

# move

## Department of Motor Vehicles

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IDENTIFICATION CARDS

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How DMVs are remaking themselves to put government services under one roof

GAME LICENSES

2<sup>ND</sup> LEVEL

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Consistency in license plates

Q&A with Jean Shiimoto

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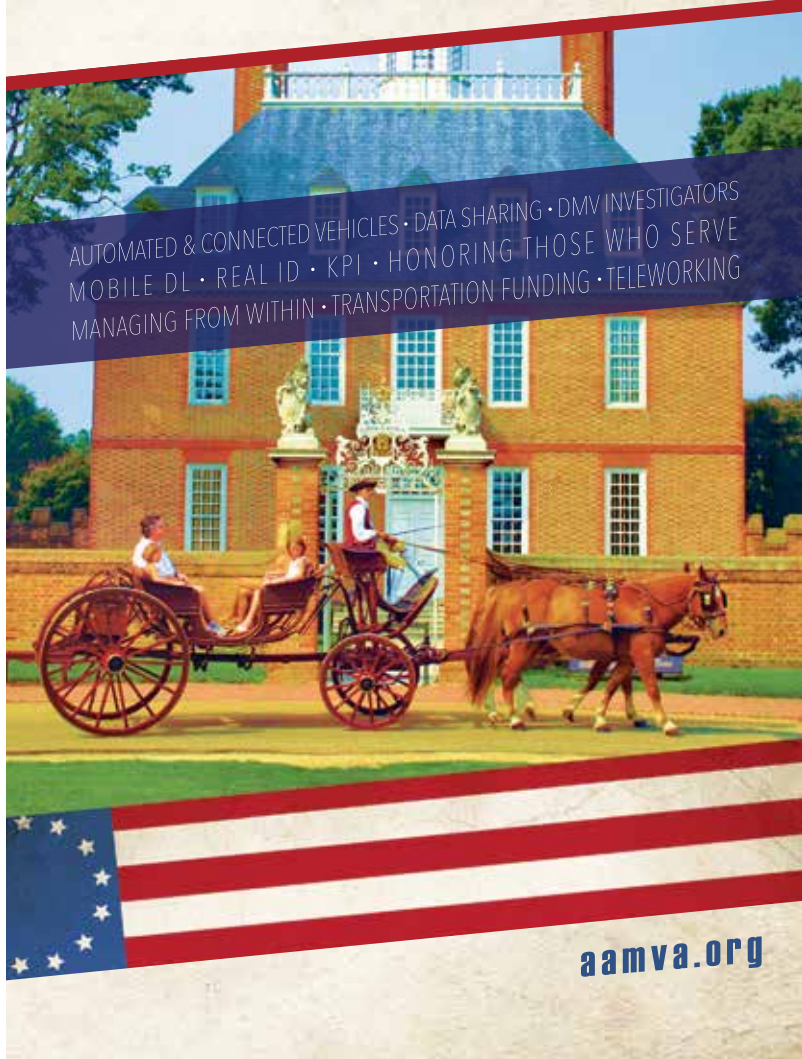


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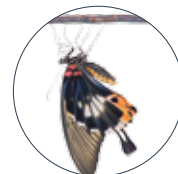
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### MEET LISA KASPAR

Get to know the director of vehicles at the Kansas Department of Revenue



### MEET WHITNEY BREWSTER

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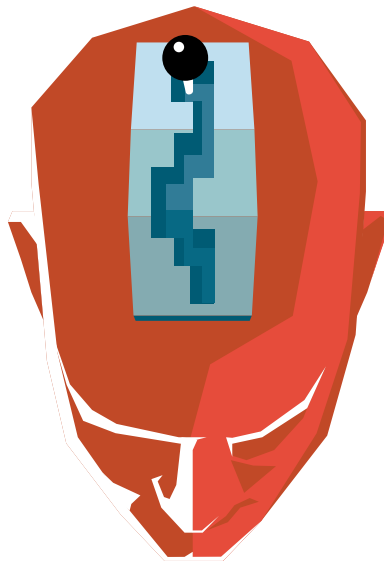
# The Promise of Technology

*THE NEXT GENERATION OF AAMVA LEADERS IS READY FOR THE FUTURE*

**S**ervice. Safety. Security. This maxim of the AAMVA community is constant, even as new technologies enhance customer expectations and agency capabilities so they can offer multiple service channels, approve driverless vehicles and enable unique data security through personalized DMV accounts. Here are these concepts in more detail:

Quality customer **service** is the lifeblood of the driver and motor vehicle agency. As the “front door” to public service, the agency is the first in-person experience a new resident or new driver has with his or her government. The impression people take away from this first encounter stays with them for years. A good experience will be mentioned to a few; a bad experience will be shared with many. Social media, including Twitter, Snapchat and WhatsApp, open new paths for those impressions to spread like wildfire, quickly influencing the views of others.

These same consumer technologies are giving agencies new platforms to serve customer expectations, enabling 24/7 service on personal devices and access to information from any location. User-friendly online self-service equates to fewer walk-in



customers, allowing agencies to concentrate on the more complicated cases in person.

**Safety**, the touchstone of the AAMVA community, looms large when it comes to the changing expectations of drivers and motor vehicle regulators. The promise of crash-free, driverless cars has sparked numerous conferences, major public and private sector investments, and has made the case for

extensive interagency collaboration. The lifesaving promise of driverless cars fuels these developments.

Our AAMVA community is well-represented in this discussion, most recently by leaders of our board, who held an Autonomous/Connected Vehicle Roundtable with the board of the American Association of State Highway and Transportation Officials (AASHTO). The common refrain: Driverless cars will have a dramatic impact on reducing crashes and saving lives. The challenge: how to uphold safety mandates and support change through the years it may take to transition.

And **security**. The discussion about driver and vehicle records has transformed over time from one of controlling the release of personal data, to preventing hacking and fraud, to managing retention. All three are key components of putting DMV record data in an individual's hands, with access granted to and the content controlled by the person of record—and him or her alone.

The promises of personalized technology platforms, government services in the palm of a hand and artificial intelligence as the new vehicle operator are changing the face of the DMV. And so is the next generation of agency leaders, who just completed AAMVA's 2016 Leadership Academy. AAMVA's Board of Directors prioritizes helping AAMVA members prepare for the future by offering a Leadership Academy for our rising collaborators, innovators and motivators. These Academy graduates are igniting an exciting future for service, safety and security in the AAMVA community. **m**

Anne Ferro, AAMVA President and CEO



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## By the Numbers

### AAMVA'S LICENSE PLATE STANDARD PROVIDES JURISDICTIONS WITH RECOMMENDATIONS FOR CONSISTENCY

BY KATHLEEN HAGAN

Developed to aid jurisdictions in producing license plates that enhance accurate plate identification—while not limiting flexibility for innovation and multiple plate designs—AAMVA's new *License Plate Standard* encourages jurisdictions to be consistent with the identifiable features on license plates for ease of interpretation.

The *License Plate Standard*, which will be released late this summer, focuses on three key aspects: administrative, design and manufacture. It serves as a complement to AAMVA's *Best Practices Guide for Improving ALPR Effectiveness through Uniform License Plate Design and Manufacture*, which was published in 2012.

Adoption of the administrative, design, and manufacturing recommendations in the new *License Plate Standard* is meant to streamline the license plate retrieval processes within motor vehicle agencies; support highway safety; and increase revenue collection that is dependent upon being able to accurately identify license plates, such as toll collection, restricted lane access and parking regulations.

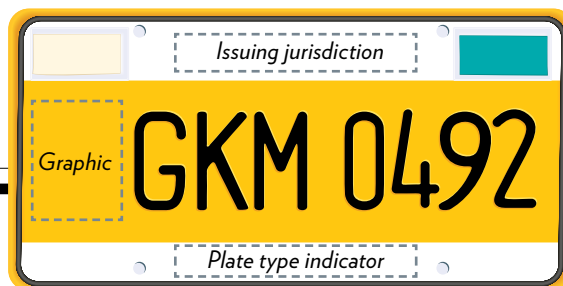
"While the new standard helps jurisdictions design plates in a more predictable manner, it still supports states having flexibility in the way they choose to design their plates," says Cathie Curtis, director of vehicle programs at AAMVA.

Often, legislatures will mandate either a redesign of a plate or a brand new design. The working group that developed the standard encourages jurisdictions to share this document with all of their stakeholders, i.e., the group designing a specialty plate, the legislature, law enforcement partners and the vendors that produce the plates.

From a motor vehicle department viewpoint, "it's easier to inform customers of the requirements up front so they can design a specialty plate to the correct specifications," says William Childress, former director of the Virginia Department of Motor Vehicles' Vehicle Services Administration and a member of the working group that developed the *License Plate Standard*.

