

No: 

DO YOU ALLOW SIGN LANGUAGE INTERPRETERS IN THE VEHICLE DURING A NONCOMMERCIAL ROAD TEST?

Yes: 

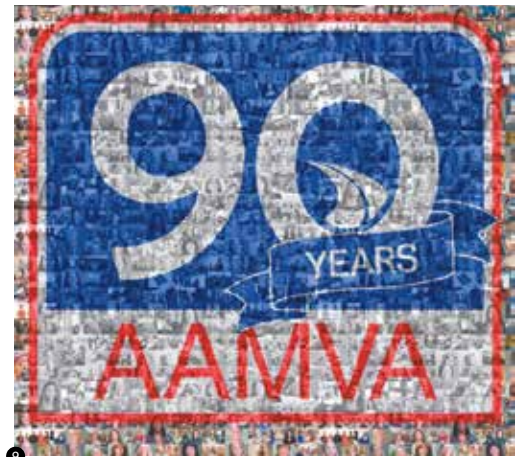
No: 



WE ASKED OUR MEMBERS FOR PHOTOS CELEBRATING AAMVA'S 90TH, AND THEY DELIVERED.

2023 marks AAMVA's 90th anniversary, and to help us celebrate, we asked our members to send in photos of their teams, departments, agencies, organizations, and companies putting a creative spin on AAMVA's 90th anniversary.

We had many creative and fun entries from the AAMVA Community. Thank you to everyone who submitted photos for us to share. Now, without further ado, here are some of our favorite submissions:



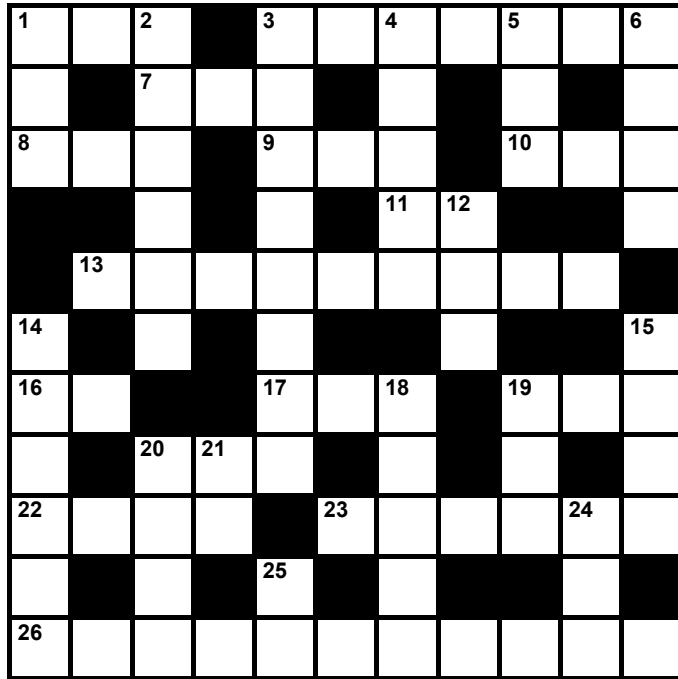


- 1 Region 1 Past Presidents celebrate at the 2023 Region 1 Conference
- 2 New Hampshire Department of Motor Vehicles gets everyone into the celebration
- 3 Heber City, Utah Drivers License Division celebrates AAMVA
- 4 The Alachua County, Florida Tax Collectors Office says, "Cheers to 90 Years!"
- 5 Smart Start says Happy Birthday, AAMVA!
- 6 Iowa Department of Transportation has balloons for AAMVA
- 7 The Delaware Division of Motor Vehicles shows some 90th Anniversary love for AAMVA
- 8 Happy 90th from Nebraska
- 9 A collage from the North Dakota Department of Transportation
- 10 Maryland Motor Vehicle Administration gets into the 90th spirit
- 11 Idaho Transportation Department gets into the spirit at the 2023 Region 4 Conference
- 12 The AAMVA Driver Systems Team celebrates 90 years of AAMVA
- 13 Missouri Department of Revenue says happy anniversary to AAMVA

Visit tinyurl.com/8apjckcx to see all the 90th Anniversary photos.



crossword



ACROSS

- 1 Functionality within AAMVA's State-to-State Verification Service (S2S), abbr.
- 3 The L in CDL
- 7 Prefix with center
- 8 Maryland system for users: My_____
- 9 Passing through, on a route
- 10 Internet
- 11 Des Moines' state, abbr.
- 13 First state to implement S2S
- 16 Artificial intelligence, abbr.
- 17 Abbreviation for the Amazon service that enables automated responses
- 19 Q&A _____: it

interprets caller's questions and searches for solutions in the system's knowledge base

20 Reduce

22 Copy electronically

23 _____ system: outdated computing software and/or hardware that is still in use

