

move



How AAMVA members are paying it forward

ALSO IN THIS ISSUE

Road to Zero initiative strives to zero out motor vehicle-related deaths

How jurisdictions are using facial recognition technology

Thanks & bon voyage to AAMVA's Sheila Prior

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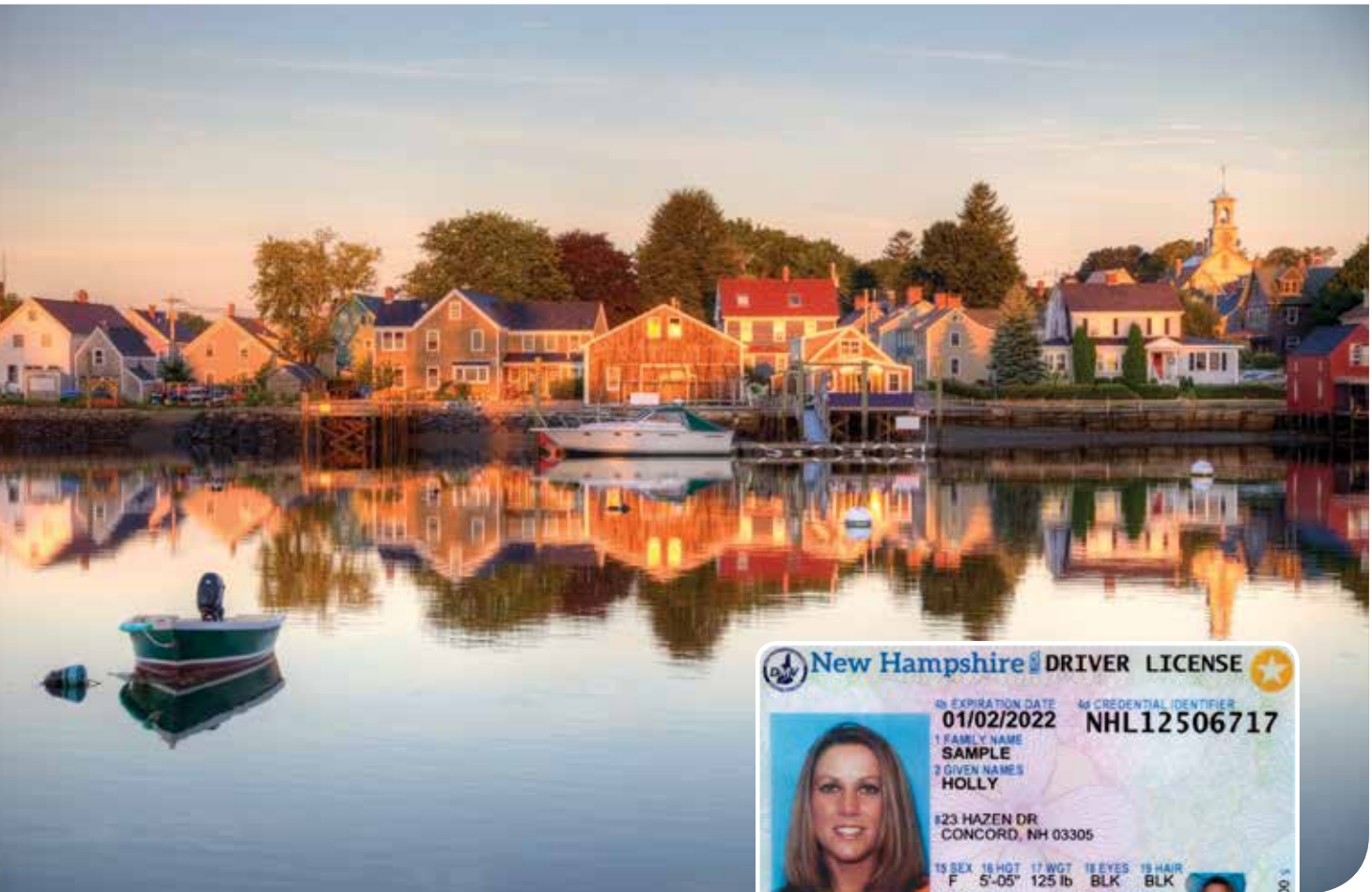
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security to be free

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PAY IT FORWARD

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SERVING THEIR COMMUNITIES

View a gallery featuring photos from the 2017 AAMVA Community Service Award submissions.

ROAD TO ZERO COALITION

Watch the webcast of the group's March 2017 meeting.

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The Best Rewards

*THE AAMVA COMMUNITY MAKES THE WORLD A BETTER PLACE,
ONE ACT OF GENEROSITY AT A TIME*



This spring issue of *MOVE* magazine offers a glimpse into some of the ways our members are improving the world around us, one person, one shovel, one can, one box, one smile at a time. Recently, an AAMVA colleague reported on a connection he helped make that will educate DMV customers on human trafficking—the reality that it is happening in public places, and there are steps a person can take to detect and stop it. The introduction he made was between a nonprofit organization that fights human trafficking through messaging, training and intervention, and an AAMVA associate member that offers dynamic digital sign services in DMV lobbies. The hope is that through awareness, an employee or DMV customer may observe and report suspicious activity based on the information they receive passively, in the lobby. In other words, a little awareness can go a long way in ending the horrors of human trafficking by helping one person at a time.

It's much like "paying it forward." One person makes a connection, and the receiver rises to the opportunity to help and in turn passes along the goodwill and assistance to someone else

in need or in search of a solution. This truth is on display throughout the AAMVA community. AAMVA's members are among the most generous people I've ever worked with.

It should come as no surprise to learn that AAMVA's employees are generous, too. They are energized when they connect with members and build member connections. Invariably, the connections improve the safety, service and security of our customers. At AAMVA we are fortunate to have an Employee Activity Committee. These employees make sure the rest of us do good—participating in annual food drives, collecting and delivering school supplies and backpacks, or holding fundraisers to contribute to a local orphanage. Employees are also ready to contribute time and money to their coworkers' good causes, such as raising awareness (and funds) for juvenile diabetes, breast cancer research and the recovery effort for a community devastated by a natural disaster. This kind of generosity happens regularly and is a wonderful reflection on AAMVA.

Take a minute while you consider this column to reflect on something you have received—an act of kindness or unexpected boost that helped you in your life—and find a way to pass it on. It does not need to be big or noticed. In fact, many of us find this quote from Mother Theresa inspiring, as well as a reality check: "In this life we cannot do great things. We can only do small things with great love."

Giving takes many forms: taking the time to connect others, offering yourself or your resources, sharing a thought. It's a perpetual motion machine. Once you jump-start it with action, the good keeps rolling. You may not realize what an impact you have. And that's OK; you do it for the chance to make the world a better place. Paying it forward makes a difference. **m**

Anne Ferro, President & CEO, AAMVA

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jurisdiction spotlight

Picture Perfect

WisDMV SEES THE BENEFITS OF USING FACIAL RECOGNITION TECHNOLOGY BY KATHLEEN HAGAN



Protecting identities and maintaining the integrity of its credentials: These are just two of the reasons facial recognition technology has been a part of the Wisconsin DMV's business practices since 2005. And with new facial recognition software in place, the jurisdiction is able to catch more instances of fraud, identity theft and criminal activity than ever before.

In September 2015, WisDMV upgraded its facial recognition software to a more robust system. Provided by CBN, the new software includes improved photo equipment in all service centers for clearer facial images, translucent overlay of images for clearer match detection, improved match calibration for more accurate results and digital refinement of all historical photo images to help match new photos to archived photos. What's more, the facial recognition processes are in real-time, so DMV staff can act much quicker than before.

According to Susan Schilz, the Compliance, Audit and Fraud Unit

supervisor for WisDMV, the transition from the old software to the new platform was a bit of an adjustment and a learning process. "We had our parameters set very wide initially, and this robust tool was kicking back far too many images for us to look into," she explains. "We had to tweak our parameters and deactivate some of our records, such as ones with baby photos. It took us about a month before coming up with a parameter setting that we deemed acceptable."