Childress adds: "Until I got involved in developing the standards, I hadn't considered the consequences of one jurisdiction having different license plate design standards than another; I didn't really think about the importance of people [citizens and law enforcement] and plate readers being able to easily recognize the identifying information on the license plate. Especially in the cases of an Amber Alert or a crime, being able to correctly identify a vehicle's license plate can have a huge impact."

"From a law enforcement perspective, the license plate is very important to an officer—especially in identification of a vehicle," says Capt. Robert Sawyer of the North Carolina



License and Theft Bureau, another member of the working group. "I should be able to look at a plate and tell not only what state the vehicle is from, but also if it's a valid license plate and what the registration that coincides with that vehicle is."

"Being able to properly identify a license plate is critical to an officer's safety," says Brian Ursino, director of law enforcement at AAMVA. "Law enforcement who use license plate readers, supported by their vendors, follow the business rules of their jurisdiction for the accurate reading of plates. But if a vehicle is plated in a different jurisdiction that follows different business rules, officers may not get a 'hit' on a plate that has been flagged as being stolen, having an associated warrant, on a terrorism watch list or other hot file, when they should. It becomes an officer, public and traffic safety issue when potential hits aren't being recognized and communicated to the officer."

Ursino continues: "We certainly have no illusion that every jurisdiction will be able

to adopt the new standards immediately, but we hope to move the needle toward standardization over time. Every time a new jurisdiction adopts the standard, and as we move closer to 100 percent uniformity, we should see improved officer, public and traffic safety." **m**

## JUST THE BASICS

AAMVA's *License Plate Standard* provides guidance on character sizing and placement, fonts, special characters, backgrounds and license plate reflectivity, among other plate design and manufacture recommendations.

Here's a quick look at a few specific guidelines all jurisdictions should follow in order for license plates to be more easily read and properly identified in any state or province.

- Issuing jurisdiction name: top center
- Stacked characters: part of the official plate number
- Plate type indicator: bottom center
- Graphic placement: left or right side of plate; should not interfere with the plate number

### find out more

VISIT [AAMVA.ORG/SOLUTIONS-BEST-PRACTICES](http://AAMVA.ORG/SOLUTIONS-BEST-PRACTICES) TO CHECK OUT AAMVA'S RESOURCES FOR MOTOR VEHICLE AND LAW ENFORCEMENT OFFICIALS, AND TO DOWNLOAD BEST PRACTICE DOCUMENTS LIKE THE NEW LICENSE PLATE STANDARD.



{THIS MONTH'S QUESTION}

## WHAT FEEDBACK HAVE YOU RECEIVED RECENTLY FROM CUSTOMERS ON SOCIAL MEDIA?

**f** **5 STAR RATING FOR OKLAHOMA CITY'S NORTHWEST TAG AGENCY**  
**Donna Fincannon** reviewed Northwest Tag Agency on May 25, 2016

Dropped son to get a license. Drove 1 1/2 mi to Sonic, drive through drinks, went back; he was already done and had walked to Academy. Must have taken max

6 minutes. The sweetest ladies laughed and told me to rest on the bench in the a/c because he'd probably be a while :) Efficient, friendly staff



**GEORGIA DEPARTMENT OF DRIVER SERVICES**  
**Kevin Cerbone @kevoiscool** on June 4, 2016  
Seriously, the Kennesaw-Acworth

DDS is the fastest place in the world. I've waited longer for Jimmy John's. No joke. 3 minutes tops. Also, my eye color says BRO. #georgiadds #renewaltime#beardgamestrong



**UTAH DEPARTMENT OF MOTOR VEHICLES**  
**Samuel Pond @SamuelPondSD** on May 23, 2016

Utah DMV got me in and out in 20 minutes! #Amazing



**SERVICEONTARIO**  
**Amanda Ricks**  
@surprisinglives on June 7, 2016

Kudos to @ServiceOntario just renewed my driver's license online so efficiently from outside the country! Now that's #customerservice





The Indiana Bureau of Motor Vehicles' mobile branch served customers at the 2015 Indiana State Fair.



# On the Move

*INDIANA BUREAU OF MOTOR VEHICLES UPGRADES ITS MOBILE UNITS, REDUCING COSTS AND INCREASING PRODUCTIVITY*

BY MEGAN KRAMER

Mobile DMV branches meet community members where they want—and need—DMV services, especially during emergencies. Unfortunately, the less efficient a mobile DMV is, the more at risk it is for cost and reliability issues. Knowing this, the Indiana Bureau of Motor Vehicles moved away from its inefficient mobile unit in 2015 and implemented a new system that better serves its citizens.

While the old unit was mobile, a big issue was that the equipment was inherently bulky and slow to set up. New technology has solved this problem, says Sarah Adolf, marketing manager at the Indiana BMV. “Before, we had a trailer that had to be pulled to different sites and set up outside. We now have laptops that make traveling with the mobile branch a lot easier and more efficient. Because the equipment is stored in a luggage-sized case and laptop bags, it is easy to transport, set up and tear down quickly, if needed. We also have more modern equipment that makes it [possible] to process transactions in a more timely manner and help more customers.”

The new mobile branch is a fraction of the cost of the old unit, which has allowed the Indiana BMV to deploy two mobile branches and increase productivity and responses to emergencies. For example, the branches have been part of disaster-relief efforts throughout the state, including floods, tornadoes and public health emergencies, says Adolf. "This has been very positive. The overall service we can provide to customers is more in line with what we can offer at an actual branch," she adds.

### OUT AND ABOUT

The mobile branch also is a popular destination at the Indiana State Fair, where the Indiana BMV's booth has

become a fixture. "The 17-day fair provides a wonderful opportunity for our agency to provide customer service to the visitors who travel to the fair from across the state," Adolf says. "Providing an on-site opportunity to conduct BMV transactions, such as driver's license renewals and vehicle registrations, and having staff on-site to answer BMV-related questions, provide driver's manuals and other printed resources, is invaluable."

In addition to the state fair and disaster relief, the mobile branch provides Department of Corrections (DOC) offenders with identification prior to their release, and also was used this year to provide BMV services to veterans in need.

These various examples of notable customer service are only a few of the reasons the Indiana BMV will be winning a 2016 AAMVA PACE Award, which honors individuals, teams and organizations who have committed their time and resources to safety and security initiatives, outstanding customer service, and public affairs and consumer educational programs throughout North America.

Jurisdictions that want to implement mobile DMV branches of their own should analyze the needs of their communities and tailor the branches to meet those needs, advises Adolf. "A mobile license branch allows outreach and customer service opportunities that expand beyond the traditional license branch," she says. "In the past, we have provided feedback to other states, and we are happy to assist other states in what we have found to be a great customer service resource." **m**

### ***find out more***

VISIT [AAMVA.ORG/AAMVA-AWARDS](http://AAMVA.ORG/AAMVA-AWARDS) TO LEARN MORE ABOUT OTHER AWARD-WINNING PROGRAMS TAKING PLACE ACROSS THE AAMVA JURISDICTIONS.



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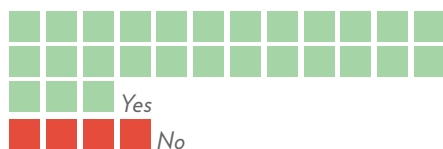
BY AAMVA'S DATA LADY, JANICE DLUZYSKI

Here are the most recent jurisdiction surveys related to customer service and service delivery methods. All of these surveys have additional questions that provide more information. The full details of each survey can be viewed in the AAMVA online survey tool at [AAMVA.ORG/SURVEY/USER/SEARCH.ASPX](http://AAMVA.ORG/SURVEY/USER/SEARCH.ASPX).

#### ONLINE VEHICLE RENEWAL

[31 RESPONSES]

##### DOES YOUR JURISDICTION OFFER ONLINE VEHICLE RENEWAL?



#### MOBILE UNIT [31 RESPONSES]

##### DOES YOUR JURISDICTION UTILIZE A MOBILE AGENCY?



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[32 RESPONSES]

##### DOES YOUR ORGANIZATION CONDUCT CUSTOMER SERVICE SURVEYS?



#### MOBILE APP STATISTICS [28 RESPONSES]

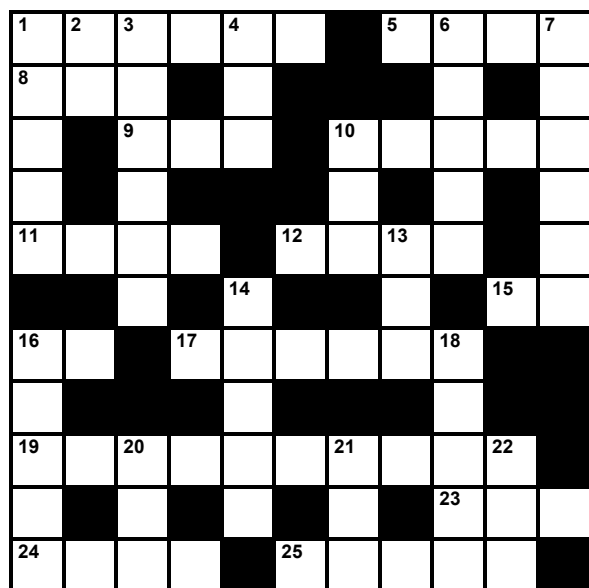
##### DOES YOUR JURISDICTION HAVE A MOBILE APP?