26 One of the features that has helped DMV contact centers provide better and faster assistance to users, 2 words

DOWN

1 Lower the headlights

2 Enhanced identification credential designed in the wake of 9/11, 2 words

3 One of the technologies that has improved communication between DMV centers and their customers, 2 words

4 _____ of custody

5 Innovative

6 Falls back, as a tide

12 Request

14 Midwest state that uses "KnowtoDrive Online"

15 Remain

18 Direct an vehicle

19 Sheep cry

20 Contact by phone

21 All nations' org., abbr.

24 One of the president's military roles, abbr.

25 Top grades

DATA TRANSFER

*HOW THE DRIVER HISTORY RECORD FUNCTIONALITY
IS KEEPING THE ROADS SAFER*

BY STEVE HENDERSHOT

Move to a different state. Get a clean slate. That seems to have been a mantra for non-commercial drivers who rack up convictions in their home states and are at risk of losing their driver's licenses. Far too often, it's been a successful strategy—with dangerous implications for people who share the roads with these unsafe motorists.

Until now, that is. Thanks to the Driver History Record (DHR) feature within AAMVA's State-to-State Verification Service (S2S), jurisdictions are now able to instantly share conviction histories, equipping licensing staff with a complete picture as they determine whether to issue a driver's license, and helping to keep unsafe drivers off of the roads. Likewise, officers are able to see a driver's entire record during a roadside stop, providing valuable

"It was logical, it made sense to do, and it was just a matter of finally finding the right opportunity in terms of both funding and collaboration."

PAM DSA

Senior project director for drivers systems at AAMVA





context that can influence their decision-making. DHR goes beyond the base S2S functionality that indicates whether applicants have licenses in other states.

In other words, the loophole is closing. It is a game-changer for jurisdictions that have long struggled to identify people whose out-of-state track records suggest that they may be dangerous drivers and a huge step forward toward the ultimate goal of safe roads.

Prior to DHR, “it had become common knowledge that if you didn’t hold a [Commercial Driver’s License, or CDL], you could move to a new state and basically get a fresh start because your history didn’t follow you,” says Holley Cook, driver license division chief of the Alabama Law

Enforcement Agency. Alabama implemented DHR in April 2022.

With DHR’s instant electronic data sharing, it’s a different story. Now, “when a driver applies for a new license, the [state agency team member] is getting a consolidated view of the person—a full picture—which allows the state to make good decisions regarding whether they want to issue the license or not,” says Pam Dsa, senior project director for drivers systems at AAMVA.

Alabama is one of 12 states currently using DHR, with eight more scheduled to join prior to the end of 2024. DHR is a feature within the broader S2S platform; currently, 38 jurisdictions are using S2S, with two more slated to join by the end of next year. ▶





For decades, when a motorist moves to a new state, administrators from the driver's previous state share the data either by emailing or sending a hard copy. That data has to be entered manually.

THE CHALLENGES

In an era of widespread cross-jurisdictional collaboration and ubiquitous electronic tools, the most surprising aspect of DHR might be that it has taken so long to emerge as a consensus solution.

After all, jurisdictions have shared conviction information for decades. Ever since Nevada became the first signatory to the Driver License Compact (DLC) in 1961, states have agreed to share such data. Forty-six states are committed to the DLC, which includes a provision designed to ensure that every driver has just one license and a single, unified, comprehensive record. Most remaining states comply with most of the DLC's provisions.

So the holdup has not been an unwillingness to share driver-record information between states, nor disagreement regarding governance.

Instead, for decades, the primary challenge has been logistical: When a motorist moved to a new state, administrators from the driver's previous state shared the data either by emailing or sending a hard copy. That data had to be entered manually, so in many states, the result was a substantial backlog.

DHR promises to change that by eliminating—or at least dramatically reducing—the need for manual oversight of inter-state driver record updates. DHR is the “system to carry out the functions of the Compact,” according to Jessica Ross, driver license compacts and reciprocity program director at AAMVA.

DHR owes much of that capability to S2S, the electronic platform that launched in 2015 and enables frontline staff

at state licensing agencies to immediately determine whether an applicant has a license in a different state. By standardizing the format of shared data and making that information instantly accessible to partners across the S2S network, DHR eliminates the data backlog that caused so many state officials to make licensing decisions based on incomplete information.

“The system is helping to make [record exchange] more accurate, more timely and more consistent—because often with the paper records, the exchanges just weren't happening,” says AAMVA CIO Philippe Guiot.