But the growing pains were worth the improved results. Today, the WisDMV is flagging more instances of fraud and is finding historical fraud that was not previously caught. That's because every photo taken each day at the state's 92 DMV service centers is run through a database of about 21 million photo records.

HOW IT WORKS

When WisDMV service center employees take a resident's photo for a credential, they are tasked with performing a 1:1 photo check to compare the new image to the most recent photo on file for that individual. If it



matches, they go ahead and process the credential. But if it doesn't, they take a second look to determine if fraud is being attempted.

"Our service center employees are trained to look at eyes, nose and facial structure," Schilz says. "But if they're not sure if the photo should be a match, we [the Compliance, Audit and Fraud Unit] are here to take another look at the image. We can compare it to the other photo records of that individual in our database. This takes the heat off of [the service center staff] to make a decision."

TAKING A SECOND LOOK

Images that are not deemed to be a match go into a queue for the Compliance, Audit and Fraud Unit to look at in 'triage.' If it still isn't clear or the team senses fraud, the image goes to analysis to determine whether it's worthy of an investigation. "This means we're going to look a little deeper, write letters and determine who is who," Schilz says.

After an investigation, the unit can take action and require the two individuals to come in and verify who they are. "We're not always sure who is the victim and who is the suspect," Schilz says. "They both may need to come in and verify with us."

Schilz notes that facial recognition is not a perfect science. "There is some skill that's required, and you do

get good at it after a while," she says. "Our team of eight shares this responsibility so we are all able to hone our facial recognition skills."

LENDING A HAND

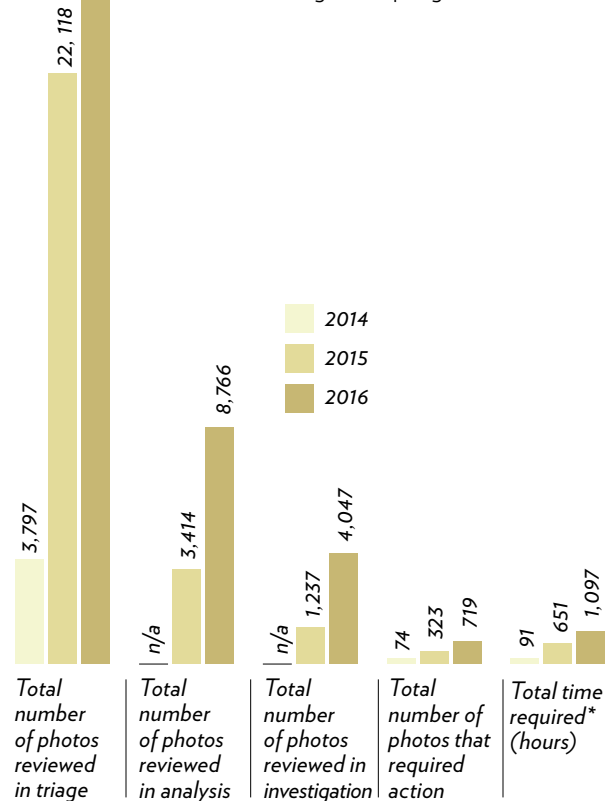
Facial recognition technology isn't just an asset for protecting identities and preventing fraud within the WisDMV. It's also a tool that can be used to help law enforcement catch suspected criminals or locate missing or abducted individuals.

While law enforcement does not have direct access to the WisDMV facial recognition tool, partnerships have been established to assist in sharing its benefits. "The Wisconsin Department of Justice facilitates photo requests for various law enforcement entities pursuant to Wisconsin statutes," Schilz explains. "We collaborate with the Wisconsin DOJ by responding to their requests."

In 2016, the WisDMV ran 193 photos for law enforcement to help in cases like child exploitation, cyber-crimes, missing persons and human trafficking. With an overall success rate of 19 percent, Schilz believes the two hours a week spent on this work is worth her team's time. "In 30 child enticement cases, we had a 28 percent match and found 11 people that wouldn't have been found through other means," she says. "This collaboration has the support of our administrator's office." **m**

REAL-TIME RESULTS

Since upgrading its facial recognition software in 2015, the Wisconsin DMV has experienced a dramatic spike in the number of images that are passed along to its Compliance, Audit and Fraud Unit. There, they are given a second look in triage, a third look in analysis and an even deeper examination in an investigation, if necessary. Here is a comparison of the last three years of data, which also includes the number of cases that required action after the investigative phase and the number of hours the staff dedicated to the facial recognition program.



*Total time required does not include the time to investigate cases



Payments Partners

OHIO BMV TEAMS UP WITH GRANT STREET GROUP TO OFFER E-PAYMENT SOLUTION BY MEGAN KRAMER

The Ohio Bureau of Motor Vehicles, in partnership with software development company Grant Street Group, reached a long-standing goal in June 2016 when all 198 BMV offices across the state were fitted with a new e-payment solution. This solution, PaymentExpress®, allows customers to use credit and debit cards to pay for BMV services, such as driver's licenses, identification cards, vehicle registrations and renewals, license plates and inspections.

The Ohio BMV and Grant Street Group began the process of developing the project plan to implement the customized e-payment solution between December 2015 and January 2016, in order to meet the state's statutory deadline of July 1, 2016. According to both parties, this narrow timeline required a close, well-managed partnership.

"Because the BMV was implementing an electronic payment system for the first time, there were many nuanced situations for which we had to create customized workflows," says Phil Runyard, director of ePayments, Grant Street Group. "What happens when someone reverses a payment, or partially reverses

it? What if there is a communication failure during the payment process? All of these first-time specifications and a six-month timeline meant an incredibly tight partnership, and I think it is a testament to both parties' technical abilities and commitment that we delivered a full solution in this time frame."

PaymentExpress provides the BMV with cutting-edge e-payment technology. "It has point-to-point encryption (P2PE), which encrypts card data and provides a significant layer of protection for the BMV," says Runyard. "Also, they now have EMV [chip card] support. Both of these technologies are critical for motor vehicle agencies to

protect customer card data and reduce fraud."

Because the e-payment solution is a convenience fee cost structure—where the cardholder pays the cost of card acceptance—the implementation and ongoing support is a zero-cost solution to the state.

TEAMING UP

With the need for more than 1,000 PIN debit units, the implementation process was no simple feat, especially in regard to getting the Ohio BMV's application, which is used by all customer-facing locations, to interface with Grant Street's application in real time.

"The technology stacks for the Ohio BMV and Grant Street Group did not integrate well," says Don Petit, registrar, Bureau of Motor Vehicles, Ohio Department of Public Safety. "Moreover, there was a mismatch in the understanding of the Simple Object Access Protocol (SOAP), relating to the real-time exchanging of data and how the data would be synchronized. This issue took significant time to resolve through several discussions

between the teams' technical architects."

Instead of 'pointing fingers,' says Petit, both organizations owned the issue and were able to work together to resolve it. "Ultimately, both teams demonstrated outstanding teamwork in resolving the issue. It showed that when people work together for the common good of both organizations, they are capable of amazing things," he says.

A SUCCESSFUL SOLUTION

According to Runyard, since PaymentExpress has gone live, 73 percent of payments at the Ohio BMV offices are EMV, and there have only been two successful chargebacks out of more than 1.5 million payments. Both the Ohio BMV and Grant Street Group are pleased with these results.

"The partnership with Grant Street was, and still is, outstanding," Petit says. "They are responsive, have a great staff, and develop well-defined and thorough processes. From a partnership perspective, Grant Street receives an A-grade, as we know we can count on them to support the Ohio BMV." **m**

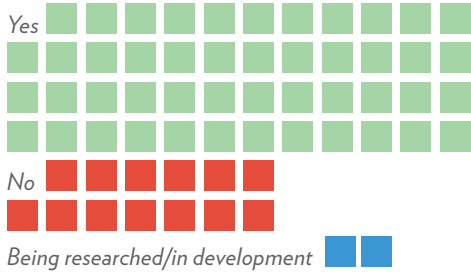
DOUBLE TAKE

BY AAMVA'S DATA LADY, JANICE DLUZYNSKI

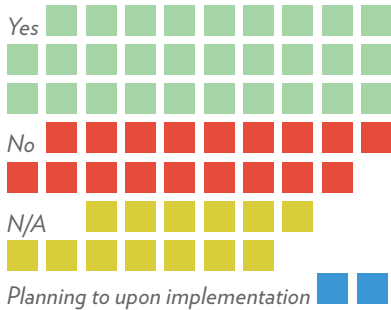
Here are the most recent jurisdiction survey results related to facial recognition. All of these surveys have additional questions that provide more information. Please visit AAMVA's website for details.