Learn about jurisdictions that have won AAMVA awards for programs and initiatives related to customer service at [aamva.org/aamva-awards](http://aamva.org/aamva-awards). The AAMVA Service Awards recognize achievements in the following areas:

- › Trailblazer
- › Excellence in government partnership
- › Innovative use of technology
- › Customer convenience
- › Improvement through efficiencies
- › Community service

## crossword



### ACROSS

- 1 Social Security's system to enable replacement of Social Security cards on the internet, abbr.
- 5 System enabling verification of driver's license information, for short
- 8 Security Industry group, abbr.
- 9 Fine amount
- 10 AAMVA campaign to raise the awareness of drivers on new vehicle safety

technologies, "\_\_\_\_" does what," 2 words

- 11 Vehicle
- 12 Secure temporary \_\_\_\_
- 15 Alongside
- 16 Document verifying who a person is
- 17 "\_\_\_\_ driving is drunk driving"
- 19 Automated, as a vehicle
- 23 Understand
- 24 "Drive Sober or Get Pulled \_\_\_\_"
- 25 One part of a series of cycles

### DOWN

- 1 1991 Act relating to intermodal transport efficiency, abbr.
- 2 Yes, in Spanish
- 3 Key concern of AAMVA
- 4 Highway abbreviation
- 6 Secures physically
- 7 Ensure is correct
- 10 Maryland agency responsible for driver licensing and registration, abbr.
- 13 The start of GVW
- 14 They are signaled using indicator lights
- 16 State that comes under Region IV of AAMVA's jurisdiction map
- 18 They impair a driver's perceptions
- 20 Link
- 21 Speed limit measurement
- 22 "Still \_\_\_\_ Me" radio ad relating to motorcycle safety



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# Safety Systems

THE VIRGINIA DMV PARTNERS WITH INTELLIGENT IMAGING SYSTEMS TO PROVIDE BETTER COMMERCIAL VEHICLE INSPECTIONS

BY ANDREW CONNER

When it comes to commercial vehicle safety, jurisdictions have a difficult task on their hands: There is no reasonable way for a state or province to inspect every commercial vehicle that enters and leaves its borders. Because of this, jurisdictions often look to technological solutions that can make inspections easier and more effective. One state that has been embracing technology in this area and finding great success is Virginia.

"Virginia is open for business," says Michael Baxter, director of Motor Carrier Size & Weight Services for the Virginia Department of Motor Vehicles, referring to the state's willingness to work with new vendors and find new solutions for recurring problems. In the business of commercial vehicle safety, one vendor with whom the Virginia DMV works is Intelligent Imaging Systems (IIS), the creators of the Smart Roadside platform and the owners of Drivewyze.

In Virginia, IIS currently provides and maintains a truck electronic screening (e-screening) program using automatic license plate readers and the Drivewyze truck bypass system, as well as other projects, such as the state's infrared inspection van fleet. Each of these elements is linked through the Smart Roadside software, so all elements can be centrally managed at one site. The first Smart Roadside e-screening system in Virginia—the state now has eight—was installed on I-95 in 2010 and was an immediate success.

"Within the first two months it paid for itself," says Baxter. "That pretty much woke up everybody. To give you an example of how successful the license plate reader is: Last April, we identified 190 trucks with outstanding revenues of \$76,000. When we first started using it we were getting astronomical revenue collection, and once word got around people

*Drivewyze lets drivers bypass weigh stations and mobile inspection sites from their smartphones, tablets or, most commonly, their electronic logging devices.*

became compliant."

Baxter was impressed with IIS's collaborative process and their ability to develop background architecture for the

DMV's system that conformed to their requirements but still worked seamlessly. The partnership between the Virginia DMV and IIS remains a true collaboration to this day.

"I think the closest relationships are born from having both challenges and wins," says Brian Heath, president and CEO of IIS. "The fact that you can work through those challenges that a partner like Virginia [might have] with them, that's the kind of partnership you want. It's not a one-way street; it's very much a two-way street."

Heath appreciates Virginia's open approach to working with vendors and recognizes that working with the Virginia DMV pushes his employees to find solutions they may not have seen otherwise.

"With the Virginia folks, there's a recognition that one



size doesn't fit all," says Heath. "And that relates to their investment in Smart Roadside, where they can work with us to find potential solutions to their challenges. And as you work with them to deliver those solutions, you realize that there are other benefits to gain."

Baxter agrees with Heath's assessment of their partnership. "They're at the top of their game," he says. "We communicate monthly as far as Drivewyze and Smart Roadside are concerned, and we're constantly looking to how we can improve. Whenever you can find a vendor that is looking to make its system more efficient and at the same time doesn't charge you—that's a good thing." **m**

## find out more

CHECK OUT INTELLIGENT IMAGING SYSTEMS' SMART ROADSIDE PLATFORM IN ACTION AT THE 2016 AAMVA ANNUAL INTERNATIONAL CONFERENCE. SHUTTLES WILL BE BUSSING ATTENDEES OFF-SITE TO I-64 FOR DEMONSTRATIONS.



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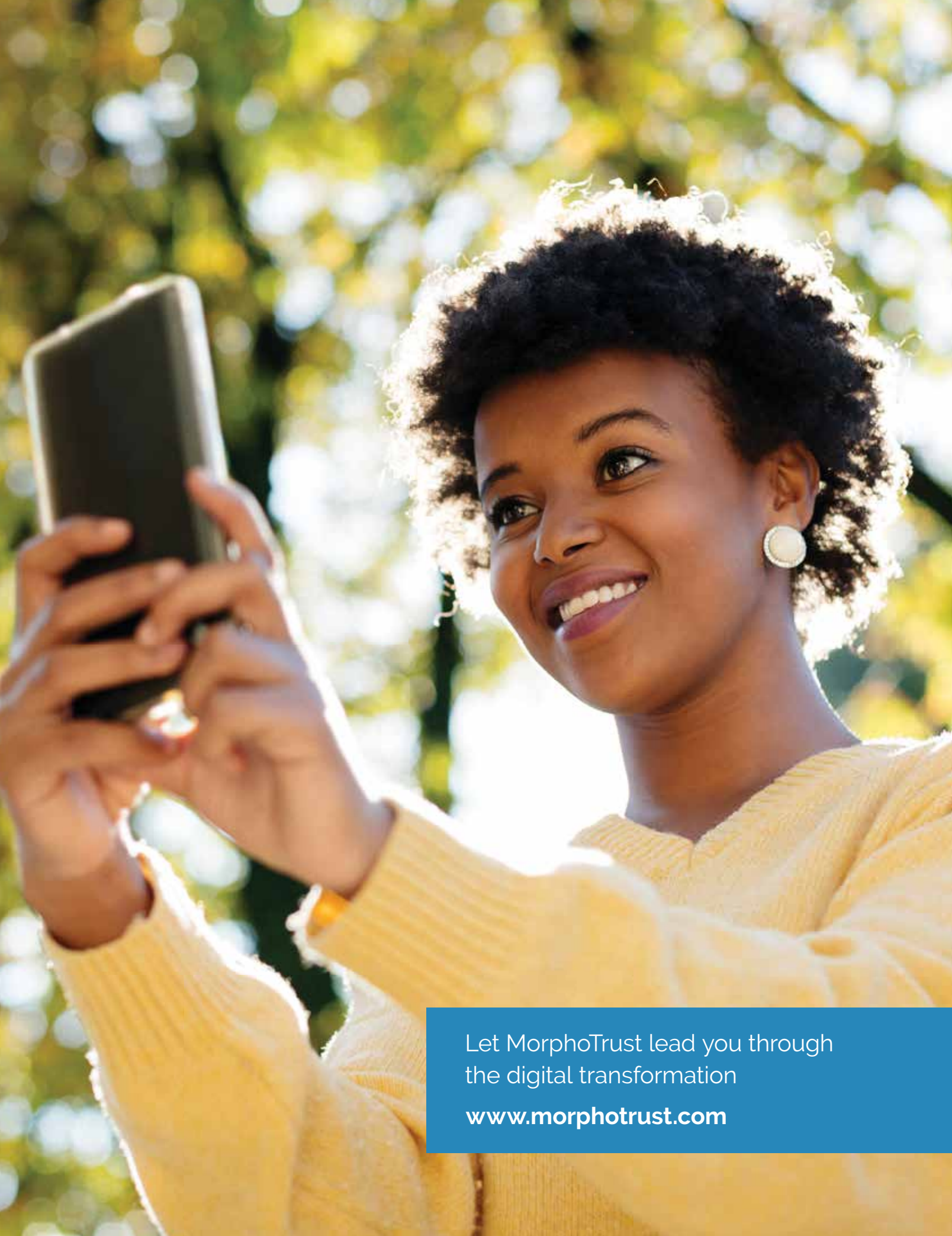
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# ONE-STOP SHOPPING



