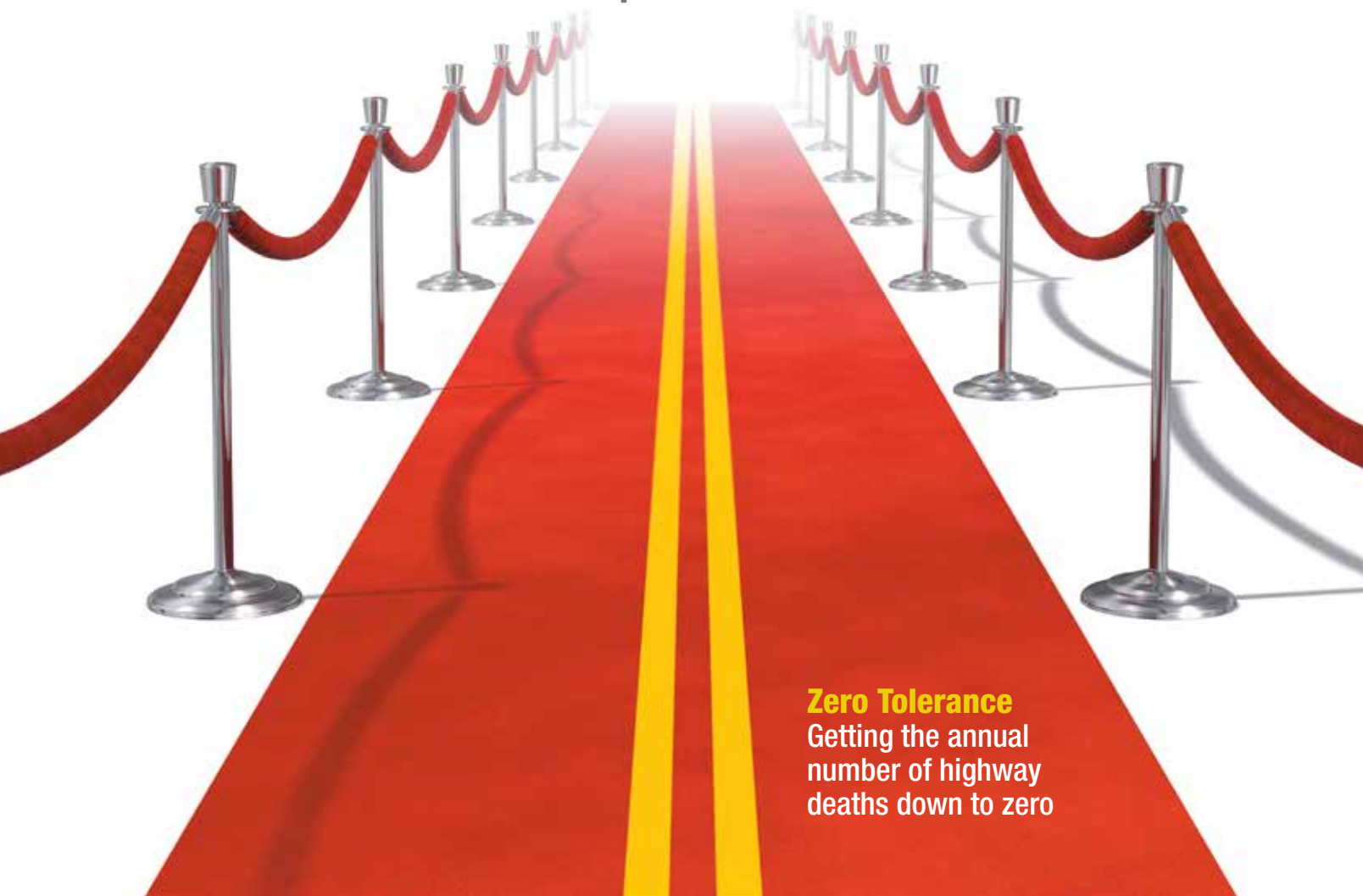


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Getting the annual number of highway deaths down to zero

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# Listen Develop Deliver

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## Q: HOW IS YOUR JURISDICTION CHANGING/IMPROVING THE CUSTOMER EXPERIENCE?

**TROY DILLARD, Director, Nevada Department of Motor Vehicles**

“Although we are always striving to enhance the customer experience, there are two specific areas of focus in play right now.

First, there is Dash Pass, our new queuing system. It allows our customers to text in, call in or go online to get in a virtual queue that allows them to shift their wait times away from our offices to wherever they want to be. The system communicates with them to alert them when it is time to come into the office, where the last four digits of their cell- or landline



*The Nevada Department of Motor Vehicles launched its MyDMV Web portal last year to improve the customer experience.*

phone number are displayed on our queue screens.

We launched a pilot of Dash Pass in our Reno office earlier

this year and recently added the Carson City office. The system will roll out shortly in Las Vegas, our major market

with multiple offices.

The second area of customer experience enhancement is our MyDMV Web portal, which we launched last year. MyDMV allows our customers to register online for a personalized DMV account where all of their license and registration records are housed in one place.

Through June, nearly 270,000 customers had registered on MyDMV and conducted 433,904 transactions. In [fiscal year] 2014 we conducted more than 1 million online transactions, a 32 percent increase from the previous year.

**PAM LILLY, Chief of Customer Relations, Delaware Division of Motor Vehicles**

“Providing great customer service is the heart of any outstanding business or organization, and the Delaware DMV is no exception. By focusing our efforts on improving customer service by providing such services as our number queuing system, self-service kiosks, live Web chat and our customer outreach programs, just to name a few, we have significantly increased our customer approval rating over the years. The key to providing great customer service starts with having excellent employees, and the Delaware DMV has a staff that is

second to none. I am very proud of our accomplishments and look forward to the future at Delaware DMV.

**DAVID J. HOUSE, Public Information Officer, Oregon Department of Transportation**

“Here are a few highlights among the many things that Oregon DMV is doing to improve customer service:

- At the reception desks at larger offices, employees focus on quickly determining customer needs; providing forms and information; and directing customers to an express line, to take a seat or to return to the office at a later time with additional documentation.

“EXPRESS LINES FOCUS ON THE TYPES OF TRANSACTIONS THAT TAKE LESS TIME, WHICH GETS THOSE CUSTOMERS IN AND OUT OF THE FIELD OFFICE MORE QUICKLY.

—David J. House, public information officer, Oregon Department of Transportation

- Express lines focus on the types of transactions that take less time, which gets those customers in and out of the field office more quickly and allows other representatives to focus on the more difficult or lengthier transactions.
- During busy hours, we sometimes use an “aces in places” strategy, which directs one type of transaction to the employee (the “ace”) who is most efficient at doing

- that particular transaction.
- We are constantly experimenting with other ideas, such as calling customers to their turn at the counter immediately after beginning to serve the previous customer. This saves a few seconds of time for the customer to walk from the waiting area to the counter, but over the course of a day those few seconds per customer add up to reduced wait times for everyone.





For more information about AAMVA's best practice documents, visit [aamva.org](http://aamva.org).

# THE TIMES THEY ARE A-CHANGIN'

**AAMVA'S UPCOMING TRANSGENDER BEST PRACTICE GUIDE AIMS TO STANDARDIZE GENDER POLICIES FOR DRIVER'S LICENSES** BY ANDREW CONNER

A recent *Time* magazine cover story featuring transgender actress Laverne Cox declared transgender issues “America’s next civil rights frontier.” As people become more transparent about their transgender identities, laws and regulations that deal with gender need to be examined to better serve this population.

For this reason, AAMVA will be releasing a Transgender Best Practice Guide to inform jurisdictions about the steps they can take to make their motor vehicle departments easier to navigate for transgender people. Key among these recommendations is allowing transgender individuals to change the gender on their driver’s license with a minimal amount of paperwork and without a requirement for surgery.

“It definitely needs to be a very easy-to-use form, and it should be a self-certification with an additional certification by a person in the medical profession—a therapist, a counselor, a social worker or someone like that,” says Karen Morton, program director of driver licensing for AAMVA. “The important thing is their license reflects the gender identity that they live under every day.”

Currently, changing the gender on a driver’s license in some states requires an amended birth certificate, a court order or even proof of sexual reassignment surgery, which can be burdensome to acquire for transgender people. Addressing this is a primary concern for the Working

Group because when the gender on a driver’s license doesn’t match an individual’s appearance, doing everyday activities like cashing checks or boarding an airplane can be unnecessarily difficult.

As of January 2014, 28 states and the District of Columbia have policies that are similar to or the same as AAMVA’s recommended guidelines. While it’s a good start,

there are still 22 states where it is difficult for transgender people to change their license so that it reflects their gender identity. Releasing the Transgender Best Practice Guide will help give these states an idea of what an ideal policy is.

Overall, the tide is shifting toward making gender change on official documents easier. Morton points to several federal government policies as examples of where these kind of changes have already occurred.