FACIAL RECOGNITION AND DISCOVERY OF FRAUDULENT APPLICATIONS [62 RESPONSES]

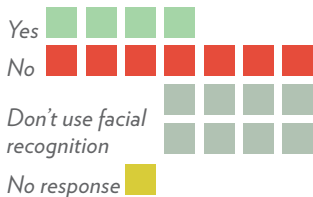
DO YOU HAVE A FACIAL RECOGNITION PROGRAM?



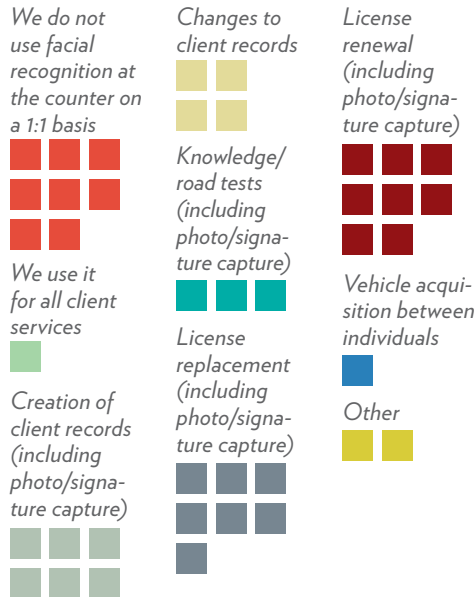
DID YOU DO A COMPLETE SCRUB OF YOUR DATA WHEN YOU IMPLEMENTED FACIAL RECOGNITION?



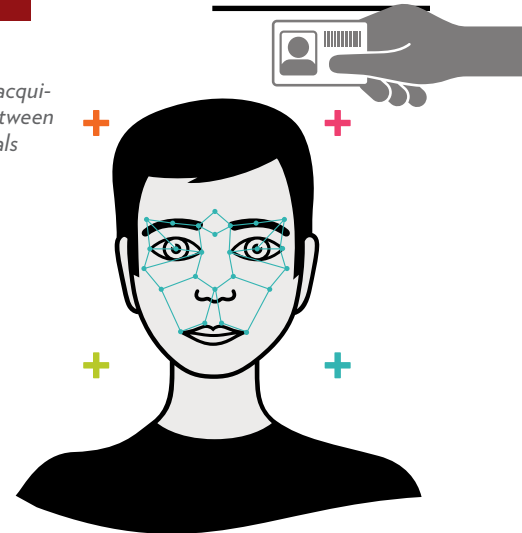
FACIAL RECOGNITION PRACTICES AND BUSINESS MODELS [20 RESPONSES] FOR VERIFYING THE IDENTITY OF A CLIENT AT THE COUNTER, DOES YOUR SYSTEM INCLUDE AUTHENTICATION USING A SECOND IDENTIFICATION METHOD IN ADDITION TO FACIAL RECOGNITION?



FOR WHAT DO YOU USE FACIAL RECOGNITION TO VERIFY A CLIENT'S IDENTITY AT THE COUNTER ON A ONE-TO-ONE (1:1) BASIS AT YOUR SERVICE OUTLETS?



Full details of these surveys can be found at aamva.org/survey/web/knowledge-bank.aspx and aamva.org/Survey/User/Search.aspx, respectively.



RELATED RESOURCES

Check out the AAMVA survey tool online at AAMVA.ORG/SURVEY/USER/SEARCH.ASPX and search for three additional surveys that mention facial recognition:

- > Central Issuance Costs
- > DMV Investigation Units
- > Facial Recognition

Additional resources related to facial recognition can also be found at the following links on AAMVA's website:

- > Facial Recognition Program Best Practices: AAMVA.ORG/BEST-PRACTICES-AND-MODEL-LEGISLATION
- > GAO report on Facial Recognition Technology: Commercial Uses, Privacy Issues and Applicable Federal Law: AAMVA.ORG/JURISDICTION-STUDIES



Stay up to Speed

TAKE ADVANTAGE OF THE 2017 UPDATE TO FDR TRAINING **BY ANDREW CONNER**

This year's update to AAMVA's Fraud Detection and Remediation (FDR) Training program features a number of improvements, including an overhaul of the design and graphics used in the program. FDR is a suite of tools that provides users with products and services for fraud deterrence, detection and remediation. The program has two levels: The first is an introduction to the techniques available in FDR, and the second provides advanced training.

Beyond redesigning the look and feel of the FDR materials, another important

update for this year is the availability of HTML5 content in addition to Adobe Flash content. "Many jurisdictions have had security issues with Flash content, so they may have rules against using Flash-enabled content," says Steve Sebestyen, a consultant to AAMVA and owner of APEX Consulting LLC. "This eliminates those hurdles."

In addition, Sebestyen notes that the number of topics covered in FDR training has steadily increased over the past few updates. "FDR previously has been closely associated with simple identity

document reviews and driver licensing staff," he says. "Now there is content within FDR that is applicable to all levels of staff across business units, from the front-line clerk all the way up to the administrator."

FDR training has long been available to AAMVA members; however, starting this year, it is now also available to associate members and nonmembers. If purchased from a reseller, users can also qualify for continuing professional education credits. Because these credits are only available if you purchase the program from a third

musings

{THIS MONTH'S QUESTION}

HOW ARE DMVs USING SOCIAL MEDIA TO ANSWER QUESTIONS FOR CUSTOMERS?

 **INSURANCE CORPORATION OF BRITISH COLUMBIA ON TWITTER**

@rabmanduky on March 15

Hi @icbc My Class 7N License is about to expire in 1 month and i was wondering if i am able to renew it for a 2nd time for another 5 years?

I also did not receive anything in the mail to remind me to renew my 7N License again, do i need to wait for a letter to renew it?

@icbc on March 16

You can renew your 7N licence any time up to 6 months before it expires @rabmanduky. There's no need to wait for the renewal reminder.

@rabmanduky on March 16

@icbc Am i allowed to renew it for a second time? I already renewed my 7N license 5 years ago but can i renew it again for another 5 years?

@icbc on March 16

You sure can @rabmanduky.

 **KANSAS DEPARTMENT OF REVENUE ON FACEBOOK**
Kansas Department of Revenue on March 15 at

1:07 p.m.

Heading to the driver licensing office? Get in line using our new system Q-Flow before you arrive at the office.

Customer on March 15 at 2:54 p.m.

This is great information to have on Facebook. Too bad you have the old system listed on your WEBSITE. And the Qless still lets you get on the list and calls and tells you you're next in line. But as I arrive at the license bureau, they say I'm not next in line.

Kansas Department of Revenue on March 16 at 6:38 a.m.

Could you please provide the link where you found QLess on our website? Those were supposed to all have been removed.

Customer on March 16 at 7:10 a.m.

It is on the Johnson County Kansas website, search qless.

party, AAMVA is currently working on an option for members to purchase the program at a discount and still receive credit.

Sebestyen emphasizes that whether you have already implemented FDR in your jurisdiction or not, this update is worth checking out.

“There has never been a better time to jump in,” he says. “And for those who have been using FDR for a while, this is certainly an update they don’t want to skip. For both old and new implementers, there is a host of implementation guidance documentation available that will either help them enhance their current delivery or begin a new delivery relatively effortlessly.” **m**

find out more

FOR MORE INFORMATION ON FDR TRAINING, VISIT AAMVA.ORG/FDR-TRAINING.