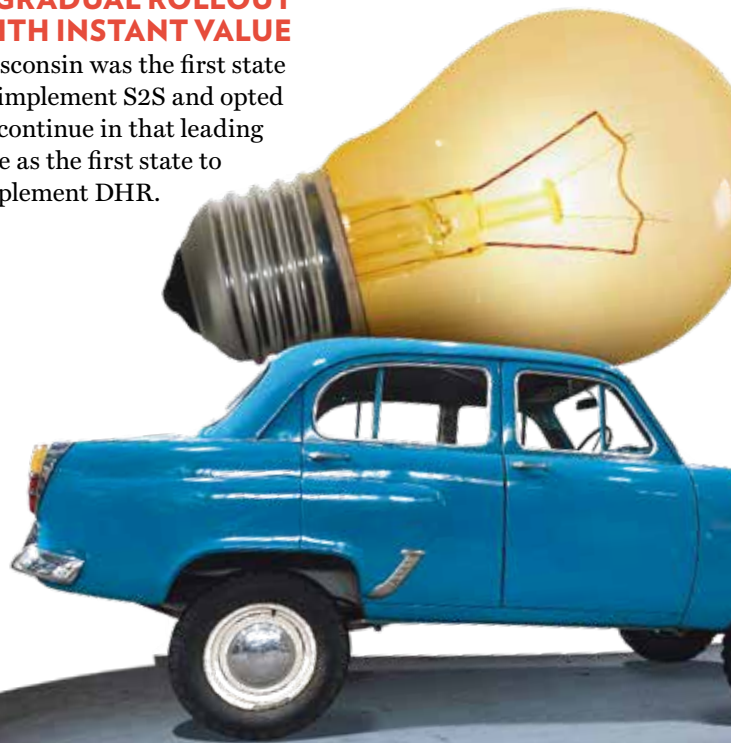
Why did DHR take so long to create? Technology is not the issue, since it has long been possible to securely share and merge electronic records. Instead, the problem was that for decades, building a tool such as DHR did not receive the funding needed to bring it to life. But when S2S was created to support the rollout of REAL ID, an enhanced identification credential designed in the wake of 9/11, members of the S2S governance committee identified the opportunity to expand the benefits, according to Guiot. The platform they were building was also ideally suited to sharing data that could establish the “one driver, one license, one record” standard that industry leaders had long aspired to achieve. Following that insight, the board overseeing the DLC is working on merging with the S2S governance committee.

“The idea has been out there—it was logical, it made sense to do, and it was just a matter of finally finding the right opportunity in terms of both funding and collaboration,” says Dsa. “It feels like it's all coming together.”

Now that DHR is up and running, Dsa says, “we're seeing states actually reaping the benefits.”

A GRADUAL ROLLOUT WITH INSTANT VALUE

Wisconsin was the first state to implement S2S and opted to continue in that leading role as the first state to implement DHR.



CURRENT ROSTER

Here's the list of jurisdictions already on board.

Alabama	Iowa	New Hampshire	Utah
Alaska	Kansas	New Mexico	Virginia
Arizona	Louisiana	North Carolina	Washington
Arkansas	Maryland	North Dakota	Wisconsin
Colorado	Massachusetts	Ohio	Wyoming
Delaware	Michigan	Oregon	
Florida	Minnesota	Pennsylvania	
Georgia	Mississippi	Rhode Island	
Hawaii	Missouri	South Carolina	
Idaho	Montana	South Dakota	
Indiana	Nebraska	Tennessee	

Key
S2S Member
S2S & DHR Member

have valid CDLs, while the number of licensed drivers overall in the country is well over 200 million. That difference in scale corresponds to a higher degree of difficulty in making the transition.

The good news, though, is that states can benefit from the system even before all of their peer jurisdictions adopt DHR. Once Minnesota, Wisconsin's neighboring state, came online and the Wisconsin team saw how smoothly the system worked, they turned their focus to hoping more nearby states would sign on to DHR.

Alabama, in contrast, has benefited from a more accelerated adoption timeline. More than a third of Alabama's driver record exchanges already are taking place through DHR.

"As more states come on, the value of this system is going to increase," says Alabama's Cook.

Cook says Alabama's rollout of DHR was smooth, though she does caution peers not to underestimate the extent of the business process changes required. Staff who have spent years printing and mailing records will need to adjust to a new electronic system, in some cases requiring changes to data standards.

Cook and Wisconsin's Schamun both report that despite the challenges that always seem to accompany a tech rollout, it didn't take much for their teams—leaders and frontline staff alike—to embrace DHR. And with the prospect of keeping people safer on the roads at the forefront, adopting DHR is a natural fit for many.

"It's totally worth it," says Schamun. "You're always going to run into road bumps, and I'd rather identify them, fix them and move forward, because now we're working with good data, and we're focused on the future. This truly will create safer roads going forward, and we're getting better every day." **m**

"As more states come on, the value of this system is going to increase."

HOLLEY COOK

Driver license division chief of the Alabama Law Enforcement Agency

"We wanted to keep that precedent going—and also were just really excited about DHR," says Cara Schamun, motor vehicle program specialist in the Wisconsin Department of Transportation's Citations and Withdrawals unit, and a member of the working group that helped develop S2S.