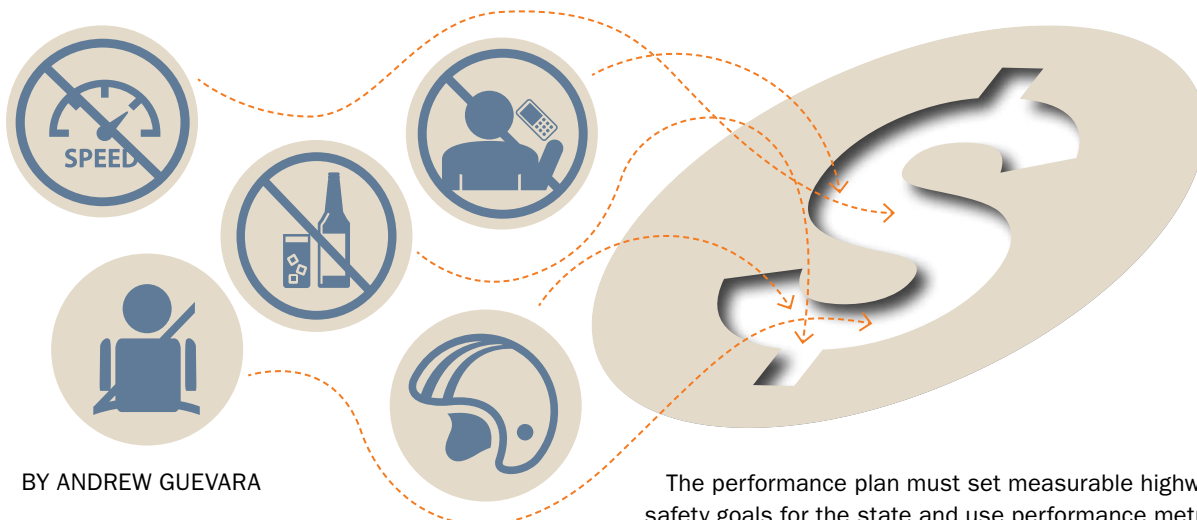
“Federally, you can change your gender on your passport with a self-certification, just like we’re recommending—you’re not required to have surgery or a court order or anything else,” she says. “[The] Social Security Administration, U.S. Citizenship and Immigration Services and Office of Personnel Management allow gender change for federal employees. Everywhere you look, they’re changing a policy, and we need to follow suit.” **m**

As of January 2014, 28 states and the District of Columbia have policies that are similar to or the same as AAMVA’s recommended guidelines.



# PRIORITIZING SAFETY

The indirect effects of safety grant modifications



BY ANDREW GUEVARA

While Congress wrestles with floating the insolvent Highway Trust Fund past this summer and crafting a new highway surface reauthorization measure, states are still dealing with new processes for obtaining safety grants established in MAP-21, two years after its enactment. When Congress made changes to the U.S. Department of Transportation's (DOT) federal safety grant program structure in 2012, they altered the way that state agencies apply for and receive highway safety grants, leaving many perplexed on how to approach the process and what input they can have.

Under the grant application process prior to MAP-21, states could apply directly to the DOT agency responsible for administering the highway funds. The provisions of MAP-21 and the subsequent regulations drastically change this protocol. The new structure offers fewer core programs and has the objective of giving states additional flexibility to deliver projects that meet national safety goals, and cuts back on jurisdictions sending in multiple grant applications for the same projects. However, this changed which grants state agencies such as motor vehicle and law enforcement agencies could apply for, what input they could have in grant applications and which programs they could use the grants on.

## CHANGES TO THE PROCESS

According to the National Highway Transportation Safety Administration's guidance document, "Partnering with State Highway Safety Offices: Tips and Tactics for Success," the new process requires every state highway safety office (SHSO), led by a representative from the governor's office, to submit two plans to the DOT for approval before grants can be allocated to the states: a performance plan and a highway safety plan.

The performance plan must set measurable highway safety goals for the state and use performance metrics to calculate outcome effectiveness. By incorporating performance-based metrics, states can prioritize project budgets, cost-effectiveness and efficacy. The SHSO must identify leading highway safety problems using current data such as population, crash statistics and traffic numbers.

NHTSA also encourages states to involve constituency groups in the planning process. Thus, states can open up many seats at the discussion table for state agencies or similar groups to work together—or shut them out completely. This leaves state agencies at the mercy of a more top-down approach than before for the attainment of grants.

In addition, every state must submit a highway safety plan (HSP) that describes its specific highway safety programs and what commitment area these programs attempt to satisfy. The HSP must include one year's worth of Section 402-funded projects (State and Community Highway Safety Grants) and a list of projects by program area. It must also indicate where funding will be directed and the amount, ensure that at least 40 percent of the 402 funding goes to local governments and be approved by the governor's representative. Financial plans must be submitted to show the division of federal highway safety funds among the different state program areas.

## GRANT ALTERATIONS

MAP-21 not only changed the federal highway safety grant structure, but it also changed the grants themselves. Under MAP-21, some incentive grants were eliminated or aggregated. The State Safety Belt Incentive Grant Program (formerly Section 406 under SAFETEA-LU) was eliminated. Most states had previously qualified for it, so no need existed to

continue the program. Two other occupant protection grant programs—the former Occupant Protection Incentive Grants (formerly Section 405 under SAFETEA-LU) and Child Safety and Child Booster Seat Safety Incentive Program (formerly Section 406 under SAFETEA-LU)—were consolidated under Section 405 of MAP-21, now the National Priority Safety Program.

Additionally, incentive grants for impaired driving, traffic records, motorcyclist safety, distracted driving and graduated driver licensing were also lumped together under Section 405. The distracted driving and graduated driver licensing grant programs are new under MAP-21. The distracted driving program makes grants to states that implement a statute making distracted driving a primary offense. The graduated driver licensing program makes grants to states that implement graduated driver licensing laws that limit the use of cellphones, driving at night and carrying passengers of no familial relation to the driver.

#### CHALLENGES CREATED

The changes to the grants themselves made it even tougher for states to navigate through the latest structure. With new incentive grants, consolidations and other modifications are new qualifications to meet, along with new determinations as to which programs align with the standards set forth. Coupled

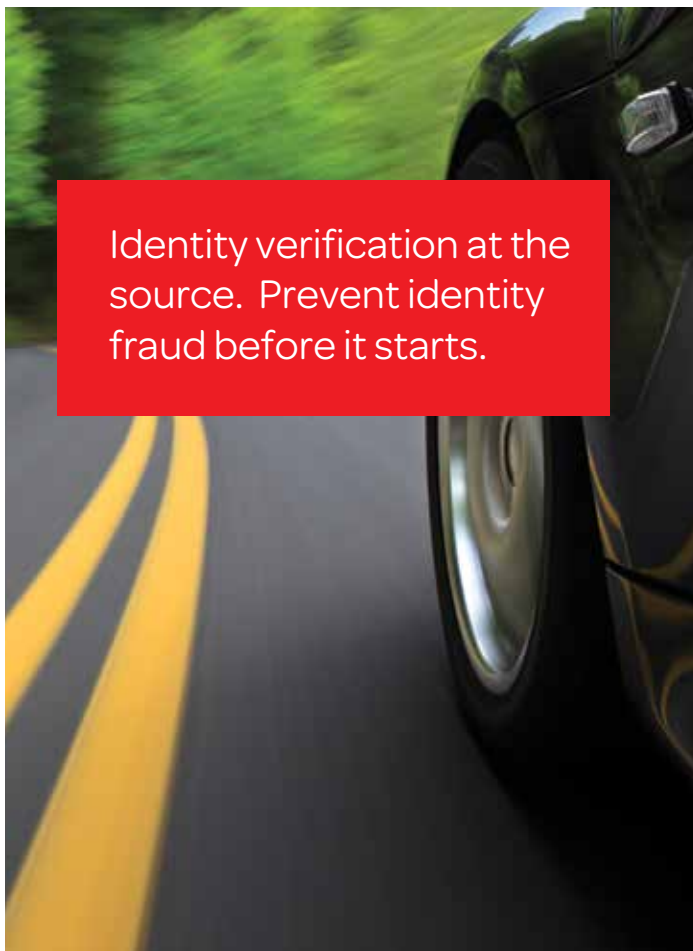
Federal lawmakers should examine the issues that have arisen from the consolidation of federal highway safety grant programs and the new grant application process.

with the hierarchy of the top-down grant application process, the new hurdles set up by MAP-21 leave state agencies with little room to have a significant say in which grants will align with their safety needs and how to approach the application process.

Federal lawmakers should examine the issues that have arisen from the consolidation of federal highway safety grant programs and the new grant application process, especially as reauthorization measures to extend the programs in MAP-21 are debated this summer. MAP-21 sought to streamline and make the grant application process more efficient for

states and grantees, but this left many of the state agencies at the forefront of highway safety without a secure voice in the process. This knowledge will allow lawmakers to attempt to remedy these problems in the new reauthorization measure.

A backwards step will be taken if these drawbacks are not addressed. Emerging safety issues also may be of concern, because consolidation makes it harder for them to be addressed individually. Not only will the state agencies at the front lines of implementing highway safety measures potentially be left out of the process, but national safety priorities also will suffer as a consequence, ultimately negating the overarching purpose of federal highway safety grants. **m**



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# CATER TO THE CUSTOMER

BY JANICE DLUZYNSKI, AAMVA'S DATA LADY

Organizations face the continuing challenge of balancing how they provide excellent customer service with budgetary constraints, customer preferences regarding delivery

methods and providing special services. Jurisdictions have implemented a variety of services including self-service kiosks, online services and scheduling systems. Here are the results of some recent surveys regarding customer service.