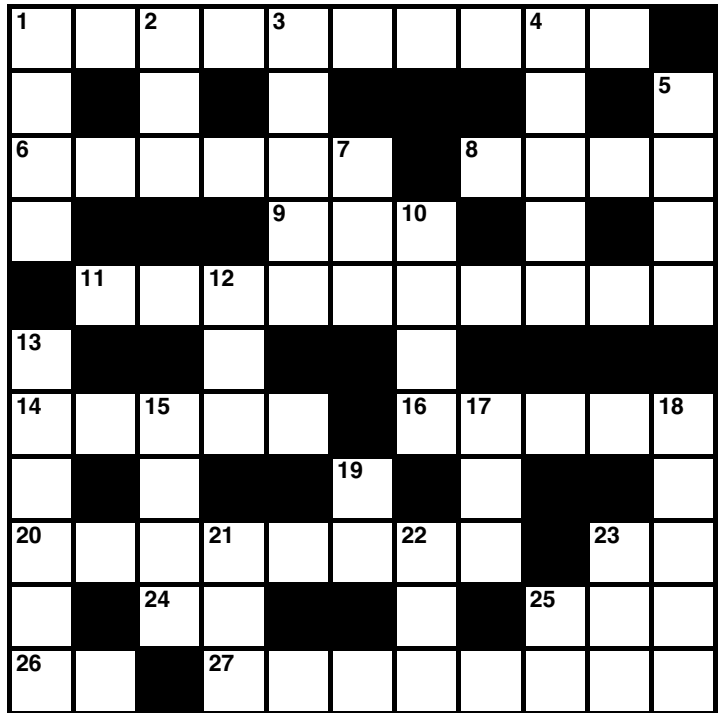
Kansas Department of Revenue
on March 16 at 7:47 a.m. • Edited

Customer - The problem is you went to the Johnson County Treasurer’s office and used their QLess system. You were in line for the tag office not the driver licensing office. These are two different offices but used to use the same line management system. Johnson County still uses QLess, we have changed to QFlow. The link in the post above is what you want. Our website is ksrevenue.org.

Customer on March 16 at 8:40 a.m.
Thank you for the clarification.

Kansas Department of Revenue
on March 16 at 8:51 a.m.
You are welcome.

 crossword



ACROSS

- 1 Initiative started by the NHTSA to eliminate deaths on the roads, three words
- 6 Freedom from risk and danger
- 8 Go right or left
- 9 Permit
- 11 Charlotte conference AAMVA attended in March to improve highway safety
- 14 AAMVA’s Martha _____ Award for Lifetime Achievement in Highway Safety
- 16 Intelligent
- 20 AAMVA Chairman of the Board, Jean _____
- 23 Arts degree
- 24 Man’s title
- 25 Auto identifier, for short
- 26 In order that
- 27 Do things for one’s local community, two words

DOWN

- 1 Road fatalities _____ 8 percent in 2015
- 2 “____ Wiedersehen”
- 3 Pink slip evidences it
- 4 GPS path
- 5 Responsibility
- 7 Positive vote
- 10 Plates
- 12 End of the week day
- 13 Avoids
- 15 Fanciful idea
- 17 Kind of jacket
- 18 Express gratitude to
- 19 The I-70 and the I-44 pass through this state
- 21 AAMVA _____
- 22 Connect
- 23 Pen
- 25 The I-81 and the I-64 pass through this state



philanthropy

PAY



IT





FORWARD

DMVs GIVE BACK TO THEIR COMMUNITIES, INCLUDING WHEN DISASTER STRIKES

BY DAWN REISS

By the time Hurricane Matthew made landfall outside of McClellanville, South Carolina, as a Category 1 storm, Kevin Shwedo, executive director of the South Carolina Department of Motor Vehicles, had been preparing for years.

After being appointed in 2011, Shwedo spent a year and a half visiting all 67 DMV branches in South Carolina and realized every office was doing something different. So he created a synergistic training plan in mid-2012. "We didn't ask anybody, we just made the decision we were going to close every Wednesday from 8:30-9:30 a.m.," Shwedo says. During that time, he took a team of experts to train the 67 DMV branch managers, who then educated their respective staff members on emergency preparedness each week.

"For a couple of years we practiced for nothing, but it was still the right thing to do," Shwedo says. "When the storm actually came, the team was ready and trained to respond to a gap that existed in the organizational structure of the state."

continued on page 18 ▶

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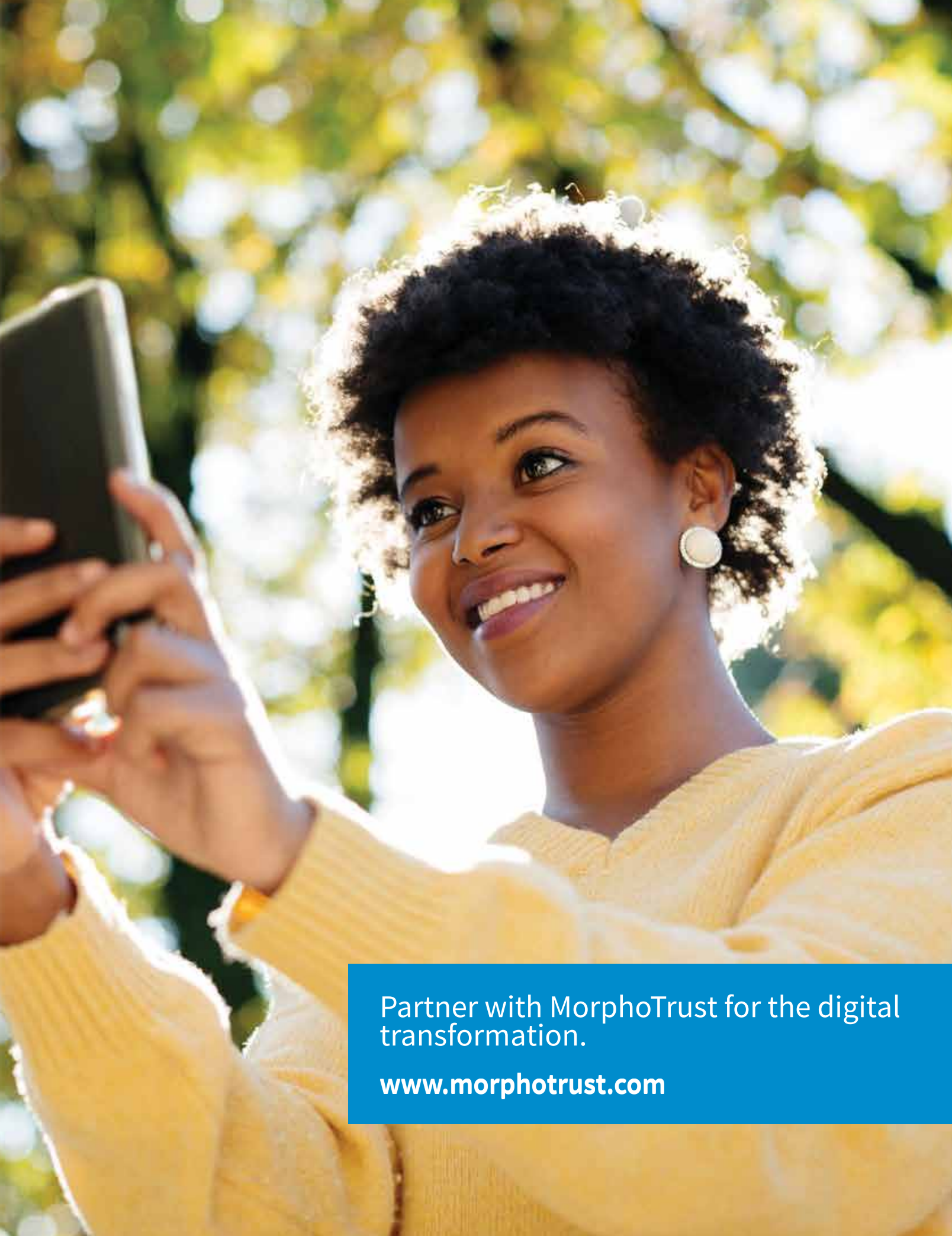
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- [Conduct](#) high trust transactions online with proof of identity



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philanthropy

READY TO RESPOND

After shutting down DMVs that were in the path of the storm, the first thing Shwedo's team did just before Hurricane Matthew hit was volunteer 40 people to run the call center for the emergency management division instead of answering DMV calls. "The call center was so effective we had people from Florida calling and asking for information from our call center because they were able to get through and wanted evacuation information or where they could go for help," Shwedo says.