*HOW DMVs ARE REMAKING THEMSELVES  
TO PUT GOVERNMENT SERVICES UNDER ONE ROOF*

BY MATT ALDERTON





**T**hanks to smartphones and tablets, it's an exciting time to be a consumer. Free same-day shipping from Amazon Prime means you no longer need to wait for your cosmetics, books, vitamins or video games. Transportation network companies like Uber and Lyft mean you can hail a taxi whenever and wherever you need one. Delivery services like GrubHub and Postmates mean you can order sushi whenever you crave it. And streaming music services like Pandora and Spotify mean you can listen to your favorite song on your phone or in your car just as easily as you can on your computer.

More and more, it seems, life is like an app store: You log in whenever you want and receive on-demand access to whatever products and services you need. All it takes is a point, a swipe and a tap.

The DMV is on its way to becoming the new app store for jurisdiction and government services, according to AAMVA Chair of the Board Rick Holcomb, commissioner of the Virginia Department of Motor Vehicles.

"Self-driving cars, transportation network companies, smartphones and social media use are examples of technology driving societal change,"

Holcomb says. "DMVs need to diversify their portfolio of product offerings to remain relevant. If motor vehicle agencies are selling fewer licenses, and titling and registering fewer vehicles, what will be the DMV's future sources of revenue? How will motor vehicle agencies justify their existence? What will customers need from us? With this reckoning, [DMVs must position themselves] to provide a broader array of products and provide them through the service channels that people want."

Many jurisdictions are already doing exactly that.

Like retailers, restaurants and countless other businesses before them, DMVs are responding to a new world by creating new products and services that satisfy consumer cravings for transactions that are quick, comprehensive and customized to the user.

### FRIENDLIER TAX FILING

It's not just consumers who are changing. It's also businesses—including motor carriers, which are asking for new, more modern ways to transact with DMVs. One new service DMVs are adding, therefore, is online tax filing.

The Commonwealth of Kentucky is one such DMV. Since the early 1980s, it has levied a highway use tax on commercial motor vehicles weighing 60,000 pounds or greater traveling into or through Kentucky. Called the Kentucky Highway Use (KYU) tax, it's collected quarterly from motor carriers that must track and report their mileage traveled on Kentucky highways.

"The theory is: The heavier the vehicles get, the more they should pay in taxes because of the wear and tear they cause on the roads," explains Kentucky Department of Vehicle Regulation Deputy Commissioner Rick Taylor, who says the tax was collected manually until 2015, when his agency introduced KYU Efile, an online portal through which motor carriers can electronically file their quarterly highway use taxes. "It's set up like a tax wizard—like TurboTax®—where you answer questions electronically and it fills in the tax return for you ... It prevents any type of math errors, and automatically calculates penalties and interest for filing late." ▶

Results from a recent AAMVA survey revealed that **28 PERCENT** of responding jurisdictions have a mobile app.



operations

The new system, which also allows for electronic payments, is more convenient not only for motor carriers, but also for the Kentucky Division of Motor Carriers, which administers the tax.

“The old system became an administrative burden because we were trying to process more than 65,000 tax returns every quarter with limited staff and technology,” Taylor explains. “Now, 98 percent of carriers are filing their taxes online.”

Although the average motorist will never interact with KYU Efile, streamlining processes and digitizing manual workflows frees up resources that the Kentucky Department of Vehicle Regulation can use to provide more and better service elsewhere.

“The taxpayer is paying our salary,” Taylor says, “so we ought to be providing them the best service possible.”

## CONSOLIDATED CONVENIENCE

In Canada, where the government provides universal health care to citizens, DMVs are elevating their offerings by exploiting synergies with the national health care system.

Take the Government of British Columbia, which has been issuing secure driver's licenses since 2008, when facial recognition and secure card features were introduced. When the provincial government rolled out its new government services card in 2013, opportunities for synergy with the already secure driver's license were immediately apparent.

“The government services card, called the BC Services Card, allows users to access government services, including health care,” explains Susan Lucas, director of driver and vehicle licensing at the Insurance Corporation of British Columbia (ICBC), a government-owned corporation that sells auto insurance and administers DMV services to citizens on behalf of the province.

Because ICBC already verifies citizens' identities to issue them driver's licenses, lawmakers determined ICBC would be an ideal conduit through which to issue the BC Services Card. ▶

## THE SECRET SAUCE

Motor vehicle agencies adding new services must acquire not only new knowledge, but also new people, processes and procedures. Perhaps even a new culture.

Doing so is rife with challenges, but also opportunities, agree motor vehicle administrators, who say agencies modernizing their offerings must:



**Engage stakeholders.** Only add services your stakeholders want and need, cautions Rick Taylor, deputy commissioner of the Kentucky Department of Vehicle Regulation, whose agency worked closely with trucking associations and motor carriers to design and test KYU Efile. “You can build the greatest system in the world, but if it's not usable it defeats the purpose,” he says.



**Innovate iteratively.** Evolve one step at a time, suggests Taylor, whose IT department used an agile software development approach when creating KYU Efile. “They developed the product in three-week sprints—doing one part at a time and then letting the agency review it,” he says. “That way you don't go through a project that's six to eight months long and end up with a product that isn't what you wanted.”



**Resource appropriately.** More services will likely require more resources, according to Susan Lucas, director of driver and vehicle licensing at the Insurance Corporation of British Columbia, whose agency added staff to keep wait times in check after launching the BC Services Card. “We did have to add more staff,” she says, “but we've also applied the Lean methodology in our offices to continually look at ways we can improve efficiency.”



**Cut the fat.** If there are new services that must be added, there might be old services that should be retired, according to Kurt Myers, deputy secretary of Driver and Vehicle Services for the Pennsylvania Department of Transportation, whose agency will cease issuing license plate registration stickers in 2017. “Registration stickers have a cost and serve little value, especially with today's advances in technology,” he says. “If you continue to add things—but don't take away those things you no longer need—you'll end up with antiquated processes and antiquated products.”



**Just say no.** DMVs that deliver new services successfully will be in high demand, according to Rick Holcomb, commissioner of the Virginia Department of Motor Vehicles. “Once you are successful at becoming a government center, legislators will look to you as their go-to agency for delivering services,” he says. “Some things are just not a good fit, so be prepared to say no.”

*“Having services integrated has created one-stop shopping for the customer. They don't have to go to a separate agency and go through the same identity verification process again, so it saves them time in the end.”*

**SUSAN LUCAS**

Director of driver and vehicle licensing at the Insurance Corporation of British Columbia

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“As a company, we have low administration costs and a large geographic presence throughout the province,” Lucas continues. “We already have the people and infrastructure in place to verify identity and residency, so it made sense to offer this service out of our driver’s license offices.”

Citizens can opt for two separate pieces of ID—a driver’s license and a BC Services Card—or a single photo ID that combines both the driver’s license and government services card.

“Having these services integrated has created one-stop shopping for the customer,” boasts Lucas, who says citizens have responded well to the new service. “They don’t have to go to a separate agency and go through the same identity verification process again, so it saves them time in the end ... We’re very efficient—our average wait time is under 10 minutes—and we have very high customer satisfaction scores because of it.”