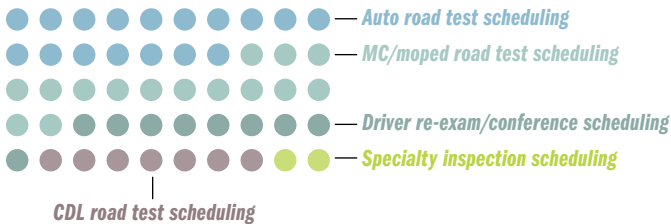


To view the details on any of these surveys, visit [aamva.org/Survey/User/Search.aspx](http://aamva.org/Survey/User/Search.aspx).

*Does your state have an online multi-scheduling system?*



*What features are included?*



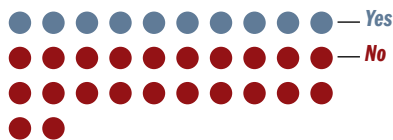
*Does your jurisdiction offer self-service kiosks?*



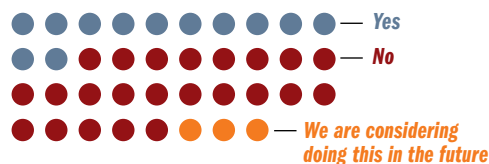
*What does your jurisdiction use to help promote the kiosk?*



*Has your jurisdiction created an audio version of the handbook/manual of motor vehicle laws used to study for the driver license test?*



*Does your jurisdiction currently have a Next of Kin or Emergency Contact Information Registry?*



## GET MORE DATA

Additional surveys related to customer service are available at [aamva.org/knowledge-bank.aspx](http://aamva.org/knowledge-bank.aspx). These additional survey topics include:

- DL Wait Times and Transactions – February 2013
- Benchmarking Survey (online services, call volume, etc.) – February 2012
- My DMV-BMV Account – 2012
- Web Transactions – September 2012

## HOW TO SUCCEED IN MODERNIZING YOUR MOTOR VEHICLE SYSTEM

Citizens deal with Motor Vehicles agencies (DMV) more than any other Government agency in the country. Most DMVs are currently using systems which were implemented between the 1960s and 1980s and have continued to serve DMV's well. These systems have been processing millions of transactions and collecting Billion(s) in revenue annually.

With aging DMV systems, the technical limitations are impeding the ability of jurisdictions to keep up with increasing customer service demands – integrated information at your fingertips, use of mobile devices for transactions and agility to quickly adopt new mandates, among others. The situation demands significant time, energy and resources from jurisdictions to determine how best to pursue a modernization program that is safe and meets all its needs.

The modernization story over the last few years does not instill any confidence - failures in modernization projects have been the norm rather than the exception. One national study found that over 25% percent of modernization projects completely fail and another 40 percent aren't delivered on time, within budget or with required functions and features. In recent past 2010 to 2013, DMVs of three states have cancelled their modernization projects worth more than US\$350M.

After a comprehensive review of service delivery and solution offerings in the market over the last several years, we have found they do little to support the vision of DMV jurisdictions for **multi-channel customer service and a true customer-centric system**. Most of these solutions in the form of "Transfer Solutions", "Custom Built", "Framework or MOTS Solutions" or "COTS Solutions" tried in the past have been unsuccessful.

### Is there a way out of this predicament?

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The beginning of our vision articulates a desire to improve customer service by delivering personalized and secure service channels according to customers' preferences, no matter the type of service or product is being issued to a customer. This vision requires a more efficient service delivery model that moves away from the silos developed along inter-departmental lines, to one that considers a comprehensive view of all information around a central customer. This requires a single, integrated solution platform that delivers efficiency across all types of credentials like Titles, Registrations, Drivers Licenses and Permits among others.

### A DMV SOLUTION BUILT FOR THE FUTURE

MOVES transforms your disparate legacy systems into a comprehensive, integrated motor vehicle solution that is customer-centric, multiple channel-based, service-delivery oriented, state-of-the-art, robust, secure, scalable and intelligent. MOVES is a modern, web-based, comprehensive, integrated solution, built on robust industry standard open architecture, designed to support the DMV's Vision for the Future.

### ABOUT THE AUTHOR

Aman Sethi is a highly experienced Executive, managing large, complex Government IT projects, mostly for Motor Vehicle Agencies. For last 10 years, he has worked extensively in helping DMV jurisdictions with their modernization needs.

Current Role: Vice President - Government Sector and Global Head for DMV Practice at Tech Mahindra – US\$3.1B IT Company



AMAN SETHI



### MODERN, CONFIGURABLE AND FLEXIBLE

MOVES is highly configurable with almost 70% of the DMV functions implemented using configuration rather than customization. Business Rules and Workflow have been designed to be modified and maintained by business users reducing dependence on IT for every legislative policy change.

A comprehensive solution made of modular subsystems, MOVES provides a significant jumpstart in delivering modernized Motor Vehicle business functions, taking advantage of secure one experience across channels, business rules engine to adopt frequent policy changes, link to Microsoft Office; making it easier for all DMV stakeholders to adapt quickly to the new solution.

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To conclude, MOVES uses modern technology to meet all your business needs and helps you achieve your program objectives, and is built to meet your demands for a number of years.

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- Modular Solution
- Enhanced safety and fraud prevention
- Anytime, Anywhere Access – multiple channels
- Flexibility combined with simplicity
- Reliability and interoperability
- Extensible and Scalable Solution





## REGION I

### Frank Sinatra's first driver's license sells for over \$15,000 at auction

Boston-based auction house RR Auction recently offered up for auction a driver's license issued to Frank Sinatra in 1934. The driver's license was his first and was issued to Sinatra—whose name is spelled “Francis Sintra” on the license, due to a typographical error—when he lived in Hoboken, New Jersey and was 19 years old.

While the 80-year-old license only cost \$3 when Sinatra received it, it sold for a total of \$15,757 at auction. And while it looks quite different from a modern driver's license—there is no photo of Ol' Blue Eyes, for example—you might be surprised to see how little the identifying information has changed over the years. The license lists Sinatra's address, age, weight, sex, eye color, hair color and height—all items you can find on many driver's licenses today.



American celebrity Frank Sinatra received his first driver's license in 1934 at age 19 when living in New Jersey. It recently sold at auction for \$15,757.

## REGION II

### Texas ties safety inspections to vehicle registration

In order to streamline vehicle registration and safety inspections, Texas recently changed its process for issuing stickers for both requirements. Now, instead of getting a sticker for each, Texas drivers will only need a vehicle registration sticker—and in order to obtain that sticker they will need to prove their car has been inspected for safety. This means windshields in Texas will be a little clearer, as the safety inspection sticker will no longer be necessary.

When making this transition, the state will allow some drivers—if their safety inspection renewal date comes after their vehicle registration renewal date—to essentially skip their safety inspection for the year. According to DallasNews.com, this means millions fewer inspections will be done during the transition when compared to the standard process.

## REGION III

### Ohio State Highway Patrol makes upgrades to keep Ohio drivers safe

Ohio state troopers are responding to more incidents and becoming more efficient, thanks to technology upgrades in their cruisers.

Troopers in Ohio drive Dodge Chargers for their powerful engines and high top speed.

Lt. Craig Cvetan of the Ohio Highway Patrol says the Charger's subtle, yet high-tech upgrades over the years—such as an electronic stabilization system to help the vehicle remain upright on curvy roads—are key, according to WBSN-10TV in Columbus.

Besides serving as a mode of transportation, the Chargers have become the mobile office for the state troopers and house an electronic ticketing system that allows troopers to print any violations by simply swiping a driver's license. This technology upgrade saves time and is a safer alternative to data entry.

But the numbers tell the real story of how much more efficient troopers are thanks to technology upgrades. Since 2010, the number of incidents has gone up year after year, along with the number of citations for speeding and drugs, according to WBSN-10TV. In fact, drug arrests jumped 26 percent in one year alone!



The Ohio State Highway Patrol drives Dodge Chargers for their powerful engines, high top speeds and advanced safety features.

## REGION IV

### Colorado DMV website briefly shuts down due to influx in traffic

On July 2, the day non-citizens were allowed to make appointments to obtain Colorado driver's licenses, the Colorado Division of Motor Vehicles' website was shut down for a short period. According to FoxNews.com, the Web page where people could make their appointment averaged 70,000 hits per hour, including a high of 107,500 hits in an hour, compared to its normal hourly average of 8,126 hits.

Driver's licenses issued under this program will grant legal driving privileges to individuals who cannot demonstrate lawful presence in the United States. They will clearly be labeled to show that they are not for federal identification, voting or public benefit purposes.

“There is clearly a great deal of interest by the community to obtain these services,” Barbara Brohl, the executive director of the Colorado Department of Revenue, said in a statement to FoxNews.com.





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# TOLERANCE



**In 2012 alone, there were 33,561 deaths and over 2.3 million injuries on U.S. roads.**

That death toll is roughly the size of the entire Boston University student body. During the six years leading up to 2012, however, driving fatalities had decreased by 26 percent. The recent uptick in deaths and injuries has led key stakeholders in the industry—including government

agencies, members of the private sector and associations such as AAMVA—to take a stand and create the Toward Zero Deaths (TZD) National Strategy on Highway Safety.