Once they had an estimate of how wide the hurricane's path would be, but before the storm hit, Shwedo says DMV panel trucks were sent out around the state to bring generators, printers, cameras and computers to various locations where residents could go to quickly replace their ID cards, licenses and titles. Insurance companies were also stationed at these same parking lot locations.

Prior to the emergency, Shwedo's team wore the same polo shirts to work every Friday because of the DMV's partnership with Donate Life America. "That became good in the storm," he says. "When my people were out volunteering at Team South Carolina events and passing out food, water, bug spray and tarps for homes, every one of them had a DMV shirt on." This helped members in the community see people from the DMV helping in an atypical way that surprised them, says Shwedo, who estimates 125 individuals from his 1,300-person organization helped for various long- and short-term disaster recovery programs. Shwedo himself was awarded South Carolina's highest civilian honor, the Order of the Palmetto, for his efforts.

Before a natural disaster strikes, Shwedo says it's important to know where your first and second line supervisors are and how you plan to communicate with them, so once the storm passes you know they are safe and how you can contact them when they need to come back and re-open. Then be ready to help out others who have 'mission-essential tasks' that need



The Tennessee Highway Patrol and the Tennessee Department of Safety and Homeland Security responded to a 2016 wildfire near Gatlinburg, Tennessee. Once the smoke cleared, the Driver Services division activated its mobile units to help customers who needed new licenses and identification. Governor Bill Haslam (right, shaking hands with a state trooper) initiated an executive order waiving the fees for customers who were affected by the wildfires.

additional help. "If all you are focused on is your mission, your state is going to fail," he says.

Shwedo's other suggestion: Spend time talking to other states about their disaster recovery programs to find out what they did to prepare, what equipment they used, and if they have any long-range sales and operations planning in the works. "Steal their great ideas so you don't have to reinvent them," he says. "Look for the gaps in your plan that can be augmented through the brilliance of theirs."

AAMVA AWARDS

AAMVA's awards program fosters a tradition of excellence in the motor vehicle and law enforcement community by honoring individuals, teams and organizations that have committed their time and resources to safety and security initiatives, outstanding customer service, and public affairs and consumer educational programs throughout North America.

The Community Service Awards in particular recognize 'give back' programs, such as providing backpack supplies for returning veterans, food drives, gifts for

children, adoption of military families and disaster relief. Every agency that submits for this award receives recognition, and one jurisdiction agency receives the international award for an overall outstanding program.

Executive Director of the South Carolina Department of Motor Vehicles Kevin Shwedo, whose jurisdiction applied for a 2017 Community Service Award, says: "To be honest we've never asked for any awards. We don't do it for awards, we do it because it's the right thing to do."



Visit aamva.org/aamva-awards for more details and to read about the great work of the award winners.



FIGHTING A FIRE

When Gatlinburg, Tennessee, broke out in flames in 2016 in the state’s worst natural disaster, the Department of Safety and Homeland Security in Sevier County responded by coming directly to its citizens in need. They set up two mobile van units to make sure there was an operational DMV center on wheels available. A vetting station was set up outside for individuals to fill out applications and answer a few personal questions, including their Social Security numbers, before their photos were cross-referenced via electronic data files.

“We used those two mobile units to set up shop in Gatlinburg so everyone could come to one central location to access the government services they needed,” says Michael Hogan, director of Driver Services Issuance at the Tennessee Department of Safety and Homeland Security. Each unit was operated by three or four people, including two examiners and a supervisor who helped issue interim licenses. The \$12 credential fee was waived via an executive order from the governor.

“Twelve dollars is still a lot of money when you’ve lost everything,” says Hogan, whose state also had to help those affected by a tornado in eastern Tennessee around the same time as the fire. “When you lose everything, sometimes one of the biggest hurdles is getting new identification. A driver’s license isn’t just used to operate a vehicle. It’s used for getting medicine, registering to vote, opening a bank account and for getting on airplanes, so it’s important for people to have it.”

Prior the disaster, Hogan says the mobile centers had been used as multipurpose vehicles to help military veterans receive commercial driver’s licenses via Tennessee’s Highways to Heroes Program. The mobile units also are useful for giving

“When you lose everything, sometimes one of the biggest hurdles is getting new identification. A driver’s license isn’t just used to operate a vehicle. It’s used for getting medicine, registering to vote, opening a bank account and for getting on airplanes, so it’s important for people to have it.”

MICHAEL HOGAN

Director of Driver Services Issuance at the Tennessee Department of Safety and Homeland Security

back by going to rural counties that have limited resources and may not have a facility, he says.

CONVENIENT SERVICE

Disaster relief isn’t the only way in which DMVs give back to their communities. When it comes to helping veterans and the homeless, Spencer R. Moore, commissioner at the Georgia Department of Driver Services, says, along with having a great team, the DDS’s mobile dual-axle trailer has been essential in providing support for its 67 customer service ▶



philanthropy



centers around the state, including two in Cobb County, which has the third highest population in the state with 751,763 people.

To test out its DDS Mobile Emergency Licensing Unit before it was needed for emergency situations, the DDS went to the Savannah-based 165th Airlift Wing inside of a Georgia Air National Guard C-130 Hercules aircraft hangar to register drivers who were in the military. The unit was staffed by six examiners—four people issuing licenses and another two helping out with administrative tasks.

“We thought about the complexities of what we ask our military folks to do,” Moore says. “This provided an opportunity to ease the burden of the many things they need to accomplish in their everyday lives.”

Since then, the DDS has also deployed the unit to help other citizens in special circumstances, including when Mercedes-Benz relocated its headquarters to Sandy Springs, Georgia. “We had an event in which we serviced many of the corporate headquarter employees to ensure their transition into our state was a welcoming one,” Moore says.

During the Governor’s Day of Service in 2015, the mobile unit was used to provide licenses and identification cards at the City of Refuge Homeless Shelter in Atlanta. This year, when a tornado killed seven in the tiny town of Adel, Georgia, the unit helped, too. “Quite frankly, I don’t even know how some of them made it to that location,” Moore says. “They were still bandaged up. One gentleman had bandages around his head and told us about how his child was thrown across the room and he thought he was going to lose his child.”

Regardless of the situation, Moore says being service-oriented is an essential part of being a motor vehicle agency. He says his goal is to always service 95 percent of the customers in 30 minutes or less. “We’re the one-stop-shop, and customers don’t have an opportunity to



Top: A group of Georgia DDS driver examiners traveled to assist tornado victims in South Georgia. Left: DDS driver examiners issued more than 200 licenses and IDs inside a C-130 Hercules aircraft hangar for airmen of the Georgia Air National Guard.

go somewhere else to get their service,” says Moore, whose agency issued 4.3 million driver’s licenses in 2016. “As a state agency, we have to be in tune with the public we serve.”

USING RESOURCES WISELY

Lt. Michael Webb, commander of Kentucky State Police Public Affairs, says even though his organization is under a tight budget crunch, it makes the most of what resources it has to give back. Since it started its ‘Cram the Cruiser’ holiday food drive in 2010, it has grown exponentially. “We barely have enough cruisers to take calls in,” Webb says.

The Kentucky State Police now partners with 81 Kroger grocery stores and Pepsi, which pays for promotional banners, signs and materials. Hundreds of other locations across the state help spread the word about the food drive as well, including doctor offices, churches, and schools that reward students with ‘dress down days’ and other incentives to encourage donations.



GIVING BACK TO THOSE WHO SERVED

When considering whom to hire, Kevin Shwedo, executive director of the South Carolina Department of Motor Vehicles, suggests looking at VetSuccess, a hiring program that helps military veterans transition to civilian life. For veterans who have at least a 20 percent disability, the federal government will pay their salary for up to six months.