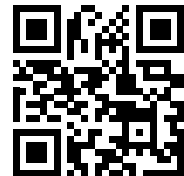
Going first in a data-sharing arrangement is an interesting proposition because, initially at least, there's no one to share with. New states are coming online regularly, but implementation can be challenging given it often requires disruptions to existing procedures.

"The technology part is always easier. It's the systems changes and everything else around it—the procedures, the training of the staff—because they have to change the way they've done things operationally," Dsa says.

In many ways, DHR emulates an existing digital data-sharing platform used to track holders of Commercial Driver's Licenses across different jurisdictions. The difference is volume: A little more than 5 million Americans

find out more

FOR MORE ON DHR AND STATE-TO-STATE, LISTEN TO AAMVACAST EPISODE 63 HERE: **TINYURL.COM/355VFA62**.



INVESTING IN YOUR AGENCY'S FUTURE:

HOW TO CHOOSE THE RIGHT PARTNER FOR MODERNIZATION

Modernizing is exciting, but picking the right vendor can be tough. The decision affects your staff as well as communities, who interact with DMVs more than any other government agency.

So how can you choose the right partner? Start by asking these questions.

Does the vendor have government experience?

This might seem obvious, but government projects require government expertise. If laws change in the middle of implementation, you'll save your team a lot of stress if you have a partner who understands the challenges and regulations in the driver-vehicle space. We suggest looking at their past projects—were they fraught with delays and false starts, or were they completed on time and on budget?

Have they done a project like this before?

Companies occasionally sell software that doesn't exist, or high-concept implementation strategies that have never been executed. You need results, not fantasies. Testing a solution in advance gives your staff the chance to have collaborative discussions and get feedback from other agencies using the system. Investing in a proven solution is the key to saving time, money, and energy in the long run.





Is the vendor community-minded?

When vendors fly in on Monday, ask a few questions, and are gone by Wednesday, it's hard to get to know your community—or care about it. A true partner will send a team to work side by side with your staff for the duration of the project. This level of involvement fosters a sense of partnership and engagement, where the vendor is invested in making a positive impact outside the project.

Do they have an “after” plan?

You're not installing a new dishwasher; driver-vehicle services are complex and often evolving. If you want to innovate and add a new feature a year down the road, will the vendor be around to help? To ensure success for years to come, choose a partner who's with you for the long haul.

When done properly, system modernization can transform your agency's operations for decades to come, making life easier for staff and customers alike. In our 25 years of working with government agencies, we've learned valuable lessons in how to get projects to the finish line—and deliver value for years to come.



IT'S ALL IN HAND

*NEW TECHNOLOGIES ARE
HELPING DMV CONTACT
CENTERS OPERATE MORE
EFFICIENTLY AND PROVIDE
BETTER QUALITY SERVICE
TO CUSTOMERS*

BY REGINA LUDES



Conducting DMV business has gotten much easier for customers. Thanks to newer technologies and social media, customers can communicate with contact center staff through a variety of channels, while self-service options like kiosks and web platforms enable them to look up information on their own without visiting a facility or speaking to an agent by phone. The result is a more satisfying DMV customer experience.

“DMVs are the face of the government in most states. Leaders recognize that they need to provide a better customer

experience,” says Jay Pederson, principal with Insights Ops Consulting. “With better technologies and automation, DMVs can save money and reduce the workload for contact center staff. If people can call about a problem or process documents online, it saves them from having to visit the physical location.”

The first step for any modernization effort, Pederson says, is to assess the contact center’s existing operations. How are calls being handled? Can staff handle the call volume? Is the existing CRM system working efficiently? With those answers, you can research technology options that best suit your contact center ►

needs and budget. “Technology costs money, so it’s important to get leaders and staff to buy in to the project,” he says.

Transitions rarely run smoothly, and each DMV contact center will face its own unique challenges. *MOVE* Magazine looked at three jurisdictions — Kentucky, Maryland and California—to learn how their DMV contact centers successfully migrated from aging systems to efficient, multi-functional solutions that are providing better, faster service to customers.

KENTUCKY’S SEAMLESS TRANSITION

When the Kentucky Department of Vehicle Regulation (DVR) took on the responsibility of driver licensing services from 140 issuing locations in 2020, the DMV contact center’s antiquated system couldn’t handle the influx of calls. Hold times averaged 20 to 40 minutes. “The original vendor didn’t have the capacity to support the contact center staff nor did it have the next generation of technology to upgrade the system,” says Matt Cole, commissioner of the Kentucky DVR.

The agency chose a solution through Amazon Web Services (AWS) that was customized with features like live chat and automated responses. Since rolling out the new system in April 2022, Cole says caller wait times have fallen to single digits.