The TZD strategy has a vision of driving the number of highway fatalities down to zero through various short-, mid- and long-term strategies. It may take decades to achieve, but many believe it can be done.

“Toward Zero Deaths is really a terrific program for states, and safety organizations within states, to rally around,” says Mark Lowe, director of the Iowa Division of Motor Vehicles and incoming AAMVA Chair of the Board. “You can say that zero deaths is an audacious goal, but when you ask people what they think is an acceptable number of deaths for their family members, the answer is always zero. No death is acceptable.”

### THE VISION

Though many in the industry have developed their own individual efforts to promote safe driving, no single strategy had been in place before TZD. Various agencies, organizations and companies have come together to participate in this one collaborative effort. In addition to implementing a number of strategies, TZD hopes to create both a cultural change in members of the driving public and an environment focused on safety.

“Toward Zero Deaths highlights the concept that every crash is preventable—that there are no accidents,” says Patrick Fernan, administrator of the Wisconsin Department of Motor Vehicles. “We can all work together, whether in engineering, enforcement, education or emergency response, to help eliminate serious crashes and fatalities. The benefits to society from that effort are enormous.”

A Steering Committee involving many industry associations and committees created the TZD National Strategy on Highway Safety. Steve Keppler, executive director of the

**TOWARD ZERO DEATHS, A NATIONAL STRATEGY ON HIGHWAY SAFETY, HAS A VISION OF GETTING THE ANNUAL NUMBER OF HIGHWAY DEATHS DOWN TO ZERO. KEY STAKEHOLDERS IN THE INDUSTRY, INCLUDING AAMVA, ARE WORKING TO SUPPORT THIS VISION. BUT CAN IT BE DONE?**

BY JAMIE FRIEDLANDER

Commercial Vehicle Safety Alliance (CVSA) and a member of the Steering Committee, emphasizes that the TZD vision should not be taken lightly. “It’s important that we have a strong vision, and it’s important that we have strategies that make sense,” he says. “It’s important that we measure our progress, and it’s important we evolve those

strategies with the changing times.”

### THE WORKING PARTS

TZD zeros in on a handful of specific areas, including safer drivers, safer passengers, safer vulnerable users (pedestrians, bicyclists and motorcyclists), safer vehicles, safer infrastructure, enhanced emergency medical response (EMS) services, and improved safety management and data processes. Through short-term strategies (implemented within five years), mid-term strategies (implemented in five to 15 years) and long-term strategies (implemented in 15-plus years), industry members hope to see improvement in all of these focus areas.

The safer drivers and passengers areas will focus on increased seatbelt use and reduction in impaired driving, among other initiatives. Safer vehicles will focus on improved technology systems and accident prevention in vehicle manufacturing. Enhanced EMS services will improve incident detection, 911 access and 911 system capabilities.

Dia Gainor, the executive director of the National Association of State Emergency Medical Services Officials (NASEMSO), emphasizes the role EMS plays in the TZD strategy. “EMS is the safety net for the traditional 3Es, in the event that engineering, enforcement and education efforts fail,” says Gainor. “But one point we’ve been making to all our partners is that EMS should not be an afterthought.”

### THE DRIVERS

The Steering Committee leads the National Strategy on Highway Safety. In addition to government agencies, private



Be part of the movement. Visit **[towardzerodeaths.org](http://towardzerodeaths.org)** to download and read the Toward Zero Deaths National Strategy.





# Paving the Way for a Motor Vehicle Agency Modernization Project:

## Delaware DMV and 3M Partner on Multi-Year Effort

It's a reality that every MVA director eventually faces: a need for the modernization of their systems. Whether it's necessitated by aging technology infrastructure, a desire to improve customer service or legislative changes, a modernization project is not only expensive and time consuming, but also can put the director's and the department's reputations at risk.

**"The only way we could cost effectively achieve a full online service offering to our customers was to modernize."**

**— Jennifer Cohan**  
Director of Delaware DMV

The Delaware Division of Motor Vehicles and 3M recently embarked on a multi-year modernization project where new processes have been adopted—and adapted—to ensure the project's success. Both parties hope that the best

practices they've forged together will also serve as a roadmap for future improvement projects.

### LAYING THE GROUNDWORK

Stories of DMV modernizations gone poorly are enough to give anyone pause. That's why Jennifer Cohan, Director of the Delaware DMV, set a strategic direction that emphasized preliminary preparation and due diligence. Before the RFI and Competitive Sealed Proposal (CSP) phases of the project, Cohan and her team worked for two-and-a-half years not only considering what they wanted their new system to do, but also examining how their internal processes could be improved. They also retained an industry consultant to help them navigate through the process.

With a consultant identified and these findings in hand, Delaware DMV conducted a year-long search to select a vendor. After careful consideration and negotiation, Delaware awarded the project to 3M in June 2013. It was a decision that proved to be a good match for both parties.

"Director Cohan and her team did an outstanding job of understanding their internal processes and their current system's weaknesses. Frankly, their prep work and willingness to be transparent made

our job easier and helped us to deliver," said Seth Stores, Global Business Manager, Motor Vehicle Agency, 3M Traffic Safety and Security Division.

3M has 65 years of industry experience providing solutions to Motor Vehicle Agencies and a long track record of manufacturing and supply chain innovation. For every modernization project, 3M starts by understanding an organization's goals, structure and needs. Then, tailored recommendations are provided that leverage appropriate materials, equipment, software and processes to help drive efficiencies and deliver financial and customer service results.

In recent years, 3M has matured its modernization business by developing more streamlined approaches for managing projects and more focused communications. The team has gained valuable insight and experience through other state modernization projects. It has also retained team members with valuable experience.

"Now we have processes in place that set clearer expectations and deliverables up front," said Stores. "But we've also added talent with the experience to be nimble when the project shifts."

## WORKING TOGETHER

Cohan has adopted a motto for Delaware's DMV—*First Class Service from the First State*—that helped to crystallize the goal for this project. Customer service is the number one reason Delaware DMV pursued modernizing their systems.

"The only way we could cost effectively achieve a full online service offering to our customers was to modernize," said Cohan. "Maintaining a mainframe is expensive."

"I knew going in that this project would be a challenge, not only for 3M, but for my team on the front lines," said Cohan. "I kept stressing the end goal of providing first-class service to the citizens of Delaware. I think it helped to have that rallying cry serve as a reminder."

Early on in the relationship, the Delaware DMV and 3M met with key stakeholders—including the governor's office, state legislators, Delaware's information technology department and even its own Division employees—to gain the long-term commitment they needed to ensure success for the multi-year modernization effort. "Laying the groundwork paid dividends," said Cohan. "Now legislators ask me how the project is coming along. And we have only very limited, essential legislation coming toward us. Everyone is on board to help ensure the project goes smoothly."

DMV modernization projects are a five- to six-year process, so retention of team members is an ongoing challenge.

Building and maintaining relationships between vendor and jurisdiction is vital for success. "Delaware and 3M have approached this project as a partnership," said Jason Oberg, project manager, 3M. "We both have a responsibility to make this effort successful. We depend on each other a lot."

**"With the Delaware DMV and 3M working together, we can make what was once impossible achievable, which is a win-win situation for everyone."**

— **Jennifer Cohan**  
Director of Delaware DMV

New functionality is being delivered in increments, a key change 3M has implemented from previous modernization projects. "By giving the people who have to use the software hands-on time prior to it going live, we are able to reduce frustrations. It also allows us to optimize the processes, so when we test it internally, it works well," said Stores. "We are excited to implement phase one of this project, which will go live in November of 2014."

For more information, visit [www.3M.com/MVA](http://www.3M.com/MVA)



## LOOKING AHEAD

While new processes are decided upon, new ideas emerge to improve account management or customer service.

"With the Delaware DMV and 3M working together, we can make what was once impossible achievable, which is a win-win situation for everyone," said Cohan.

### Three suggestions when undertaking a modernization effort:

A jurisdiction's modernization project can take several years and cost tens of millions of dollars to bring to fruition. Jennifer Cohan, Director of the Delaware DMV, offers these three tips:

- 1 **Lay the groundwork** by involving all key stakeholders, including the governor's officers, legislators, constituents and DMV employees before the modernization effort begins. Then keep communicating updates once the project commences.
- 2 **Clean up your data** as much as possible before data conversion begins.
- 3 **Hold your vendor accountable.** "If it's included in an RFP response that your vendor can do something, they should do it. And 3M has been doing just that," said Cohan.

Cohan has adopted a motto for Delaware's DMV  
**First Class Service from the First State**—  
that helped to crystallize the goal for this project.





industry members and safety advocates, associations such as AAMVA sit on the Steering Committee. Other associations on the Steering Committee include the American Association of State Highway and Transportation Officials (AASHTO), the Commercial Vehicle Safety Alliance (CVSA) and the National Association of State Emergency Medical Service Officials (NASEMSO), among others.

"Speaking from the law enforcement side, AAMVA plays a key role [in TZD] in that with licensing drivers and registering vehicles, we certainly want a partnership with AAMVA in any public safety initiative," adds Ron Replogle, the superintendent of the Missouri State Highway Patrol and the law enforcement representative on the AAMVA board. "[AAMVA is] a perfect partner for the Toward Zero Deaths campaign."