Many AAMVA jurisdictions utilize veteran hiring programs and give back to those who served in this way. Although Shwedo calls it “the longest job interview known to mankind,” he says not enough people use the VetSuccess program, and those who do use it as a temporary workforce instead of a pathway for veterans to get jobs. “I love this program. We’ve hired about 100 people over the last six years,” he says. Although about 50 percent get jobs elsewhere, he says the rest are located throughout his DMV, which has helped when he has to give out ‘mission-type orders.’

“I get them into the coaching, teaching or mentoring realm, which allows me to focus on other things,” he says.



To facilitate the food drive's operation between Thanksgiving and the third week in December, Webb says 23 regional coordinators enlist the help of civilian volunteers, rotary and lions clubs, churches, and local troopers based on the need and size in their areas.

"This is not a one-size-fits-all answer," Webb says. "It's a program that could be tailored, whether its cram a cruiser or shopping cart, or taking someone a ham, or shop with a cop. It doesn't have to be at Christmas, but you have to find a way to have rapport and to establish trust between the community and officer and officer and the community."

During the summer, Webb and others head to Trooper Island Camp in Burkesville, Kentucky, where about 700 underprivileged 10 to 12-year-olds go to summer camp for a week.



To receive donations and find volunteers for these give-back programs, Webb says the Kentucky State Police actively promotes its operations on social media and has 21,600 followers on Instagram, 43,600 followers on Twitter, 158,000 followers on Facebook and uses its YouTube channel to share videos. [m](#)

The Kentucky State Police's 7th annual 'Cram the Cruiser' holiday food drive raised nearly 170 tons of nonperishable food items for families in need during a three-week period.

AMERICAN ASSOCIATION OF MOTOR VEHICLE ADMINISTRATORS

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Model Driver's License Manual

AT AAMVA.ORG

DMV Investigator Integration Strategies

DMV Investigative Unit Resource Guide

Solutions & Best Practices



safety

NOT

NO

In 2016 alone, more than 40,000 people died on U.S. roads, a number that saw a 6 percent increase over 2015 and a 14 percent increase from 2014, according to the National Safety Council. This increase is the highest in more than five decades. On top of that, more than 4.5 million motor vehicle injuries were reported in 2016.

A new initiative launched by the U.S. federal government,

Road to Zero, is on a mission to lower the number of U.S. roadway deaths to zero within the next three decades. It might seem like a lofty goal, but key stakeholders and members of the coalition's Steering Committee—including AAMVA—think it's possible.

"The aim of Road to Zero is to get to zero deaths in the next 30 years," says Debbie Hersman, the president and CEO of the

ONE

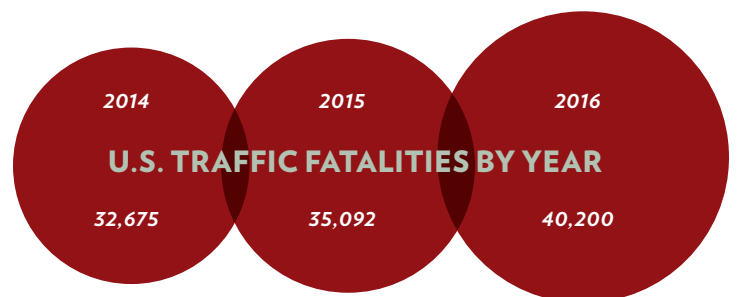


RIE

*ROAD TO ZERO
INITIATIVE
STRIVES
TO ZERO
OUT MOTOR
VEHICLE-
RELATED
DEATHS IN
30 YEARS*

BY JAMIE FRIEDLANDER

National Safety Council, the lead on the Road to Zero initiative. “That’s the goal. We’ve done this with aviation—there have been several years with zero deaths in commercial aviation—and a lot of people thought that was impossible. We’re really focused on incorporating all of the initiatives that we’ve seen through Toward Zero Deaths, Vision Zero and a number of different groups to get to zero.”



Source: NHTSA



safety

A COLLABORATIVE AND COMPREHENSIVE PLAN

Road to Zero was established in October 2016 by the U.S. Department of Transportation (including the National Highway Traffic Safety Administration, the Federal Motor Carrier Safety Administration and the Federal Highway Administration) in conjunction with the NSC.

More than 225 organizations have joined the coalition since October, and more members are joining each day. The DOT has committed \$1 million a year for three years to fund the various grants and organizations that will be part of the coalition.

Although U.S. roadway safety initiatives, such as Vision Zero Network and Toward Zero Deaths, already exist, Road to Zero serves as an overarching program. Toward Zero Deaths primarily focuses on supporting state initiatives, while Vision Zero Network focuses mainly on urban efforts. Road to Zero brings these efforts and others together into one streamlined initiative.

“The Road to Zero coalition is a comprehensive umbrella effort with a specific mission to end fatalities in 30 years,” says Ian Grossman, vice president of Member Services and Public Affairs for AAMVA. “It brings together different groups and individuals in the safety community that don’t always talk to each other to break down the silos and promote innovation on what’s really going to move the needle.”

ROAD TO ZERO GRANT RECIPIENTS

In March, Road to Zero announced recipients for its Safe System Innovation Grants. These grants have been given to applicants that demonstrated innovative and evidence-based approaches for improving highway safety, according to the National Safety Council. One-million dollars was allocated for initiatives sponsored by the following seven organizations:

- Vision Zero City of Chicago
- Los Angeles Police Department Vision Zero
- National Association of County Engineers
- San Francisco Metropolitan Transportation Agency Vision Zero
- Regents of the University of Michigan (U-M Transportation Research Institute)
- Roadway Safety Foundation
- National Complete Streets Coalition, Smart Growth America



48%

OF FATALLY INJURED PASSENGER VEHICLE OCCUPANTS IN 2015 WERE UNRESTRAINED.

Source: NHTSA

Getting roadway deaths down to zero in 30 years will require a combined effort from government agencies, members of the private sector and associations such as AAMVA to combat everything from pedestrian safety and speeding to impaired driving and texting while driving. Hersman says all aspects of roadway safety are being addressed as part of Road to Zero, including the promise technology holds.

“The Steering Committee and the coalition are looking at several different paths, including programs to look at pedestrian safety, commercial vehicle safety, teen driver safety, distracted driving and impaired driving,” she says. “All of those are conditional things. But technology and vehicle technology in particular hold the keys to the changes we haven’t seen. It holds the key to getting us to zero in a way we haven’t seen for many years.”

THE PROMISE OF TECHNOLOGY

Leah Shahum, the founder and director of Vision Zero Network and a member of the Road to Zero Steering Committee, believes the key to attaining the program’s goals lies in leveraging data to promote safety and taking a big-picture look at the current situation across the United States.

“The key to reaching the ultimate goal of zero traffic deaths is really about taking a ‘safe systems’ approach,” Shahum says. “We don’t think we’re going to get there just by doing more of the same or working harder or being more dedicated. That’s not going to do it. It’s really about questioning business as usual and saying, ‘OK, how do we approach this from a very data-driven level—a very measurable level, based on doing what we know works best?’”

Automated vehicle technology holds significant promise when it comes to eliminating

REASONS FOR HOPE

Despite the increase in U.S. traffic fatalities over the past couple of years, the National Highway Traffic Safety Administration recorded a number of lives saved thanks to restraint and helmet usage. The table below shows the number of lives saved by child restraints, seat belts, frontal air bags and motorcycle helmets in 2015 in the United States, broken down by AAMVA region.

	Lives Saved by Child Restraints, Ages 4 and Younger	Lives Saved by Seat Belts, Ages 5 and Older	Lives Saved by Frontal Air Bags, Ages 13 and Older	Lives Saved by Motorcycle Helmets, All Ages
Region I	26	1,586	315	270
Region II	170	6,723	1,260	823
Region III	30	2,863	564	224
Region IV	38	2,829	451	465
All Regions	264	14,001	2,590	1,782

Source: NHTSA

traffic deaths. Hersman believes automated vehicle technology has the potential to save a tremendous number of lives, but that the transition from no automation to partial automation to full automation might be challenging. But once we do reach full automation, we will reap the rewards, she says.

“[Automated vehicles] are going to have the potential for 360-degree situational awareness in daytime and nighttime conditions,” Hersman says.