“This system was built from a customer-centered perspective and provides multiple communications channels that customers can use, such as chat, website, social media or texting,” says Michael Miller, director of the Customer Service Division.

One of those features is the Q&A bot that interprets callers’ questions and searches for solutions from the system’s knowledge base, which contains hundreds of possible issues and responses. With more calls being handled by the Q&A bot, Miller says agents are handling fewer calls and are spending less time on the phone, though call volume has remained the same as before.

The live chat feature on the DMV website allows agents to handle several customer interactions at one time. When visiting the site, customers can type their question in the open chat window. “Agents may have as many as five chat windows open at one time to handle multiple inquiries,” Cole says.

But the transformation is far from over. The agency plans to integrate databases from the regional offices handling driver licenses by the end of the year. “As AWS adds new features, we’ll review them to see how they might benefit customers and the vehicle regulation office,” Miller says.



SERVICE STATS

According to 2022 surveys from Hubspot and Salesforce on customer experience and expectations:



Kentucky's average hold time went from 20 TO 40 MINUTES TO FEWER THAN 10.

Cole attributes the successful product launch to the planning that took place beforehand.

“Our team spent nine weeks mapping out every possible interaction and call route that our agents might receive,” Cole says. “With AWS’s capabilities and our team’s knowledge, we were able to ramp up quickly with few hiccups.”

MARYLAND’S 360° VIEW OF CUSTOMERS

Before the Maryland Motor Vehicle Administration (MVA) introduced its new system in 2021, its previous

mainframe legacy system was cumbersome and outdated. With hundreds of different programs operating separately, searching customer records was often complicated and time consuming. If a customer called about their vehicle registration, for example, the agent could only access the registration program, but they wouldn’t see other records related to their driving history, recalls Chrissy Nizer, administrator with Maryland MVA and past chair of AAMVA’s International Board of Directors.

Funding for the system modernization had already been approved, so when the pandemic hit, the agency could proceed, although pre-launch testing was done remotely and the rollout was delayed by two months.

“On the positive side, having the new system gave staff more tools to work with to help customers,” Nizer says. Headquarters employees who worked a split telework schedule during the pandemic could access the new platform when they worked from home.

By providing a 360° view of customers, searching records is easier because all their information is contained in one central place. “Agents also can see where customers are stuck with a problem online and provide assistance remotely,” Nizer says.

Another aspect of the modernization is the launch of MyMVA, a self-service platform that enables customers to access their own records online. When a customer logs in, they can check their vehicle registration, upload documents or renew their driver’s license. Nizer says because customers are finding the information for themselves through their MyMVA account, phone inquiries have decreased.

“Our goal is to resolve customer calls at first contact,” Nizer says. “By providing the right tools and technologies, employees are empowered to deliver quality service to our customers.”

CALIFORNIA'S MULTI-PROGRAM INTEGRATION

When California’s governor appointed Steve Gordon as

the Director of the California Department of Motor Vehicles in July 2019, modernizing the DMV contact center and field offices became a priority.

“The platforms in use at the time were inflexible and the vendors weren’t responsive about making minor changes,” Gordon recalls. “It was difficult to access customer data and we didn’t know why customers were calling. We only knew the length of the calls,” Gordon says.

When the Real ID was introduced, DMV staff faced long lines. A chat bot helped triage incoming calls. “Once we saw how easy it was to address questions that way, we made it a permanent feature,” says Sonia Huestis, deputy director of the Customer Services Division with the California DMV.

After two previous system migrations failed to meet the contact center’s needs, the agency negotiated a proof of concept with AWS, which allowed a pilot group of contact center agents to test the proposed features of its Amazon Connect platform during the pandemic. Launched in 2021, the cloud-based solution integrates multiple programs into one system, including a CRM system, chat bot and knowledge base. In the CRM system, agents can jot notes about customers’ calls for easier follow up, and they can send links for the DMV’s digital services so customers don’t have to visit an office, Huestis says.

Numerous features were configured into the Amazon Connect, such as Contact Lens, a conversation analytics tool that categorizes calls to better

“By providing the right tools and technologies, employees are empowered to deliver quality service to our customers.”

CHRISSE NIZER

Administrator with Maryland MVA and past chair of AAMVA’s International Board of Directors

understand why customers are calling. Agent Whisper cuts out the storytelling that sometimes occurs and reduces handle time. “As agents begin speaking with the customer, a voice whispers in their ear what the customer is calling about,” Huestis says.

Balanced Scorecard merges data from various operational support tools so team members and supervisors can review an agent’s performance, work schedule, attendance record and training. It also tracks real-time customer feedback. Instead of sending a postcard, customers receive a text message or QR code that links to a brief survey. The customer satisfaction score is then recorded on the Balanced Scorecard.