### THE ROADBLOCKS

With a strategy as big as TZD come challenges just as big. The sheer size of the U.S. roadway system, the increasingly large number of highway users, the complexity of the driving task, an aging driving population and funding issues will all be challenges TZD faces over the coming decades.

Kelly Hardy, program manager for safety at AASHTO, believes funding will be an issue. "Moving forward, one of the big challenges America faces will be to find the resources needed to invest in the safety programs and personnel we're going to need in the future," she says.

Replogle sees the biggest challenge as being something less tangible. "The biggest challenge is probably going to be cultural change," he says. "Just keeping everybody aware that this is a huge problem in our country and keeping it on the front burner is going to be a challenge. You're having over 30,000 highway deaths in your nation, and that is way too many people losing their lives on our roadways."

### THE PROGRESS

Already, small steps are being taken toward improving highway safety through TZD.

"Toward Zero Deaths is a powerful message to carry because people can understand and grasp why we should take every measure we can," says Lowe. "In Iowa, we take a multiagency approach and currently are working on educational and innovative strategies. Part of our strategy is to not only use traditional means of education and information, but also reach out with products."

One product Iowa has been working on is a mobile app to curb texting while driving. The app, TXTLR, will temporarily disable text and phone capabilities once a speed of 15 mph is reached. Those who text the driver will receive a text message saying that the driver is unable to respond and will reply once

## TOWARD ZERO DEATHS STEERING COMMITTEE ASSOCIATION MEMBERS:

- American Association of Motor Vehicle Administrators
- American Association of State Highway and Transportation Officials
- Commercial Vehicle Safety Alliance
- Governors Highway Safety Association
- International Association of Chiefs of Police
- National Association of County Engineers
- National Association of State Emergency Medical Service Officials
- National Local Technical Assistance Program Association

he or she has reached a destination. The app is expected to be available in November 2014 and will be offered to all Iowa drivers on a voluntary basis. The Iowa DOT will be covering the cost of the app for drivers ages 14 to 17 to promote safe driving.

In New Orleans, 43 colonels stood up this year as part of The Drive to Save Lives, pledging their support in reducing nationwide highway deaths by 15 percent during the 2014 calendar year, according to Replogle. "Hopefully

that campaign for this calendar year will help, and we'll see greatly reduced numbers by the end of this year," he says. So far, highway deaths are down between eight and nine percent in the first quarter of 2014.


According to Tony Dorsey, media relations manager at AASHTO, one key to future success for TZD is taking advantage of emerging technologies. "At one time, the seatbelt and windshield wipers were considered advanced technology," he says. "Now, we've got rearview cameras that can show the driver what's happening below the bumper and cars that stop automatically in the event that there is an imminent collision. Technology continues to evolve in small and big ways."

### THE REALITY

Though getting the number of highway deaths down to zero is a vision that could take decades to unfold, many involved in the strategy see it as a reality.

"When we have over 30,000 traffic fatalities in our country every year, that is too many," says Replogle. "Many people ask: 'What is an acceptable number?' And when you personalize that—what is an acceptable number for you, your circle of friends and your family—I think everyone would answer that question as being zero. So that should be the acceptable number for us as a nation and in the public safety community: zero. Is that an attainable goal? Maybe not, but it certainly should be the goal that we'll strive to obtain. One is too many."

Hardy echoes Replogle's sentiment, suggesting that despite reductions in fatalities occurring over the last decade, we shouldn't lose sight of the true problem at hand.

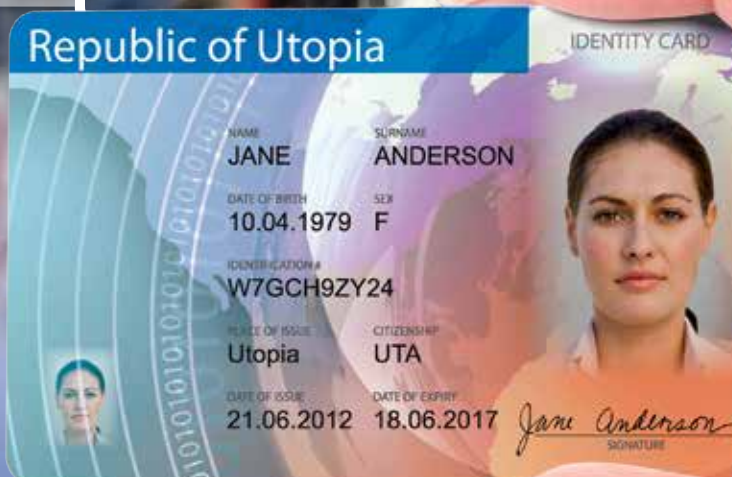
"For six years in a row, the overall number of motor vehicle fatalities in the United States has declined," she says. "When you look at those numbers and that decrease, it's a significant stride in safety. However, when you just look at the raw numbers [of deaths], that's still a huge number. And that's why campaigns like Toward Zero Deaths are so important. They get everyone working off of the same page and moving in the right direction." 



Visit [MOVEmag.org](http://MOVEmag.org) to watch a video about Toward Zero Deaths.



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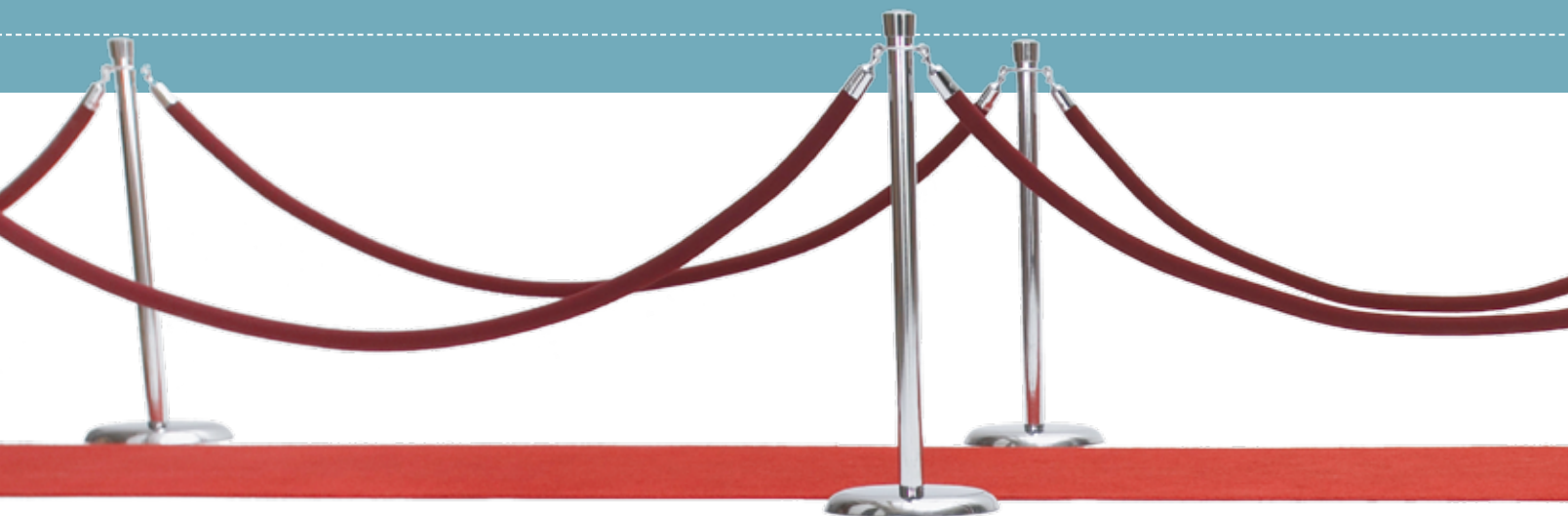
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20

# Service with a Smile

BY KATHLEEN HAGAN







***the old DMV***

**AAMVA JURISDICTIONS  
STRIVE TO PROVIDE  
EFFECTIVE AND EFFICIENT  
SERVICE TO KEEP  
CUSTOMERS HAPPY.**

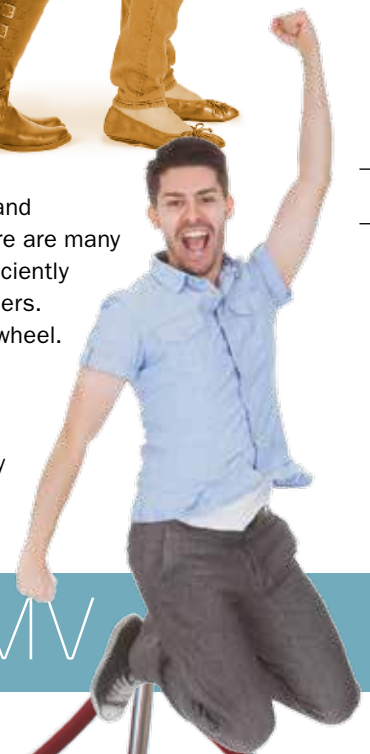
But that's beginning to change, as many jurisdictions have made strides to improve their customer service in recent years. From lowering wait times and offering online services to

**DMVs have gotten a bad rap.** For one reason or another, many people have learned to dread their visits to their local DMV office to obtain government documents such as a driver's license or car registration.

developing mobile applications and improving queuing systems, there are many ways to more effectively and efficiently deliver quality service to customers. There's no need to reinvent the wheel.