“They’re not going to get drunk, drowsy, distracted or take drugs and be impaired when they’re behind the wheel. So vehicles have the potential to save a lot of lives when we see [what caused] the fatality numbers: 30 percent involved speed, 30 percent involved alcohol and impaired drivers, and we know distraction is an increasing problem.”

Hersman says AAMVA has played a crucial role in supporting policies surrounding

technological advancements. “AAMVA members have been on the front lines of legislation, regulation and public policy when it comes to automation and vehicle technology,” she says. “Our cars can compensate for some of our human failings, and certainly we can embrace that, but we also want to make sure that we are protecting against risk that may not have been identified—unintended consequences that may come along with technology.”

A SHIFT IN PERSPECTIVE

The concept of trying to achieve zero roadway deaths originated in Sweden in the late 1990s in its Vision Zero program. The world took note, and various other countries have since adopted similar plans and models for eliminating roadway fatalities. Shahum says Sweden has been able to lower roadway deaths at a much quicker rate than other countries around ▶

THE ROAD TO ZERO STEERING COMMITTEE

Notable government and industry leaders have joined the cause to eliminate roadway deaths, including:

- › U.S. Institute of Transportation Engineers
- › U.S. Department of Transportation
- › American Association of Motor Vehicle Administrators
- › National Highway Traffic Safety Administration
- › Federal Motor Carrier Safety Administration
- › Federal Highway Administration
- › National Safety Council
- › Toward Zero Deaths
- › Vision Zero Network
- › Advocates for Highway & Auto Safety
- › American Association of State Highway and Transportation Officials
- › Commercial Vehicle Safety Alliance
- › Intelligent Car Coalition
- › Insurance Institute for Highway Safety
- › AAA
- › National Association of Counties
- › Global Automakers
- › Governors Highway Safety Association
- › National Association of State EMS Officials
- › International Association of Chiefs of Police
- › National Association of City Transportation Officials
- › Mothers Against Drunk Driving
- › Institute of Transportation Engineers



safety

**BETWEEN
2014 AND
2015,
INJURIES AND
FATALITIES
INVOLVING
PEDESTRIANS
INCREASED
BY**

Source: NHTSA



7.7%

the world, including the United States, which sees roughly 11 deaths per 100,000 people each year while Sweden sees around 2.5 per 100,000.

Shahum thinks the key to achieving the same success as Sweden lies in changing our mindset and approach. “For too long, traffic deaths have been almost unconsciously accepted in our society,” she says. “It’s almost as if, societally, we’ve been conditioned to believe that there’s this trade-off, an unavoidable cost of doing business that to live in a modern society, you’re going to have these terrible accidents. What Vision Zero says is, these aren’t accidents. We can manage these. These are largely predictable and we can change outcomes by making decisions about the built environment and policies and technology that support safety. These are decisions we can make to result in safer conditions and behaviors.”

AAMVA'S CRUCIAL ROLE

AAMVA has been involved with Road to Zero from the very start, as the association has always been committed to improving roadway safety across North America. The DOT and NSC wanted to bring together key stakeholders to form the Steering Committee, and AAMVA was one of them, says Grossman.

“The members of the Steering Committee are guiding the efforts and providing the governance

“For too long, traffic deaths have been almost unconsciously accepted in our society ... What Vision Zero says is, these aren’t accidents. We can manage these.”

LEAH SHAHUM

Founder and director of Vision Zero Network, member of the Road to Zero Steering Committee

needed to structure and focus the coalition to be successful,” says Grossman.

Hersman says AAMVA has played an invaluable role on the Steering Committee. “AAMVA and state officials have done a fantastic job setting the standards when it comes to things like graduated driver’s licensing and expectations for drivers behind the wheel for decades,” she says. “The challenge going forward will be how do those leaders, at the [jurisdiction] level, continue to evolve to help drivers be even safer?” **m**

GET INVOLVED

There are myriad ways to help support Road to Zero. And there’s no cost to join!

- Visit **NSC.ORG/ROADTOZERO** to sign up.
- Follow **@ROADTOZEROUS** on Twitter to join the conversation.
- Attend a quarterly meeting if you’re based in Washington, D.C.
- View the quarterly meetings via an online webcast if you’re based in another city.



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I WILL MISS MY FELLOW MSPA DIRECTORS BECAUSE, QUITE SIMPLY, THEY KICK BUTT!



Q & A WITH Sheila Prior

MOVE SAT DOWN WITH AAMVA'S DIRECTOR OF MEMBER SUPPORT FOR REGIONS III & IV AS SHE PREPARED FOR RETIREMENT.

INTERVIEW BY BRITTANY MAGEE

Q WHAT LED TO YOUR CAREER/INTEREST IN TRANSPORTATION?

Happenstance, really. My first job out of college was an internship at the Missouri

Department of Revenue to assist with the implementation of the Administrative DUI law. I soon became the lead, and one interesting opportunity after another followed. I've happily spent my entire career in this community.

Q WHAT WAS YOUR FIRST POSITION WITH AAMVA?

Mike Calvin hired me in 1994 as associate director of Driver Services. That job really expanded both my professional and personal horizons.

Q WHAT WERE YOUR TOP PRIORITIES AS DIRECTOR OF MEMBER SUPPORT FOR REGIONS III & IV?

Exactly what the job title says—providing support to the members of Regions III & IV. They ask and I answer, often after consulting one of my awesome colleagues. I also provided conference planning services to the Regions, as well as support and assistance to the AAMVA team.

Q YOU ALSO SERVED AS DIRECTOR OF BUSINESS DEVELOPMENT FOR LOCKHEED MARTIN. COULD YOU TELL US ABOUT THAT WORK?

I had sales and marketing responsibilities for the Motor Vehicle Services Division's existing lines of business, as well as the responsibility to identify and pursue new opportunities. I had the good fortune to be the sales lead



Sheila Prior (center) pictured with Dan Gill (left) and Jerry Dike (right).

FAST FACTS

Sheila Prior



HOMETOWN

Hermann, Missouri



EDUCATION

Central Missouri State University, Bachelor of Science in Organizational Communication



ON THE ROAD

Sheila drives a 1998 Chevy Blazer



FAVORITE MOVIE

It's a Wonderful Life



Sheila Prior and her husband, Craig, vacationed in Waterford, Ireland, in 2015.

and the implementation manager (truly my favorite part) for two new opportunities, which I found to be great fun.

Q WHAT HAVE BEEN SOME HIGHLIGHTS FROM YOUR CAREER IN THE TRANSPORTATION INDUSTRY?

I am happy to look back at many career highlights, including coordinating the implementation of Missouri's

Administrative DUI and CDL laws, revising AAMVA's outdated Fraudulent Identification and Prevention Program (FIPP), traveling the United States one summer to provide 13 train the trainer sessions, and leading the implementation efforts for the PennDOT call center. Two AAMVA projects I'm particularly proud of are assisting with the development of anti-fraud best practices and the

soon-to-be released *System Modernization Best Practice*. I also loved the conference planning aspect of my job.

Q WHAT DO YOU ENJOY DOING IN YOUR FREE TIME?

Free time equals hobby time, of which I have many. My husband, Craig, and I are avid gardeners and spend

many days of the week working in our yard. We take our two dogs for frequent walks, hike and ride bikes. I sew, make jewelry and do a variety of other crafts. I'm also an avid reader. I am rarely bored!

Q WHAT ARE YOUR PLANS FOR RETIREMENT?

When asked that question I respond by saying, "Whatever I want." Travel is a big

THE BIG QUESTION

AS YOU RETIRE THIS MAY, WHAT WILL YOU MISS MOST ABOUT THE AAMVA COMMUNITY?