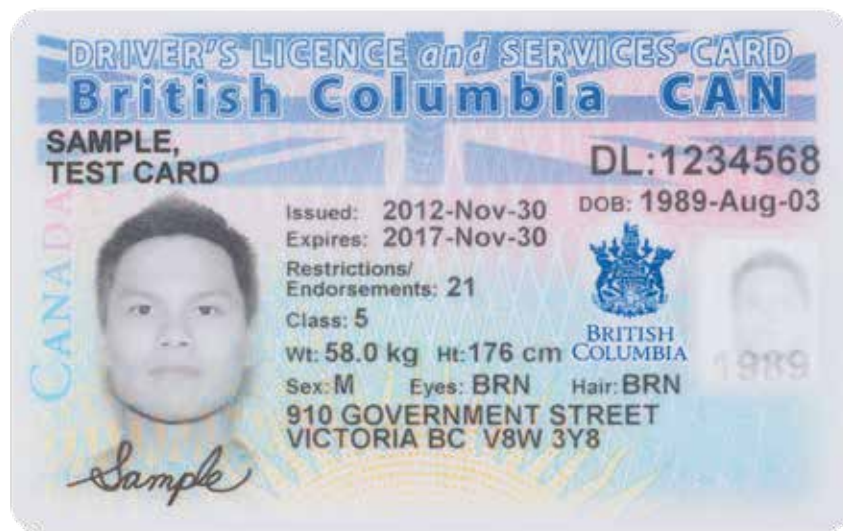
## SECURING SOCIAL SECURITY CARDS

Like British Columbia, the Commonwealth of Pennsylvania believes DMVs of the future will specialize in services that increase customer convenience. With that in mind, this year it began helping Pennsylvania residents order replacement Social Security cards.

“When individuals move to Pennsylvania, they are required to present their Social Security card as part of the process to receive a Pennsylvania driver’s license or ID,” explains incoming AAMVA Vice Chair Kurt Myers, deputy secretary of Driver and Vehicle Services for the Pennsylvania Department of Transportation. “In some cases, people come in and for whatever reason don’t have a Social Security card. That means they have to be turned away, go to the Social Security Administration, get a new card and come back. So one visit [to the DMV] becomes two.”

In May 2016, Pennsylvania Driver and Vehicle Services answered frustrated customers by partnering with the U.S. Social Security Administration (SSA) to authenticate residents’ identities using AAMVA’s Driver’s License Data Verification (DLDV) service, which allows participating organizations to electronically verify residents’ identities based on their driver’s license data. As a result, Pennsylvania residents, along with residents of states participating with SSA and DLDV, now can request a replacement Social Security card from SSA online before they visit the DMV.

“If you live in Pennsylvania, or are moving to Pennsylvania from another DLDV-participating state, you now can go online to the Social Security



*In British Columbia, citizens can opt for a single photo ID that combines the driver’s license and BC Services Card, which allows them to access government services such as health care.*

In the United States, a total of 12 motor vehicle agencies currently partner with the U.S. Social Security Administration to help their residents more easily request replacement Social Security cards.

Administration’s website and request a replacement Social Security card; all you need to do is put in your driver’s license or ID number, and a couple other data points,” Myers says. “That data is sent immediately to AAMVA, which, through DLDV in the case of Pennsylvania residents, compares it to Pennsylvania’s database ... to verify for the Social Security Administration that the person requesting a replacement Social Security card is, in fact, who they say they are.”

Because the transaction is executed through the SSA, most customers will never realize the DMV’s contribution. They will, however, benefit from that contribution at the driver’s license office, or in any situation when they need to present their Social Security card.

“Our hope is that because it’s more convenient to get a replacement Social Security card, those people who don’t have a Social Security

card will get one before they come into our office, which hopefully will reduce the number of visits somebody has to make to the driver’s license center,” Myers says. “It’s something we can do behind-the-scenes to improve the quality of life for our residents.”

## STAYING VITAL WITH VITAL RECORDS

Because it had the same problem with birth certificates that Pennsylvania had with Social Security cards, the Commonwealth of Virginia saw an opportunity to evolve its offerings with vital records services. In 2013, it partnered with the Virginia Department of Health’s Division of Vital Records to issue replacement birth certificates over the counter at DMV locations across the commonwealth.

“On a monthly basis we were turning away about 4,300 customers who could not prove legal presence because they didn’t have a birth certificate with them,” Holcomb says. “Now, if they were born in Virginia, they can come in and we can sell them a copy of ▶



# Benefit from an auction partner

## *Sell your vehicles, save your resources*

By Insurance Auto Auctions

In the best-run municipal departments across the country, every minute and dollar go where they can make the biggest impact. Achieving that can be difficult in the face of challenging tasks, including the disposal of vehicles that have outlived their usefulness. What seems manageable at first can quickly become a resource-draining exercise that could be avoided with help from a carefully chosen auction partner.

There are plenty of automotive auction companies looking to team up with organizations that can provide them a steady stream of vehicles. But the right company — the right partner — gives your needs equal importance and meets those needs with a handful of characteristics we'll call "the four Es":

- Expertise
- Efficiency
- Experience
- Easy access

A closer look at each will show why so many government agencies opt for an auction partnership and why it pays to do your homework before entering into one.

### Expertise

First and foremost, you need a partner who knows what they're doing and is prepared for any situation — someone capable of managing the auction process in unique circumstances as well as they do under ordinary ones. So when you're vetting potential candidates, find out if they can:

- Handle every type of vehicle. They should know their way around motorcycles, construction equipment and everything in between.
- Secure the necessary paperwork. Titles can be problematic, so look for a partner with a department dedicated to that important document.
- Reach the right audience. By knowing who's interested in your particular vehicles, they'll be able to stir up interest and ensure the best sale price.
- Keep up with the latest technology. If their auction isn't accessible on the Web and via mobile device, that's fewer people bidding on your items.

### Experience

There are few better ways to gain the necessary knowledge than simply doing the job every day. The right auction partner has extensive experience on their side and, as a result, is ready for every situation because they've seen every situation a thousand times.

That's not the only benefit of aligning yourself with an experienced company. You also get



**Make sure your partner has the capacity to handle a significant number of vehicles.**



**An attentive customer service team can be the difference between a sluggish auction process and one that moves along smoothly.**

the confidence that accompanies a proven track record. Short-term success is easy to find but hard to trust. Hold out for an established leader in the industry, and you'll be 100 percent comfortable handing over your vehicles to them.

### Efficiency

Depending on how you dispose of your vehicles currently, you may already know how challenging the auction process can be. With the right partner, however, you'll have the option of reducing your list of responsibilities to two items:

1. Contacting your partner to let them know you have vehicles ready for sale.
2. Depositing the check they send you.

Obviously, there are a lot of steps in between. But it's your partner's responsibility to ensure the process goes smoothly after they take possession of your vehicles, not yours. With the right company handling that process, revenue increases while cycle times drop. That leaves your focus where it should be: using your newly available resources in a way that serves your community to the best of your ability.

### Easy access

This particular characteristic is important for two participants in the process: you and the person who ultimately buys your vehicle. Earlier, I mentioned how technology brings in more potential buyers by letting them choose how they view and purchase your inventory.

But access is just as crucial to you, albeit in different ways.

For starters, you should have a readily accessible point of contact. Whether you're reaching out to assign vehicles for sale or checking in at any point throughout the process for updates, you need someone you can touch base with quickly and easily.

You should also consider how easy it is to access your partner's actual locations. When your vehicles leave your facilities, where do they go? Are they crossing state lines? How much time does it take them to reach their ultimate destination? The longer the journey, the longer it takes for the sale process to wrap up. Keep things simple by selecting a partner with enough physical locations to make vehicle transport as easy as possible.

### Real-world results

That's all fine in theory. But how does it work in reality? The Utah Department of Motor Vehicles found out when it decided to take a closer look at how it disposed of its vehicles.

The motivation behind its analysis was a steady growth in the state's vehicle population, and a concurrent rise in the number of vehicles impounded and subsequently abandoned. The higher volume resulted in a greater need for the disposal process to be as efficient as possible, so the department turned to an industry expert with more than three decades in the field: Insurance Auto Auctions (IAA).

Up to that point, Utah performed its own vehicle auctions, but IAA's analysis revealed potential for improvement. Both parties pored over the results and decided to forge a mutually beneficial partnership. Once the agreement was finalized, the Utah DMV had the means to reallocate its resources and better serve the state's residents, and IAA had a steady source of vehicles for its 170-plus locations in North America and customers in more than 110 countries.

"With all of our municipal partners, we have two goals: speed up their process and increase their revenue stream," explained Kevin Park, IAA's Divisional Government Sales Manager. "The Utah DMV came to us because they knew we had the infrastructure already in place to handle the increased workload they were seeing. We helped with the considerable number of tasks involved — securing titles, preparing the vehicles, marketing them — and provided access to a literal world of buyers that ensured results everyone was happy with."

To learn more about IAA and the services it offers its partners, visit [IAA-Auctions.com](http://IAA-Auctions.com). ■

their birth certificate that they can use to do their DMV transaction.”