**WHAT CUSTOMERS WANT**

"Customers like to have choices about how, when and where they do their transactions," says Mike Rankin, registrar and



*the new DMV*





*In 2013, the Indiana Bureau of Motor Vehicles won a Digital Government Achievement Award in the "Government-to-citizen State government" category for its myBMV website and mobile applications.*

leader of the Ohio Bureau of Motor Vehicles, which was ranked the No. 1 DMV in the nation for customer satisfaction according to a 2013 survey conducted by DMV.org.

"They also like convenience," he adds. "They don't want to go and stand in line for hours—they want to do things quickly, sometimes online or at an automated kiosk. Having said that, our short average wait times for customers at our Ohio BMV deputy registrar agencies is such that the majority of our customers prefer to come into our 190 agencies operated by small business owners under contract with the BMV."

When Rankin arrived at the Ohio BMV seven years ago, he says the BMV was receiving four to five complaint letters or emails per week. Now, they get about one every three to four months. He attributes this significant drop in complaints to the reorganization of the BMV and the streamlining of BMV work processes.

"Good customer service is something that you plan for. It doesn't happen by accident," Rankin says. "We took the organization of some 2,300 people and made sure that we had the right people in the right leadership positions, and the right people on the front lines, in the call centers and in the various other customer service positions. We also sat down and looked at our processes and figured out how to take 11 steps down to four—without spending any additional money."

Don Snemis, director of the Indiana Bureau of Motor Vehicles, says that the first step toward improving long wait times at the Indiana BMV was having an accurate measure. "It wasn't until we started measuring wait times that they improved," he says. "If you can't measure your performance, then you can't judge whether your efforts to improve are effective."

Today, the Indiana BMV closely calculates the amount of time customers spend inside its branches. Upon entering the BMV, customers touch a screen to get a ticket to track their visit. Once the customer is called up to the counter, the first thing the service rep does is note that the customer is being served, which calculates the wait time. In 2013, the average wait time

was seven minutes and one second, according to Snemis.

The Indiana BMV also calculates the total visit time—the wait time plus the time it takes to conduct the transaction—for its customers. In 2013, the total visit time was 11 minutes and 39 seconds on average.

Indiana has found that there is a direct correlation between its low wait and visit times and customer satisfaction. So in order to help keep wait and visit times low, the BMV has developed a bonus program for its employees. If a branch keeps its average visit time under 15 minutes and meets other program standards, the employees all receive bonuses. This incentive helps motivate employees to continually strive to do their jobs well and keep customers happy, Snemis says.

## THE DIGITAL AGE

Offering services online has become a common and easy way for DMVs to make their services extremely convenient for customers. "Everyone likes to be able to renew a registration at home in pajamas rather than making the trip to the branch—no matter how good the service is," Snemis says. Plus, offering online services can help DMVs be more accurate, more efficient and keep lines down at branches.

Indiana is happy to offer almost 20 services through its website, myBMV.gov. In fact, online services have become so popular—about 40 percent of all of the BMV's transactions are conducted outside of a branch, according to Snemis—that the BMV developed an award-winning mobile app for Android and iOS, too.

"It really is just a natural extension of our website and online services," says Kent Schroder, chief of staff at the Indiana BMV. "People live off of their phones [and tablets] today. They aren't tied to their desks as much, so the app gives our customers a more user-friendly interface for transactions [on these devices]."

The capabilities of Indiana's myBMV app include the ability to:

- Renew license plates
- Update insurance information
- Update contact information
- Update emergency contact information, which interfaces with law enforcement
- Renew a driver's license
- View driver status
- View recent transactions
- View branch locations and hours of operation

But DMVs need to remember that when offering services—whether it be in person or through digital methods—they need to perform due diligence to make sure the information they receive from customers is accurate. "DMVs have to walk a fine line in providing good customer service while at the same time protecting themselves against fraud," says Sheila Prior, regional director, member support at AAMVA.

Additionally, the Internet serves as a platform for people to have conversations about their experiences with the DMV. "Like it or not, we live in the age of social media where any

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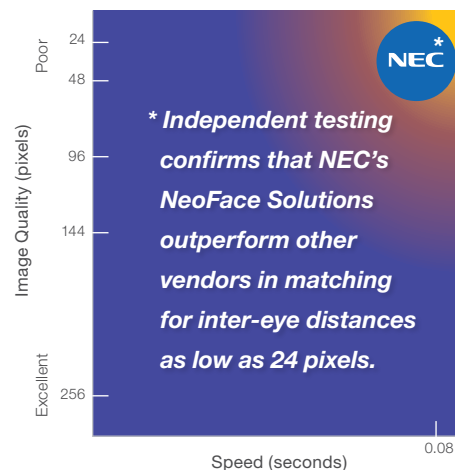
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customer—whether it’s an accurate statement or not—can post comments to Facebook, Twitter and Instagram to tell others what their experience at the DMV was like,” Rankin says. “Because of that, it really is incumbent on all of us to pay close attention to what is being said out there on social media so we can respond accordingly if need be.”

DMVs can also use social media to educate customers about any news or updates, or use it to assist customers and respond to their questions in real time.

Likewise, jurisdictions can have chat functionality on their websites to better serve customers. For example, in addition to a call center, the Delaware DMV has a “Live Chat” feature on its website where customers can interact directly with customer service reps to get their questions about driver services, vehicle services or general information answered.

But as good as technology can be, a computer cannot answer every complex problem, Rankin warns. “You need to give people easy access to a live person when a computer can’t give them an answer.”

## PEOPLE MATTER

While many citizens prefer to conduct their business online, that doesn’t mean that brick-and-mortar branches are becoming obsolete. The Ohio BMV processes nearly 12 million vehicle registrations annually. More than 1 million transactions are completed online, and another 2.4 million are done via mail. The rest are completed in-person at the 190 deputy registrar offices around the state. “Even with the choices our customers have, it’s interesting to see how people still like dealing with a live person,” Rankin says.

Snemis finds that citizens in urban areas tend to place more of a value on quick service, but those living in rural areas tend to focus on the social aspects of the BMV and value friendliness. “We like to walk and chew gum at the same time, so to speak,” he says. “We’re friendly and courteous, and at the same time we’re efficient.”

“Customer service is the keystone to any successful organization, regardless of government or private industry,” says Jennifer Cohan, director of the Delaware Division of Motor Vehicles and outgoing AAMVA Chair of the Board. “If you have good customer service, you will have fewer complaints, happier employees and provide more efficient services.”

Having happier employees can make for happier customers. In Delaware, Cohan’s hiring strategy is “hire for attitude and



*The Maryland Motor Vehicle Administration’s bus (above) is sent across the state and consistently receives 100 percent satisfaction ratings from customers. At left, a Maryland customer completes her transaction at one of the MVA’s many self-serve kiosks located in every branch throughout the state.*



train for skill,” because it’s much more difficult to do the reverse, she says. “We seek out folks who have great customer service attitudes and train them on the DMV skills, and we’ve found this to be effective.”

Another effective tactic for Delaware is what Cohan calls Butts in Seats. Delaware changed the times of its employees’ shifts so that there are always employees on the front lines (“butts in seats”) during peak hours. “People don’t want to see unmanned front-line stations while they’re waiting,” Cohan says. “This way they know we’re doing our best to serve them.”

## SHARING STRATEGIES

When it comes to customer service, learning from past experiences, asking customers what they want and taking notes from other jurisdictions are all factors an agency can take into consideration when looking to improve how it provides services.

And when a change in process or procedure occurs, jurisdictions may be forced to change tactics to cater to the customer. “When a new law that is going to change the patterns of people coming into the office is implemented, jurisdictions do need to change the way they do business to make sure they are properly staffed and that office sizes, locations and hours are sufficient,” Prior says.

Prior also notes that jurisdictions are open about sharing their successes and struggles, and subsequently learn a lot from each other when changes do occur. Rankin echoes these sentiments: “The DMV community in North America is very good at sharing information and helping each other through AAMVA,” he says. “You don’t find that in a whole lot of professional organizations.” **m**



Check out the Multimedia Page on **MOVEmag.org** to watch a video about customer service.