“In the past, if agents couldn’t resolve the customer’s problems, they’d have to transfer the call,” Gordon says. “With modern systems and practices, we can identify and track emerging issues as they arise and respond more rapidly, either by providing additional staff training or addressing the root cause of the problem so customers no longer experience the underlying issue.”

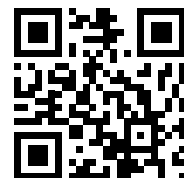
THE FUTURE OF CONTACT CENTERS

As new technologies develop, contact centers of the future will expand their multi-channel offerings, including self-service kiosks and video chat. Artificial intelligence may play a bigger role, too, by providing more complete solutions than traditional chat formats and obtaining solutions from the knowledge base in real time.

But don’t expect AI to replace contact center staff any time soon. “You can’t stop AI from happening, but you can put in security measures to control it,” Pederson says. “It’s meant to augment your work force, not replace it.” **m**

go online

LEARN MORE ABOUT
CONTACT CENTERS IN
AAMVACAST EPISODE 150 HERE:
[TINYURL.COM/2J48NWCJ](https://tinyurl.com/2J48NWCJ)



I WAS VERY FORTUNATE TO HAVE A GREAT CAREER AT GOHS BEFORE COMING TO THE GEORGIA DEPARTMENT OF DRIVER SERVICES.



Q & A WITH

Spencer R. Moore

Q&A WITH SPENCER R. MOORE, COMMISSIONER OF THE GEORGIA DEPARTMENT OF DRIVER SERVICES AND INCOMING AAMVA CHAIR

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

I began my career with the State of Georgia as a parole officer with the Georgia State Board of Pardons and Paroles, and I later joined the Georgia Governor's Office of Highway Safety (GOHS) for 15 years.

I had a very extensive career at GOHS—I loved every moment. I became a highway safety expert and had the luxury of going to, at last count, 34 states to provide assessments and help them in their crash prevention efforts. I was very fortunate to have a great career at GOHS before coming to the Georgia Department of Driver Services (DDS) in 2012 as Deputy Commissioner, and now serving as Commissioner.

Q WHAT HAS YOUR INVOLVEMENT WITH AAMVA BEEN LIKE?

As soon as I joined DDS in 2012, I was immediately introduced to AAMVA. Even before I started my

first official day, there was a planning weekend for the AAMVA Region 2 Conference held in Atlanta that year. I met so many professionals in the motor vehicle community from various states whom I developed friendships with, and I remain friends with those folks to this day.

It has been a wonderful experience. Early on, I got involved in committee work with AAMVA. I also got involved with regional committee work and have been quick to volunteer for opportunities to serve on other committees and subcommittees within AAMVA International.

“I look forward to helping lead the way in working with our phenomenal associate members and partners who help us deliver services.”

SPENCER R. MOORE

Commissioner of the Georgia Department of Driver Services and Incoming AAMVA Chair

FAST FACTS

Spencer R. Moore



HOMETOWN
Orianna, Georgia



EDUCATION
Furman University and Morehouse College –
B.A. in Political Science
University of Phoenix – MBA



WHAT DO YOU DRIVE?
Nissan Titan XL



FAVORITE MUSIC
Old school R&B—Earth, Wind and Fire, Frankie
Beverly, Maze and Michael McDonald



Top: Moore greets team members at an employee cookout.



Right: Moore is happiest when he's serving, including serving food to colleagues.

Q WHAT ARE YOU MOST LOOKING FORWARD TO IN YOUR NEW POSITION?

I'm looking forward to working with AAMVA's new CEO, Ian Grossman, to continue building on the association's rich foundation.

AAMVA has had, for several years, a phenomenal leader in Anne Ferro. She brings an experience to this organization that has been nothing but positive. Without a doubt, Ian will continue the growth and positive experience of AAMVA.

I look forward to helping lead the way in working with our phenomenal associate members and partners who help us deliver services. We have, in my opinion, one of the absolute greatest groups of companies and vendors who are working and investing a lot of time and energy into helping us resolve problems and create even more ways that we can deliver efficient services to our customers.

Q WHAT STRENGTHS ARE YOU BRINGING TO YOUR NEW ROLE?

Relationship building is one of my biggest strengths, as well as leadership. In most positions I've held in state government, I've been asked to innovate. Some examples are coming to DDS

and helping to expand our online services capability, bringing digital credentialing to our state and the overall modernization of systems that, quite frankly, were very antiquated. These innovations benefit not only our customers but our employees, as well. We have to deliver something to our team members that will help them do their jobs better and faster.