It's probably cliché, but without a doubt, I'll miss the people. The kind and caring people in this community do noble work on behalf of their citizens. They take on additional unpaid work by volunteering, and the only thing they expect in return is knowledge they can use later to make things better or more efficient. They make a difference in people's lives and I'm proud to have helped support their efforts, even if just a little. I will miss my fellow MSPA directors because, quite simply, they kick butt! They are the horsepower behind so many of AAMVA's efforts, and I will miss their camaraderie, kindness and friendship.

priority, and Craig and I are going on a two-week trip to Greece in June and then to Ireland in August with friends. We're also planning a cruise and a trip to Thailand. We'll be working on a lot of art projects together in addition to sewing, gardening, bike riding and hiking some of Arizona's great trails. **m**



Jurisdiction Generosity

*THREE AGENCIES SHARE WAYS IN WHICH THEY DONATE
THEIR TIME AND RESOURCES*

DRIVING DONATIONS

SARAH BONICK, DIRECTOR OF INTERNAL COMMUNICATIONS, INDIANA BUREAU OF MOTOR VEHICLES

From 2009–2016, the Indiana Bureau of Motor Vehicles partnered with Indianapolis School 44, leading multiple fundraising efforts for the children, families and teachers of the community, where 90 percent of the children who attend the school live below the poverty level.

What began as a one-time donation event evolved into a program with several yearly collection drives, thanks to the generous outpouring of donations from BMV staff and the overwhelmingly grateful response from the students and staff of School 44. In 2015, the BMV organized a food drive in February and March to stock the school pantry before spring break, a school supply drive in July before the first day of school and a winter coat drive.

Along with collecting all of these items, BMV staff members also sorted donations, boxed them up and delivered the donations directly to School 44. Not only did this partnership improve the lives of the children and families in the Indianapolis community, but it also helped boost the morale of



The students and staff of Indianapolis School 44 benefited from multiple fundraising efforts organized by the Indiana Bureau of Motor Vehicles.

our own BMV family and brought the BMV staff closer together.

Being a kid can be tough, and the BMV wanted the students of School 44 to focus on their education rather than worrying about where their next meal would come from or how cold they would be while waiting for the school bus outside. We're proud to be the international winner of AAMVA's 2016 Community Service Award for this program. The Indiana BMV is passionate about giving back and is continuing to work with charitable organizations throughout the state of Indiana in 2017.

A GIVING PERSPECTIVE

**FARIBA SHAHMIRZADI, VEHICLE REGISTRATION CUSTOMER & PROGRAM SUPPORT,
CALIFORNIA DEPARTMENT OF MOTOR VEHICLES.**

In October 2016, the California DMV held its 6th annual Eyeglass Collection Campaign throughout the month, as it coincides with Eye Health Awareness month. This campaign adds to the department's 'Living Green' goal by recycling and reusing used eyeglasses.

The objective of this campaign is to collect as many used pairs of prescription eyeglasses and sunglasses as possible to reach as many recipients as we can. This campaign is charitable and does not involve monetary funding or collection.

The DMV staff collects used prescription eyeglasses and sunglasses at all field offices throughout the state and at the DMV headquarters. I am in charge of rounding up the eyeglasses and sunglasses for the campaign, so everyone ships or delivers them to me at headquarters. I sort through the glasses to ensure they are prescription glasses and that they are in good condition. Some minor repairs, such as missing screws, can be made.

Once the collection process ends, the eyeglasses are delivered to a member of the Folsom Lions Club, who then delivers them to Folsom Prison. The eyeglasses will be cleaned, categorized and repaired. Once each shipment of eyeglasses has been processed, they will be distributed by a nonprofit organization to help people everywhere in the world in need of eyeglasses. Eyeglasses have been shipped to Peru, Uganda, Mexico, Laos, Philippines and many more countries.

We're proud that hundreds of people will be able to see more clearly thanks to the generosity of DMV employees. I chose to volunteer and continue the Eyeglass Collection Campaign because I believe it is a great way to give back to the community. The 1,628 pair of eyeglasses that were collected this year will go a long way to benefit people with vision issues who may not have access to affordable eye care.

Over the past six years, more than 7,300 pairs of used eyeglasses have been collected. Even a single pair of used eyeglasses can make a difference in someone's life, and this is a project where employees enthusiastically participate. There is no monetary donation needed—just collect and submit the eyeglasses. Employees have commented on how easy and rewarding this project is to complete, and we've received numerous compliments from DMV staff on this great idea.



Fariba Shahmirzadi (left) receives an eyeglass donation from Jaime Garza (right) during the California DMV's Eyeglass Collection Campaign.

HERE TO SERVE OUR RESIDENTS

**SARAH ZAPHIRIS, CHIEF ADMINISTRATIVE OFFICER, MASSACHUSETTS
REGISTRY OF MOTOR VEHICLES**

Those of us who manage motor vehicle agencies know that worrying about wait times, performance levels and transactions can take up a lot of our time. It's easy to forget that people in our communities depend on the services we provide to access basic services like housing and employment. Here in Massachusetts, we were pleased to partner with local and state agencies and community nonprofits in a one-day event to serve the homeless and housing insecure.

During this one-day event, attendees had access to flu shots, dental care, food, and mental health and housing resources. The Registry of Motor Vehicles participated by dedicating staff both at the resource fair itself and at the closest RMV service center to process Massachusetts state IDs for eligible attendees. Without a government-issued credential, residents are often unable to access services most residents take for granted, such as opening a bank account, applying for a job or getting an apartment.

Two customer service representatives staffed a table at the event to triage customers to make sure they had their applications filled out and the necessary documentation ready. With transportation provided by a local veterans' group, 10 customers at a time were then brought directly to the RMV's New Bedford Service Center so their transactions could be processed.

Forty individuals who are homeless or in transitional housing walked away from the RMV on Sept. 30, 2016, with a Massachusetts ID card. Those customers are now better able to lead productive and healthy lives. Our staff members also got to see how their daily work—reviewing documents, processing applications and payments—can be life-changing for individuals and families who are struggling to meet their basic needs. Our service center staff was proud of the work they accomplished and look forward to participating again this year. **m**



Time for Action

TAKING REALISTIC STEPS TOWARD ELIMINATING TRAFFIC FATALITIES

You may have already read and heard that U.S. highway deaths in 2016 totaled 40,200, up 6 percent from 2015 and the first time the annual fatality total has exceeded 40,000 since 2007. With nine out of 10 fatal crashes being caused by driver action or inaction, the potential to mitigate human error on our roadways means lives saved.

“Saving Lives” is the last line of the AAMVA Vision because one of our key responsibilities is to license drivers and promote traffic safety. Last October, AAMVA became a founding member of the new national coalition Road to Zero, which is spearheaded by the National Safety Council and the National Highway Traffic Safety Administration. Together, they outlined a vision and roadmap to end highway fatalities in the next 30 years.

In our roles in our respective jurisdictions, we can support and contribute to

this vision. As the director of the California Department of Motor Vehicles, I’m on California’s Strategic Highway Safety Plan (SHSP) Executive Committee, which is responsible for a statewide safety plan that provides a comprehensive framework for reducing highway fatalities and serious injury on all public roads. It involves the combined efforts of state agencies as well as representatives of local, tribal and federal safety partners.

The SHSP has challenge areas that outline realistic, achievable action

steps—with associated measurable outcomes—to move closer to zero deaths attributable to motor vehicle crashes. The comprehensive nature of the plan includes all four Es of safety: engineering, enforcement, education and emergency medical services (EMS). Strategies identified for the four Es of safety are:

- › **Engineering:** A strategy is to improve the safety of pedestrian crossing by using proven effective countermeasures.
- › **Enforcement:** A strategy is to enhance the utilization of DUI treatment programs, emerging innovations and system monitoring to reduce DUI offenses among high-risk offenders.
- › **Education:** A strategy is to develop and disseminate education materials, programs and tools that explain how the aging

process may affect safe driving.

- › **EMS:** A strategy is to increase involvement by EMS leaders in the SHSP.

At the 2017 AAMVA Workshop and Law Institute held in Minneapolis in March, we heard from Col. Matt Langer, chief of the Minnesota State Patrol. He echoed the vision and roadmap set by the Road to Zero initiative to end highway fatalities in the next 30 years. Law enforcement agencies are on the roadways each day and night, and far too often they are the first responders at a crash. I value law enforcement’s commitment to achieve zero traffic deaths. Join me in this commitment to eliminating traffic fatalities. **m**



Jean Shiomoto, 2016–2017 AAMVA Chair of the Board

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