Because that offering has been so successful—it has processed more than 250,000 birth certificates to date—the Virginia DMV since has expanded its vital records services to include death, marriage and divorce certificates, and has forged additional partnerships with other state and federal agencies. Among them: the Virginia Department of Game and Inland Fisheries, which has sanctioned it to issue hunting and fishing licenses; the Virginia Department of Transportation, on behalf of which it sells and services toll-road transponders; the Virginia Department of Elections, for which it provides electronic voter registration; the Supreme Court of Virginia, which early next year will allow it to collect payment from motorists whose driver’s licenses have been suspended due to outstanding court fees; and the U.S. Department of Homeland Security, a contractor of which—MorphoTrust—has partnered with the Virginia DMV to provide Transportation Worker Identification Credential (TWIC) and TSA PreCheck trusted-traveler enrollment at nine DMV locations across the commonwealth.

“Taxpayers have made an investment in 74 brick-and-mortar [DMV] offices across the commonwealth, as well as five mobile units. We have buildings, we have employees and we have equipment. There are a number of members of our legislature who look at that and think: Why not have government centers across the commonwealth where multiple transactions can be done on behalf of multiple agencies?” Holcomb says. “We want to be able to serve people in one contact. So where there is a potential relationship between another agency and our ability to successfully serve our customer, we [will] pursue a technological connection to that agency.”

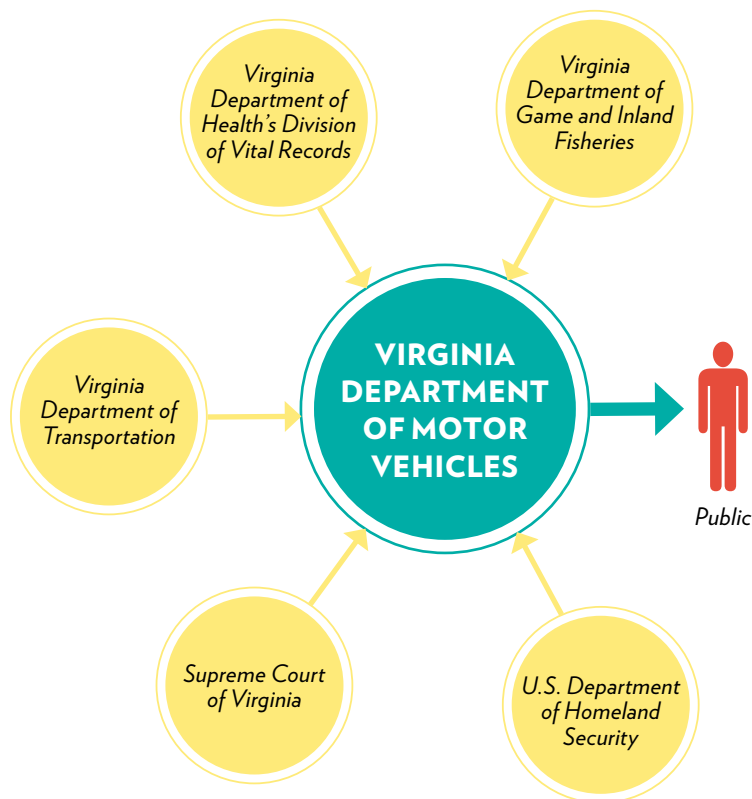
When citizens can do more government business in fewer trips, the result isn’t just satisfied customers; it’s also satisfied employees. “When you’re not turning them away because they don’t have a birth certificate, you have happier customers—which makes the lives of your clerks a lot better,” concludes Holcomb, who says the Virginia DMV’s most recent customer satisfaction survey reinforced its strategy. “Eighty-five percent of our customers said, ‘When I got to the window I was greeted by a knowledgeable clerk who got my transaction done on one visit.’ As far as I’m concerned, that’s the new metric for success.”

## EVOLUTION SOLUTIONS

From online tax filing to vital records replacement, what the new DMV services have in common—with

## VIRGINIA IS FOR LOVERS ... OF CONVENIENCE

Citizens can conduct multiple transactions on behalf of multiple agencies when they visit certain Virginia Department of Motor Vehicles locations, thanks to the DMV’s partnerships with the five entities below.



each other, as well as popular 21st-century services like Amazon, Uber and Pandora—is a renewed focus on the customer.

“The DMV tends to be the face of state government for the majority of citizens, so we want them to feel good about doing business with us,” Taylor says. “That’s driving us 100 percent to look at our current services and modernize them to make them more convenient for our customers.”

Of course, the new services motor vehicle agencies are rolling out today are only the first steps in creating the “DMV app store,” a one-stop shop where customers will be able to do more than just

renew their license and registration, but also conduct a bevy of new personal services. Although it’s not yet clear what the store ultimately will look like, Taylor eventually foresees leaner DMVs and more digital services. So much so that the motor vehicle agency of the future might look and act a lot more like a government app store than a traditional DMV.

“The more we can push things online where people can serve themselves, the better,” Taylor concludes. **m**

## find out more

CHECK OUT THIS ARTICLE ON **MOVEMAG.ORG** TO WATCH A VIDEO HIGHLIGHTING THE CHANGING ROLE OF THE DMV.



# STANDARDIZED TESTING

Americans have been hitting the road since the late-19th and early-20th centuries. And over the past 100-plus years, the rules of the road have changed gradually to make driving safer and more a standardized process.

In 1899, New York City and Chicago were the first to require certification for drivers of a “horseless carriage,” or steam car. Three years later, Massachusetts and Missouri were the first states to require a form of licensing to operate a motor vehicle. Rhode Island was the first state to issue a driver’s license exam in 1908. More standardized driver education began to develop in the 1930s, but not all states required a license and testing until 1959.

Even with all of the developments in the testing of non-commercial drivers, one thing has remained unchanged: Its implementation is carried out by the individual jurisdictions with no required consistency or shared standard. Each

## *A NEW MODEL AIMS TO PROVIDE MORE UNIFORM TESTING FOR NONCOMMERCIAL DRIVERS ACROSS JURISDICTIONS*

BY BRITTANY MAGEE

jurisdiction creates its driver’s manual, knowledge test and road test to administer to its residents who seek a license. Therefore, there are more than 50 different driver’s manuals, knowledge tests and road tests across North America.

### **CREATING UNIFORMITY**

There are inconsistencies with the current jurisdiction by jurisdiction testing system, and the upcoming release of the Non-commercial Model Driver Testing System (NMDTS) will highlight a model system

for addressing inconsistencies with a more uniform testing of noncommercial drivers across jurisdictions. NMDTS will be similar to the Model Commercial Driver License (CDL) Testing System, which is now the federal standard under the Federal Motor Carrier Safety Administration (FMCSA) Act of 1986.

Under the CDL system, every driver applying for a license takes the exact same test in each jurisdiction. The model was ▶

part of an effort to establish national standards for measuring a driver's ability to operate a commercial motor vehicle (CMV), with the ultimate goal of making the roads safer for all drivers. "With CDLs, everybody is playing from the same sheet of music because they're required to do so," says Kevin Lewis, AAMVA's director of Driver Programs.

Even though there is a standardized test to obtain a CDL, the number of CMV drivers is far fewer than noncommercial drivers. In 2014, there were around 5.7 million CMV drivers in the United States, according to FMCSA data. Yet, according to Statista, an online statistics portal, there were about 214 million noncommercial licensed drivers on the road.

Unlike the CDL system, however, NMDTS will not be regulated federally and there's no requirement that jurisdictions must adopt any of its guidelines. NMDTS simply offers a complete, uniform testing system for driver license administrators from all jurisdictions. "Commercial testing is already there—they have the manual and it makes the process a lot smoother," says Joan Saleh, Driver Services administrator in Washington, D.C. "It would definitely be helpful to have this type of guide for the non-commercial side."

AAMVA has been developing NMDTS since the mid-2000s, with initial funding from the National Highway Traffic Safety Administration (NHTSA). The call for a more uniform noncommercial testing system began to increase

with the introduction of the Graduated Driver Licensing (GDL) system, which allows young drivers (under age 18) to gradually obtain full driving privileges.

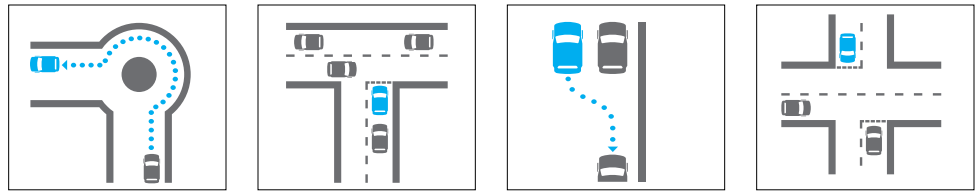
Unfortunately, statistics show that all entry-level drivers, especially teenagers, are overly represented in fatal car accidents. A more standardized way to test the abilities of novice drivers will help reduce these numbers. "If jurisdictions all have similar driving manuals and testing procedures, then we have more assurance that we're collectively approaching public safety and licensing drivers in a like manner," says Julie Knittle, assistant director of the Programs and Services Division in Washington State's Department of Licensing. "One jurisdiction's testing requirements could be significantly more or less than

As of 2014, there were about **214 MILLION** noncommercial licensed drivers on the road in the United States.

another jurisdiction, so you don't know if you're getting a driver that would meet your state's standards."