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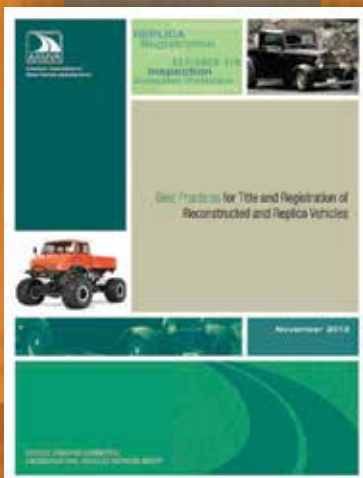
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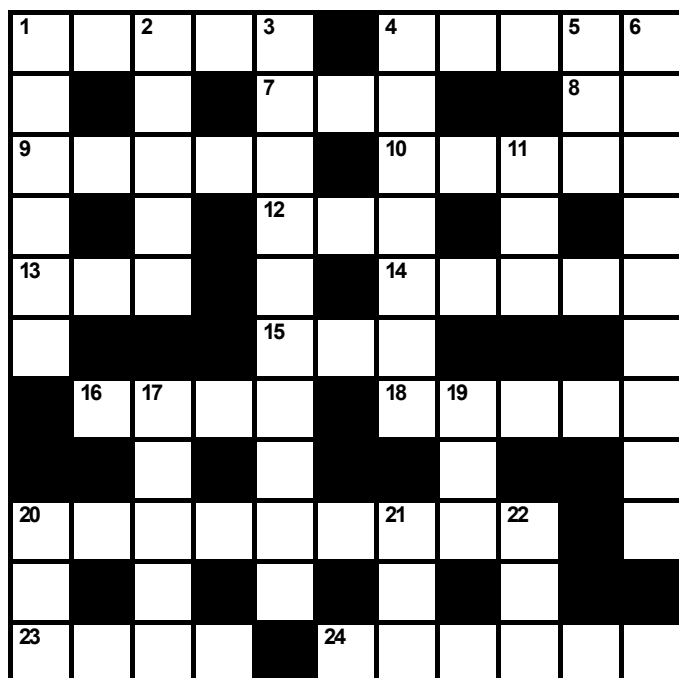


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## CROSSWORD



### Across

- 1 Location of the AAMVA 2014 International Conference
- 4 Many DMVs have extended these to improve customer service
- 7 Source of vision
- 8 Football position, for short
- 9 Road vehicles
- 10 Flat
- 12 AIIPA president, \_\_\_\_\_ Liberatore
- 13 Possessed
- 14 DMV tests
- 15 1966 was the year of the Highway Safety \_\_\_\_\_
- 16 \_\_\_\_\_ - lock brakes
- 18 Key word in the TZD strategy documents, less dangerous
- 20 DMVs have been working on reducing these customer delays (two words)
- 23 New driver, typically
- 24 Goes over the limit

### Down

- 1 AAMVA has a national strategy to bring these to zero
- 2 AAMVA Board \_\_\_\_\_ for the Toward Zero Deaths strategy
- 3 The percentage of drivers wearing these is increasing
- 4 Mandatory wear for motorcyclists
- 5 Itinerary abbreviation
- 6 Type of kiosk that has improved service to DMV customers (two words)
- 11 Through on a map route
- 17 Racket
- 19 5th in NYC
- 20 Dangerous road condition
- 21 Global-positioning display
- 22 Pronoun for a car

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# PURSUIT OF HAPPINESS

## THE NEW MEXICO MVD PARTNERS WITH QMATIC TO PROVIDE ELEGANT CUSTOMER FEEDBACK SOLUTIONS

BY ANDREW CONNER

When the New Mexico Motor Vehicle Division recently upgraded its driver services technology provided by Qmatic—a queue management company that partners with many motor vehicle agencies—it moved from a local-based system to a server-based system and installed electronic kiosks. This reduced wait times by segregating customers into different lines based on their transaction. While these changes saved money and improved service at the MVD, the most important change made was implementing Qmatic's Expressia customer feedback system.

"Traditionally, we were always the No. 1 source of complaints because we have the highest transaction volume of any state agency, and now we're getting very, very few," says Mark Williams, director of the New Mexico MVD. "We actually get more compliments than we do complaints, and that's sort of unheard of; it's never happened in the New Mexico Motor Vehicle Division."

The Expressia system, which is a part of Qmatic's Orchestra software, helped the MVD improve its service by collecting actionable data that can be analyzed in many different ways. The focal point of the system is a device that simply has five smiley face buttons on it, representing different levels of customer satisfaction. One of these devices is at every MVD station and after a customer is served, he or she rates the experience by pressing one of the buttons.

If a customer gives the transaction a low rating, like poor or unacceptable, the system sends a text message to the manager on duty so the manager can personally follow up with that customer about the issue. The MVD also uses the data on a larger scale to look at trends and improve service.

"For the most part we're tracking it weekly, so we can adjust to any issues that are coming up," says Williams. "For example, if we find that one office is really trending negatively, we send our bureau chief over there. Or if a clerk is trending negatively,



*Customers at the New Mexico Motor Vehicle Division are asked to rate their satisfaction with the service(s) they received during their visit using a Qmatic Expressia keypad. Customer feedback is more than 95 percent positive, with only 1 percent being poor or unacceptable.*

**“WE ACTUALLY GET MORE COMPLIMENTS THAN WE DO COMPLAINTS, AND THAT’S SORT OF UNHEARD OF.”**

—Mark Williams, director, New Mexico Motor Vehicle Division

we can have our field office manager talk to [that person]."

The success of this system is due in no small part to the working relationship between Qmatic and the New Mexico MVD. Although there were a few technical issues when the system was first implemented, these were swiftly resolved thanks to a collaborative environment.

"The partnership is outstanding," says Williams. "When we went from our local system to the server-based system, initially we had a lot of trouble getting it to work properly. I called the CEO of Qmatic, and I've never seen an organization throw more of their high-level resources into a project. The CEO was involved on a daily basis. They're a perfect example of a responsive, customer-centric organization."

Marketing director for Qmatic, Mike Stein, agrees with Williams' sentiments and points to the New Mexico MVD's willingness to commit to the technology as vital to the system's resounding success.

"It's been a very good relationship," says Stein. "They're very open to our recommendations so they can get the most out of [our software]. A lot of times people oversimplify what we have to offer, especially with this new Orchestra offering, because it has so much functionality. [The New Mexico MVD] is really utilizing it to its full capability." **m**



# Q & A WITH MARK LOWE

INTERVIEW BY KATHLEEN HAGAN

GET TO KNOW THE DIRECTOR OF THE MOTOR VEHICLE DIVISION FOR THE IOWA DEPARTMENT OF TRANSPORTATION AND INCOMING AAMVA CHAIR OF THE BOARD.

**CONGRATULATIONS ON BEING CHOSEN AS THE INCOMING AAMVA CHAIR OF THE BOARD! CAN YOU BRIEFLY INTRODUCE YOURSELF TO THE COMMUNITY?**

Sure! First off, I'm from the Midwest: I was born in Illinois and moved to Iowa in 1978, where I have lived ever since. I received my bachelor's degree from Iowa State in Ames and my law degree from Drake University in Des Moines. I worked as a lawyer for 15 years before coming to the [Iowa] Motor Vehicle Division in 2009.

**“WE'RE STRIVING FOR A CULTURE THAT VALUES TRANSPARENCY AND THE PEOPLE WHO DO THE WORK—A CULTURE THAT'S MORE 'BOTTOM-UP' AND LESS 'TOP-DOWN.'”**

I'm married—my wife's name is Linda—and we have four children. My oldest recently graduated from high school. As a family, we're active in our church. I am a scoutmaster—both of my boys have been involved in

Boy Scouts—and our girls are both active in soccer. Linda and I are both “retired” soccer coaches.

**WHAT ARE YOUR GOALS AND PLANS FOR YOUR YEAR AS AAMVA CHAIR?**

There are three things in particular that I want to focus on. First, I want to continue the work that Jennifer Cohan has started this year with the AAMVA leadership program. Second, I want to put AAMVA's strategic plan into action. We've spent a lot of time on strategic planning this past year, and now it's time to implement our plan to prepare the

AAMVA community for the changes ahead. Third, after we complete the hiring process for our new CEO, I want to help welcome and introduce the person selected to our AAMVA community, and help continue and build upon

the excellent work [former AAMVA CEO] Neil [Schuster] has done.

**WHAT ARE YOU MOST LOOKING FORWARD TO ABOUT HOLDING THIS POSITION?**

Being Chair of the Board is such a great opportunity to go out into the regions and interact with the Working Groups. I'm looking forward to having broader interactions with the AAMVA community.

**ARE THERE ANY TOPICS THAT YOU WANT TO BRING TO THE ATTENTION OF THE AAMVA COMMUNITY DURING YOUR TIME AS CHAIR?**

One thing I would like to emphasize is that the motor vehicle administration community can help combat



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human trafficking. Quite a bit of human trafficking in the United States occurs through motor vehicles and commercial vehicles, and we have information and enforcement roles that can help find and rescue people that have become victims of trafficking. In Iowa, our enforcement community has worked with advocates for victims of trafficking and the commercial driving community to help drivers understand how to recognize and report potential victims.

Safety is, of course, another important topic for us, and as our strategic planning recognizes, autonomous vehicles have the capacity to not just change what we do administratively but, if done well, to significantly lower the number of highway deaths each year. Similarly, digital identity concepts have the capacity to transform what we do. We have to stay at the front of these efforts, being scribes and part of their development, rather than reactive.

## TELL US A LITTLE BIT ABOUT YOUR CAREER. HOW DID YOU GET TO WHERE YOU ARE TODAY?

I graduated from Drake Law School in Des Moines in 1993 and then started with a law firm there. Initially, I focused

primarily on personal injury litigation. Quite a bit of that litigation involved motor vehicle accidents, which got me involved in motor vehicle safety and traffic law. Eventually, I worked my way into a much more general practice, which continued to include litigation but expanded to areas such as estates, family law, business formation and business law, and real estate.

My experience led me to the Iowa Department of Transportation, which has very broad legal needs. In 2008 I joined the Iowa Attorney General's office as the general counsel for the Iowa DOT. When the former director of the Iowa MVD retired in 2009, I was unexpectedly asked to take that position.