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

I rarely have any free time, right? It's work, church, family, softball and golf. Those are the things that occupy my time. **m**

1 One Record, One Mission

THREE AAMVA MEMBERS SHARE THEIR THOUGHTS ON THE IMPORTANCE AND VALUE OF TIMELY, ACCURATE DRIVER RECORDS AND WHY THAT MATTERS FOR DRIVER SAFETY

QUICK ACCESS

CHRIS TURNER, JUDGE, FORMER KANSAS HIGHWAY PATROL

I started with the Kansas Highway Patrol in 1998. When I took command in Kansas, you'd get a box full of hand-written records. You'd go through them by hand and enter them into the separate computer system. If a record was handwritten, there could be typos and misinformation. In the olden days, a violation could end up on the wrong record. My name is Chris Turner. There's a whole lot of Chris Turners. You could get the wrong Chris Turner and end up with a record that shouldn't be there. It is so much simpler now.

Quick access to records is also important to driver safety. A recent study showed that if you receive a citation or a violation for certain driving offenses, even failure to use your turn signal, that increases the likelihood by 48% that you'll be involved in a crash. With reckless driving, it's 114% increase. This is critically important and tied to safety because past behavior can be a predictor of future issues, as well as a warning to law enforcement.

A recent example of how critical it is to have records up to date was a crash in New Hampshire in which motorcyclists were killed. The driver had a DUI in his history but this information wasn't transmitted from one state to the

next. He shouldn't have had a CDL. His employer would have known and could have removed him from behind the wheel. Had that transfer happened effectively it would have reduced the likelihood of the crash and we wouldn't have seven motorcyclists, who were veterans, killed on the side of the road.

The Federal Motor Carrier Safety Administration has stressed "one driver, one license, one record" for many valid reasons. We need to make sure we have quality drivers behind the wheel of commercial motor vehicles especially, but all vehicles to make sure we reduce those deaths. There are around 40,000 deaths a year. If anything else killed 40,000 people, we'd try to reduce that any way we could.



CONSISTENCY MATTERS

COLONEL MATTHEW LANGER, CHIEF OF THE MINNESOTA STATE PATROL

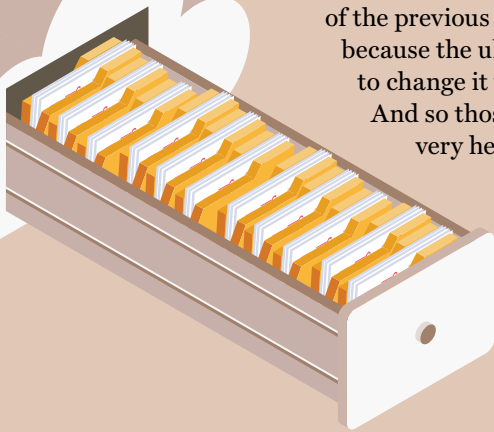
I've been the colonel for about nine years, and have served in every rank within the organization for over 24 years. I am absolutely passionate about traffic safety.

When we think about traffic enforcement from the policing perspective, its purpose is definitely to change behavior. That's the outcome we're after. And a big part of changing behavior is understanding previous behavior. So accurate and timely driving records help everyone, from insurance companies to state regulatory agencies to the peace officer making that traffic stop to have an understanding of the previous driving behavior, because the ultimate goal is to change it for the better. And so those records are very helpful.

The more standardized we can make things, the better off we are in reducing the likelihood of human error. We all understand that those records need to be accurate. Certainly, none of us tolerate inaccuracies in our personal driving record. And the same would be true for the people that we serve.

We live in a digital world and information moves freely. One of the complicating factors to innovation revolves around data practices, working with disparate databases because each state has their own rules about how you can get your own driving record. The more that processes can be standardized across the country, the better. And we also live in a mobile society. People move frequently. And people in border cities are frequently driving in two states, often in the same day. So that movement of accurate information is really important.

How those factors collide should lead to conversations about how we can make these processes as standard and productive as possible, from a traffic safety perspective. It's not to be punitive. Rather, the goal to make these decisions centered around a traffic safety philosophy of making the roads as safe as possible.



REDUCING ERROR

OWEN MCSHANE, DEPUTY COMMISSIONER FOR INVESTIGATIONS AND LAW ENFORCEMENT FOR NEW YORK STATE DMV

Part of a DMV's responsibility is the reporting of data. Everyone thinks of the DMV as the agency that issues drivers licenses and license plates, but we also collect data on crashes, tickets, training experience, ability to operate a variety of vehicles and more. We receive a lot of data. Every ticket that's issued is transmitted to the DMV. Every conviction from a court that impacts a person's driving ability should be shared with the DMV and added to that record.

Over the years, the DMV becomes like your parents' basement or attic. It's where old information gets stored, and that information can be important when you're assessing a driver. Because the DMV is responsible for storing and accessing that information, I think the timely submission of that data is crucial.

I have 32 years' experience with the DMV. The biggest change I've seen comes from the electronic submission of these records. In the past, a traffic ticket was a traditional, multiform paper

document that the officer would handwrite, copying some of it off a registration document or a driver's license.