## A COMPLETE SYSTEM

Under the current noncommercial testing system, each jurisdiction writes its own manual, determines the knowledge testing questions and creates the skills test. But in addition to the "basic rules of the road" included on the driving test, each jurisdiction



## ASSESSING ABILITIES

The Noncommercial Model Driver Testing System (NMDTS) has five components, one of which is the driver license test. Here are the model's recommendations for the three parts of the test.

### 1 Vehicle Safety Inspection

During the vehicle safety inspection, drivers may be tested on being able to complete the following safety checks:

#### INTERNAL CHECK

- Seats and safety belts
- Windows and windshield
- Door/mirrors (rearview and outside)
- Wipers and washers
- Heater/air conditioner/defroster
- Horn
- Indicator lights (headlights, turn signals, hazard)
- Fuel gauge

#### EXTERNAL CHECK

- Vehicle walk around
- Leaks
- Tires
- Headlights (low and high beams)
- Taillights and brake lights
- Turn signals (front and back)

### 2 Basic Control Skills Test

During the basic control skills test, drivers may be tested on the following exercises:

- Forward two-point turnabout
- Reverse two-point turnabout
- Three-point turnabout
- Left-side parallel park
- Right-side parallel park

### 3 Road Test

During the road test, drivers may be tested on the following maneuvers:

- Left and right turns
- Through and stop intersections
- Expressway
- Limited access roadway
- Rural/open highway
- Urban business street
- Lane change
- Curve
- Traffic signs
- General driving behaviors



also has required standards, laws or procedures that are specific to that state or province. The goal of NMDTS is not to mess with jurisdiction-specific information and requirements.

Instead, the focus of NMDTS is to create elements all can adopt that will fit within each jurisdiction's time constraints for customer service. The length of the test is dependent on location, so rather than being granular and stating that the road test should be a set distance or time, the model establishes specific elements and maneuvers, such as number of left and right turns, driving on the expressway, which types of intersections to include, etc. These maneuvers should be consistent across jurisdictions, and the model follows the same concept for the knowledge and skills test.

NMDTS includes these five components and three subcomponents:

- › NMDTS Model Driver Manual
- › NMDTS Model GDL Parent/Mentor Guide
- › NMDTS Examiner Manual
- › Knowledge Test Item Pool
- › Driver License Test
  - ê Vehicle Safety Inspection
  - ê Basic Control Skills Test
  - ê Road Test

The guidelines are set up to be flexible and have an a-la-carte style. "They can be implemented all at once or in a phased-in approach," Knittle says, "so a jurisdiction could adopt the model manual and the knowledge test, but they can implement the skills test at a later date."

## READY FOR NMDTS

Even though most jurisdictions currently do not require drivers moving from one jurisdiction to another to retake the driver test in order to obtain a new license—mostly for customer convenience—NMDTS can create an environment in which state, provincial and international licensing agencies can be confident that drivers licensed by other jurisdictions were tested by the same standards. If jurisdictions have the same manuals and testing procedures, then there will be more assurance that jurisdictions are collectively approaching licensing and public safety in a like manner.

*"One jurisdiction's testing requirements could be significantly more or less than another jurisdiction, so you don't know if you're getting a driver that would meet your state's standards."*

### JULIE KNITTLE

Assistant director, Programs and Services Division,  
Washington State Department of Licensing

NMDTS will be released late this summer. While there's no requirement to adopt the model, AAMVA's hope is that each jurisdiction will review its testing system and opt to implement NMDTS standards in an effort to create consistency across jurisdiction lines, which will only enhance safety on the road.

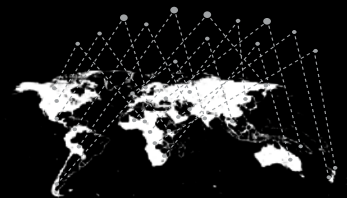
"AAVMA does a very good job of creating best practices," Saleh says. "If we're doing something on our road test but the best practices say to do it differently, I'm very likely to say we're going to make that change."

As for Washington, Knittle says the state will review and assess its current practices as they compare to the model and then will have a discussion with policymakers and stakeholders to look at how NMDTS will ultimately help public safety. "Washington takes the best practices and research across the country very seriously, so we're really excited about this being released and look forward to assessing our current program." **m**



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**I WOULDN'T TAKE ON  
A ROLE IF I DIDN'T  
HAVE A GOOD, SOLID  
TEAM BEHIND ME.**



**Q & A WITH**

## Jean Shiimoto

**MOVE CATCHES UP WITH  
THE DIRECTOR OF THE  
CALIFORNIA DEPARTMENT  
OF MOTOR VEHICLES AND  
2016-2017 AAMVA CHAIR  
OF THE BOARD.**

INTERVIEW BY BRITTANY MAGEE

**Q YOU WORKED FOR THE STATE OF CALIFORNIA AS AN AUDITOR BEFORE JOINING THE DMV. WHAT PROMPTED YOU TO MAKE THE CHANGE?**

I began working for the state in 1980 with the Department of Developmental Services, and I went on to work at the California Department of General Services and the Franchise Tax Board. I came to work at the DMV in 1988 in the financial systems section, which supported the accounting system and other systems at the DMV. I applied for the role because it was an opportunity to change jobs and do something different, interesting and tangible. Twenty-eight years later, here I

am, still at the DMV, and I've never looked back!

**Q THROUGHOUT YOUR CAREER WITH THE DMV, WHAT HAS BEEN YOUR PROUDEST ACCOMPLISHMENT?**

In 2015, we implemented Assembly Bill 60 (AB 60), the Safe and Responsible Driver Act, which was to issue licenses for undocumented immigrants. We spent 2014 preparing. We hired 1,000 employees, opened four temporary driver's license processing centers and had over 200 outreach events. AB 60 took effect on Jan. 2, 2015, and in the first year, we've licensed over 600,000 undocumented immigrants, have seen over 800,000 applicants and administered close to 2 million knowledge tests and drive tests. We also won the AAMVA 2015 PACE category 7D award for our use of social media to improve

customer service during that campaign. It was our top priority and a major effort on our part to do it successfully. All hands on deck. I'm extremely proud of that.

**Q CALIFORNIA HAS MORE RESIDENTS ON THE ROAD THAN ANY OTHER JURISDICTION. WHAT IS THE KEY TO SERVING AS DIRECTOR OF THE DMV, AND NOW, AS THE 2016-2017 AAMVA CHAIR OF THE BOARD?**

For me, it's time management, prioritizing and balancing resources. I have to balance resources to be able to provide quality customer service, continue to automate processes and modernize our IT system, and then implement several state and federal mandates. I also know how to balance my time between work, the community and home. For instance, while I was taking on the role of chief deputy

## FAST FACTS

### Jean Shiomoto



**HOMETOWN**  
Courtland, California



**EDUCATION**  
Bachelor of Science in business administration with  
a concentration in accounting from California State  
University, Sacramento



**FAVORITE MOVIES**  
The American President  
& White Christmas

director and director of the DMV, I served as the vice president and president of the Board of the Asian Community Center (ACC) Senior Services (a nonprofit serving seniors) for two years. I also have a great executive management team that supports me, and I know they can handle things if I'm not available. I wouldn't take on a role if I didn't have a good, solid team behind me.

**Q YOU'VE BEEN ON AAMVA'S BOARD OF DIRECTORS SINCE 2012. WHAT'S ONE OF THE BEST PARTS OF WORKING WITH AAMVA?**

It has been a pleasure getting to know the AAMVA staff. Everyone is very knowledgeable and professional. I tremendously respect what they do for the AAMVA organization and the support they provide for all the jurisdictions.



**Q WHAT DOES IT MEAN TO YOU TO BE SELECTED AS THE NEW CHAIR OF THE BOARD?**

It's an honor and very humbling to be selected as the Chair and to lead all the jurisdictions. I want to continue to promote what AAMVA does best, which is providing the services for the jurisdictions in terms of systems, member support, subject matter expertise, surveys, webinars, and through various work groups and committees. AAMVA leads the way in providing information for guidelines and best practices to follow so jurisdictions don't need to reinvent the wheel and come up with everything themselves.