## WHAT HAS BEEN ONE OF YOUR PROUDEST ACCOMPLISHMENTS AS DIRECTOR OF THE IOWA MOTOR VEHICLE DIVISION THUS FAR?

Working to create a culture in which we are open, communicative and committed to dialogue. We're striving for a culture that values transparency and the people who do the work—a culture that's more 'bottom-up' and less 'top-down.' A change in culture is a long-term process, but I think we are well on that path.



*Mark Lowe enjoys hiking and adventuring in his free time. He is pictured above with his family at Cadillac Mountain in Maine and at right rock climbing at Philmont Scout Reservation in New Mexico.*

## TELL US A LITTLE BIT ABOUT YOUR INVOLVEMENT WITH AAMVA.

Shortly after I came to the Iowa DOT, I received a call from Neil [Schuster] asking if I would be AAMVA's parliamentarian. I started attending board events from there.

Coming from general counsel, my involvement with AAMVA helped me assimilate into the motor vehicle administration community much more quickly than I might have otherwise, and it also helped me develop critical knowledge and resources more quickly. The very first AAMVA conference I attended, the 2009 AIC in San Diego, sticks out in my mind because it opened my eyes to how broad and far-reaching the AAMVA community is.



## WHAT ARE YOUR HOBBIES?

I like to play the guitar, and I've always been a runner. The AAMVA board members give me a hard time about getting up early to go on runs when we're at board meetings. I also do triathlons, and as a [Boy] Scouts leader, I go camping, hiking and adventuring. Occasionally I dabble in artwork—I like to draw—but I just don't have the time like I used to.

## TELL US SOMETHING UNIQUE ABOUT YOURSELF.

I'm a big fan of Spiderman, and I still regularly read my Spiderman comics. **m**



WE HEAR FROM SHELLY MELLOTT, ADAM MARTIN  
AND DMV CUSTOMERS.

**AND THANK  
YOU BACK!**  
Happy customers  
speak out on Twitter



# THANK YOU FOR YOUR BUSINESS

## PERSPECTIVES ON CUSTOMER SERVICE FROM A JURISDICTION, A VENDOR AND THE CUSTOMERS THEMSELVES

### A Customer-Focused Philosophy

SHELLY MELLOTT

DEPUTY EXECUTIVE DIRECTOR, TEXAS DEPARTMENT OF MOTOR VEHICLES

Customer service is important to the Texas Department of Motor Vehicles (TxDMV) because we were designed for just that purpose. The Texas Legislature created our agency in 2009 to provide motor vehicle customers with an agency focused on the customer's needs. Whether the customer is a member of the motoring public, a dealership selling a vehicle or a motor carrier moving goods across the state, each facet of the agency is designed with the customer in mind.

It starts at the top with a clear vision and mission that give the TxDMV staff a clear path to follow. With a vision [statement] like ours, "The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation," we are focused on making the right decisions at the right time to live up to the bar we set for ourselves. As the state with the most highway miles in the country and one of the top three fastest growing states in the nation, we have a lot of roads and bridges to repair and build, and more people traveling them every day. The 23 million vehicles we register, nearly 7 million titles we issue, 30,000 motor vehicle and salvage dealers we license, 17 million license plates we distribute and nearly 800,000 commercial motor carrier permits we issue yearly all generate revenue to maintain our transportation system and bring with it customers to serve.

With a customer-focused philosophy, we have been redesigning, reengineering and rethinking ourselves. From our legacy Registration and Titling System to our website, we are making improvements and enhancing our service wherever the customer touches us. Even though our outdated call center



**Brad Jenkins** @bjenk · 1d

Kudos to @VirginiaDMV for quick customer service. I reported web payment prob here, and they called within 15 mins to take care of it.

🔄 15 ⭐ 95 ...



**Chris Lehman** @iChrisLehman · 13h

Hats off to @nysdmv! Online rez system is awesome. Showed up at time, renewed my license in 5 mins! #dmveasy

🔄 61 ⭐ 101 ...



**Erik Steigen** @ErikSteigen · 5h

Shout-out to @CA\_DMV Santa Monica – great experience and help today!

🔄 25 ⭐ 17 ...

technology is in the process of being replaced, customer care representatives focus on creating a quality customer service experience for each and every customer. In fact, customer compliments are up 1,400 percent.

Our motor carriers don't need to wait over three hours to receive a permit; now they are able to get on the road within 26 minutes. And Texas motor vehicle dealers have experienced a boost in their customer service, too. We found there were many barriers in place inhibiting dealers from getting a license. Once removed, the processing time improved from 34 days to just 10.

Across the agency, our customers have welcomed the new ways of doing business, and we empower our staff to keep our focus forward. One customer summed it up pretty well for us: "This is by far the best customer service experience I have had with a state agency. It was so great that I would have thought I was dealing with Zappos, and those guys know how to treat customers. Your employee really outdid herself, and just when I thought I could not get any more information from her, she asked me if there was anything else she could help me with. Thank you for taking away the negative stigma from state agencies." This is what it is all about.



## Serving the Collector Vehicle Community

ADAM M. MARTIN

VICE PRESIDENT OF THE HAGERTY INSTITUTE FOR COLLECTOR VEHICLES

Hagerty Insurance is the worldwide leader in collector vehicle insurance. With offices in the United States, Canada and the U.K., we see where the collector market is going globally and have a strong finger on the pulse of what the market is doing. We love insuring collectable vehicles, from classic Corvettes to Model Ts and modern Ferraris.

Our customers are passionate about their collector vehicles—so much so, that their vehicles become part of the family. For some, their collector vehicle may be a family heirloom, and for others it might be a fun restoration project. Still others may have put a lot of time and effort into doing research to find just the right car. Whatever the case, our customers are well educated about collectable cars and find themselves within this niche community.

We share our customers with the AAMVA membership jurisdictions, whether they are a U.S. jurisdiction or a Canadian province. Being in the business of insuring these vehicles, we need to know exactly what the vehicle is, just like the DMVs.

The Hagerty Institute has built and patented a VIN decoder for classic cars to make our jobs simpler. This decoder works for cars that don't have a modern day 17-digit VIN number—those that were manufactured prior to 1981.

We realized we're sitting on top of a gold mine of classic car data, so we joined the AAMVA community. We want to help our clients enjoy this hobby, and they need to go to jurisdictions to register and title vehicles. We want to make that process easier for them. There are a number of VIN decoding providers out there, and they do an excellent job for vehicles made after 1981. However, they tend to only sporadically work with older cars.

Additionally, there's a lot of slang out there to describe classic cars that can be confusing. For example, a Pontiac GTO oftentimes is referred to as a Pontiac Goat. We need to be able to drill down through the slang that's part of the culture within the collector vehicle community and identify the exact car.

Our pre-1981 VIN decoder is a very easy solution to that problem. It provides a "résumé" for classic cars. Jurisdictions can benefit from our expertise and make it easier for all of the front-line staff to talk about classic cars, generate the proper paperwork and manage the process. **m**

## DOWN THE ROAD

The 2014 AAMVA Region III Information Exchange is quickly approaching. Join us in Oak Brook, Illinois on October 28th through the 30th for this regional meeting.

**AAMVA.ORG**





## TAILLIGHTS

# GLANCING BACK

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As the old saying goes, time flies when you are having fun! It is hard to believe that I am coming to the end of my year as AAMVA Chair of the Board. It has been a wonderful experience and one interesting adventure. Looking back at some of my favorite parts of the last year, I think the highlight would definitely be working closely with the AAMVA staff. I did not

anticipate that the CEO would retire during my term, but it afforded me the opportunity to get to know some of the amazingly talented employees at AAMVA.

Another highlight of my term was being able to attend all of the regional conferences. While the issues the regions face are all very similar, it was very interesting and enlightening to see and participate in the dialogue surrounding the varied topics. I would strongly encourage my colleagues to attend regional conferences that are outside of their own regions to be able to have a similar experience.

Getting the AAMVA Leadership Academy approved was also a highlight for me during my year as chair and something that I know Mark Lowe, incoming Chair, will continue to strongly support during his term. The forward momentum on our strategic plan is also something that I consider an accomplishment: We truly have a solid plan that will take the organization into the future with a strong foundation focused on safety and security. We also made great progress with our State to State verification service and our Driver License Data Verification service, which are both imperative to ensuring identity verification and security of the credentials that we issue as jurisdictions.

It has been a great year and I want to thank all the people in our community who supported me during my term. **m**

Jennifer Cohan  
Outgoing Chair of the Board



## LOOKING AHEAD



I'm excited and honored to be the 2014-2015 AAMVA Chair of the Board. As you have read in "Behind the Wheel," I want to continue the great work that Jennifer Cohan has done and continue her leadership initiative, and also begin to put

AAMVA's new strategic plan into action. Additionally, I'm looking forward to having the opportunity to interact with even more of the AAMVA community.

I think AAMVA and its members are in a unique position to improve government service and customer

experience. We're very good at information and infrastructure—as motor vehicle administrators we've become leaders in critical information systems that efficiently exchange and verify information, and provide security, integrity, convenience and value for customers. If we leverage our investments and expertise, we drive innovation that exceeds expectations and adds value throughout the public and private sectors.

I'm humbled to serve as your leader, and I can't wait to see what unfolds in the coming year.

Mark Lowe  
Incoming Chair of the Board

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# It's a Journey

**Creating efficiencies and improving  
customer service for the road ahead**



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