Now we're seeing the electronic forms being used. The officer has the ability to scan a driver's license or registration document, pull that data and transmit the ticket. There are no typos, misspellings or duplicate name issues, and no transcription errors from misreading the information when it's sent in. This has helped eliminate a lot of errors and it's really sped up the process.

In the past, a lot of police agencies gathered tickets and once a box was full, they would mail it to the DMV. Now, at the end of every day those electronic records get transmitted. We can see pending tickets. We can get immediately notified of an alcohol conviction or impaired driving conviction or fatal crash, allowing us to assess the situation and take action much more quickly.

For example, if we get notified that a teen driver is violating the hours when they can drive or has gotten a ticket that would result in the immediate suspension, that timely transmission allows our agency to take action to suspend that record and to revoke that license if necessary. **m**

Shift Change

*FORMER CHAIR OF THE BOARD,
KRISTINA BOARDMAN, WELCOMES
SPENCER R. MOORE TO THE ROLE*

Fun fact: As your AAMVA Chair this year, I logged at least 15 trips, traveling to 10 different states and three additional countries, to share AAMVA's priorities and engage with this most supportive community. It was a privilege to meet and learn from so many new colleagues.

At the close of one of the most enriching, inspiring and sometimes challenging positions of my career, let me simply say thank you. It has been an honor to serve the members and carry the mission of this organization, which remains focused on meaningful member engagement and finding new ways to serve their ever-evolving needs.

Across the many miles, I have grown to know more deeply that AAMVA is a special community, full of exceptional people. One of those extraordinary persons is retiring AAMVA President and CEO, Anne Ferro. Anne's legacy is AAMVA's firm foundation and the supportive team she leaves behind. I am so thankful for her transformational work in preparing AAMVA for its next chapter.

With 90 years of experience, AAMVA is confidently driving into a new century of service with a steadfast commitment to the AAMVA vision. The board has adopted a bold, five-year strategic framework that retains our four priorities of member-driven solutions, culture of excellence, technology management and fiscal integrity. I look forward to seeing this agenda continue to move forward with the guidance of AAMVA's new President and CEO, Ian Grossman.

While my journey of a thousand miles now ends, the next steps begin for incoming AAMVA Chair, Georgia Commissioner Spencer R. Moore. He is a trusted friend, colleague and all-around great person. The AAMVA Board is in good hands.

Kristina Boardman
2022-2023 AAMVA Chair of the Board



As I prepare to serve you as the incoming Chair of the AAMVA International Board of Directors, I am overwhelmed with gratitude to the members who put their trust in me, as well as those along the way who saw something in a young man from a rural, unincorporated middle-Georgia community called Orianna.

From my first AAMVA event (2012) as incoming Deputy Commissioner of the Georgia Department of Driver Services (DDS), I was welcomed into a family environment and felt right at home. I have developed a network of colleagues, many of whom I consider to be friends. Individuals from across North America and beyond have made my experience rewarding and challenged me to think more broadly and comprehensively. Who would have thought that 11 years later I would be Chair of this great organization? I did not, but it lends an opportunity to share my amazing story of gratitude to those who have inspired, motivated and supported my career over the years.

I would like to express my sincere gratitude to my predecessor Kristina Boardman for her outstanding leadership and guidance during her tenure. She has played an instrumental role in guiding our strategic framework as well as fostering the growth and success of AAMVA. I am committed to building upon her legacy while steering our association toward the future.

I believe in building on that age-old thought that it's people, processes and technology that give us the ability to succeed as we innovate to serve customers and help to maintain safety in this everchanging world. AAMVA has been a leader in that area. Whether it's building international relationships to shape reciprocal agreements, advancing mobile credentialing or embracing technological innovations to reduce highway fatalities, I'm never afraid to tackle a new assignment or role.

Public service is my calling. I value people above all else, a principle taught to me by my parents, especially my mom. We at AAMVA are fortunate to have a rich history of dedicated members and business partners who put people and their safety first.

I invite you to join me on this exciting journey as we work together to propel AAMVA to the next level. Together, we can navigate the challenges, seize the opportunities and build a more connected, efficient and safe industry.

Again, I extend my heartfelt appreciation for your continued dedication to our association. I look forward to serving you as we work together to reimagine the way we do business, while prioritizing our people, engaging our partners and enhancing credentialing security. **m**

Spencer R. Moore
2023-2024 AAMVA Chair of the Board



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Digital DMV

Driving forward

As an AAMVA associate member for more than 20 years, Deloitte is a long-term collaborator with DMVs, providing everything from strategic advisory services, to process improvements, to modernized core systems and AAMVA interfaces. Deloitte has the knowledge and experience to help you drive transformation for your agency, contact center, workforce, and customers.

To learn more, visit deloitte.com/us/state-local-government