*California DMV Director Jean Shiomoto (center) accepts a 2015 AAMVA PACE Award. She's flanked by AAMVA President & CEO Anne Ferro (left) and Utah DMV Director Brad Simpson (right).*

## THE BIG QUESTION

**THERE ARE A LOT OF EYES ON THE CALIFORNIA DMV AS A LEADER. WHAT'S THE BIGGEST ISSUE YOU'RE FACING RIGHT NOW?**

Autonomous vehicles is a big one. There is an AAMVA Autonomous Vehicle Working Group funded by a National Highway Transportation Safety Administration (NHTSA) grant to move the ball forward with autonomous vehicle technology guidelines for jurisdictions to follow if they choose to. That's very important, and I want to continue to promote AAMVA's work with NHTSA and the work of AAMVA's Autonomous Vehicle Working Group with all jurisdictions.

**Q WHAT DO YOU ENJOY DOING IN YOUR FREE TIME?**

My husband and I like to take our three dogs for a walk in the evenings. I also like to try new restaurants and bake. I'm known for making treats and giving them to AAMVA folks when I can squeeze in the time to bake and get them on the airplane. I make good lemon bars, and I make a really good snack mix—it's addictive. **m**



# Getting Our Wings

*THE DMV IS TRANSFORMING WITH THE TIMES*

## KEEPING UP WITH CHANGE

**WILLIAM DURAN**, DIRECTOR, NEW MEXICO MOTOR VEHICLE DIVISION

Over the past decade, the transportation community has seen several changes, especially in the arena of motor vehicle administration. Some changes, such as the legalization of marijuana use for medical and recreational purposes, only affected certain jurisdictions and had little impact on the entire motor vehicle community. Other changes, such as Real ID and autonomous vehicles, have had a much greater impact on the entire motor vehicle administration community. Motor vehicle administrators have been forced to change their business models in order to keep up with these changes. Public expectations of faster, more efficient customer service also have resulted in the need for changes in the business models of DMVs across North America. The New Mexico Motor Vehicle Division is no exception to the need for change. Over the last five years, New Mexico has made great strides to improve the quality and efficiency in the services we provide.

One major improvement in New Mexico's business model is the re-modernization of our operating system. We transitioned from a legacy database system, which included two separate systems for vehicles and drivers, to a new customer-centric COTS system. In May of 2015, we implemented the first phase, which included our Driver Services, and we are on schedule to implement the second phase, Vehicle Services, in September of this year. The new system allows for a more fluid and expedient processing of



The New Mexico Motor Vehicle Division has decreased its statewide average wait time from about **80 MINUTES** in 2012 to **11 MINUTES** in 2016.

customer transactions and has helped to reduce the wait time of each transaction by an average of five minutes.

Over the past four years, the New Mexico MVD has been able to reduce its statewide average wait time from approximately 1 hour and 20 minutes to just 11 minutes. This has been done through technological advances and through a series of process improvements using LEAN Six Sigma and the Malcolm Baldrige Criteria. Modeling and operating the New Mexico MVD as a retail venue has allowed us to explore many customer service delivery options not typically offered in traditional government agencies.

New Mexico has implemented several options for customers to conduct business with our Motor Vehicle Division without needing to visit a field office. Our customers now can complete a variety of transactions via our online web service, such as vehicle registration renewal, driver's license renewal,

citation payments, driver's records and address changes. Customers also can complete these same transactions using our Interactive Voice Response (IVR) telephone system. New Mexico MVD also has implemented a mobile unit to reach those rural areas of the state that have no MVD presence. This keeps customers from driving long distances to get service.

As society, populations and technology change, motor vehicle administrators must be able to adapt and be flexible to keep up with that change. With advancements in IT technology, DMVs across North America must harness the capabilities of those advancements and take full advantage to better serve their customers. But most importantly, DMV leadership teams must be able to adapt to the changes within their own organizations to better serve their employees. After all, the employees are what keep us moving forward.



## REVAMPED SERVICES IN TEXAS

WHITNEY BREWSTER, EXECUTIVE DIRECTOR,  
TEXAS DEPARTMENT OF MOTOR VEHICLES

Yesterday's DMV doesn't cut it anymore. Doing things the way you've always done them is a surefire way to alienate customers and validate old stereotypes about "the DMV." The Texas Department of Motor Vehicles (TxDMV) is keenly aware of the changing role in our industry.

One of the most important things to remember is the critical role the DMV plays in serving our customers. People want to do business when and how it's most convenient for them. The days of expecting everyone to wait in line during business hours are over.

At TxDMV, we've taken major steps to change our role with an unwavering focus on serving our customers. Adding and enhancing online service delivery options is something we know the public expects and deserves in one of the fastest-growing states in the nation.

Texas has the second-largest number of registered vehicles. So we're implementing new strategies to encourage and incentivize the use of online renewal, which is more convenient for customers and more efficient to process.

TxDMV has added the online issuance of temporary permits for vehicles subject to Texas registration laws but not authorized

to travel due to lack of registration or reciprocity with the state where the vehicle is registered.

Just a few years ago, motor carriers needing oversize/overweight permits in Texas endured a sometimes lengthy phone, fax or mail-in process to obtain their permits. So we introduced a new online self-permitting process known as the Texas Permitting & Routing Optimization System (TxPROS). In the busiest trucking state in the United States, TxDMV must help keep big rigs, and our economy, moving 24/7.

In 2013, TxDMV became the first state in the country to begin a paperless vehicle title system, streamlining business processes for auto dealers and counties, and helping to protect Texans from fraud.

TxDMV once had a voluminous backlog of auto dealer license applications waiting to be processed until we revamped our licensing operations and dramatically reduced the time it takes to get a license. Further efficiencies will be gained with the launch of a new self-service electronic licensing system in late 2016 to replace our paper-based process.

These efforts are consistent with TxDMV's goal to continue to simplify and automate motor vehicle services for our citizens. The role of the DMV is always changing and evolving. As an industry, we must meet these challenges by being customer-focused and performance-driven. **m**



# CONNECT

WITH AAMVA



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# The End of My Ride

*IT'S BEEN A GREAT YEAR—THE BUSIEST OF MY LIFE, BUT CERTAINLY ONE OF THE MOST MEANINGFUL.*

**W**hile I can't tell you the number of miles logged or, without checking my calendar, the number of places I visited, I can say without hesitation that I'll never forget the kindness you extended on my journeys and the outstanding impression left upon me by the AAMVA community, AAMVA staff and our fearless leader, Anne Ferro.

I am a strong supporter of the CASE approach—Copy And Steal Everything. And, while I say that in jest, I think you'll notice many innovative ideas from your states making their way to Virginia in the coming year. This is the true benefit of our AAMVA membership: We bring all of the best and brightest from North America's motor vehicle

agencies together, and magic happens.

We owe it to our customers and taxpayers to run our agencies with the highest level of efficiency. What better way to do that than by taking the best ideas and lessons learned from counterparts across the United States and Canada and putting them to work in your jurisdiction?

I hope that, as I pass the torch to California's incredibly talented Jean Shiimoto, I leave behind a small mark on the organization. I had big shoes to fill, taking over from the astute leadership of Iowa's Mark Lowe, but, with your help, we accomplished a lot this year. From creating a seat on the board for a Canadian colleague, to drilling down on the financial steering committee, to giving AAMVA staff a behind-the-scenes look at all things DMV, we've made this association a little better than when we started last August. And I have no doubt Jean will do the same during her tenure.

So, Jean, welcome to the head of the table. Enjoy the ride! **m**



*Rick Holcomb, 2015-2016 AAMVA Chair of the Board*



## AN EXCITING TIME TO LEAD

I am thrilled to be AAMVA's 2016-2017 Chair of the Board and look forward to working with everyone. I have to give a shout out to Rick Holcomb for his enthusiasm during his time as AAMVA Chair and working to further strengthen our partnerships. I want to continue the work started under Rick, as I share the same commitment to building relationships.

Under the leadership of AAMVA CEO Anne Ferro, we continue our work under the 2016-2018 Strategic Framework, and that includes the work of AAMVA's Financial Sustainability Steering Committee. I have had the opportunity to listen in on the great work by the AAMVA staff and the steering committee this past year, and I am committed to continuing this committee's work to further refine AAMVA's member service programs for all the jurisdictions.

This is an exciting time to lead AAMVA. We have autonomous vehicle technology rapidly changing; even as you read this, the technology is getting closer and closer to being available to the motoring public. I want to continue the dialogue between AAMVA and the American Association of State Highway and Transportation Officials (AASHTO) to have our member jurisdictions and transportation agencies well prepared to have this technology on our roads so we will continue to have safe drivers, safe vehicles, secure identities, and save lives! I look forward to the coming year and seeing you in your jurisdiction. **m**



*Jean Shiimoto, 2016-2017 AAMVA Chair of the Board*

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