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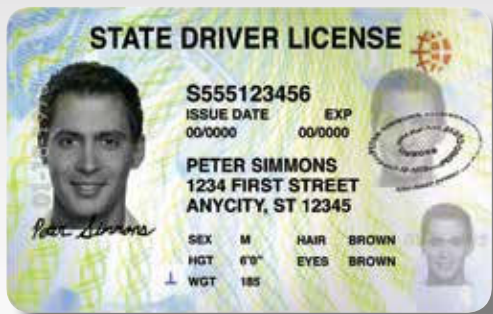
playing the
Lead
Leading a motor vehicle agency offers unique challenges and great rewards
Whitney Brewster (left) and her leadership team (Daniel Avitia, Shelly Mellott and Linda Flores) serve the driving public in Austin, Texas.

ALSO IN THIS ISSUE

New guidance for system modernization | *A unique impaired-driving campaign in Canada*

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Cover photo by DARREN CARROLL

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BY ANDREW CONNER



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



CHECKING IN WITH THE CHAIR

Jean Shiomoto talks about the work she's doing on behalf of AAMVA.



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Lighting the Way

PUBLIC SECTOR LEADERSHIP REQUIRES EMPOWERED AND ACCOUNTABLE TEAMWORK

When I became administrator of the Maryland Motor Vehicle Administration, the governor was clear on what he wanted me to do: improve service and influence safety. After 9/11 shook our world, he added another item to that list: secure credentials.

I became the MVA's leader when I understood that to achieve the governor's vision, I needed the talent, energy and dedication of the MVA's employees leading the way.

We achieve our greatest successes when the hearts and minds of our employees are fully engaged and empowered on the job. In order for the agency to achieve its full potential, employees must feel encouraged and supported to reach their full potential. Successfully leading a public agency—and leading any organization—depends on a culture where the mission is clear (and inspiring), the goals are achievable, and the work environment is trusted and respectful.

For the chief, it's being accountable for setting a clear direction, mission and purpose. It's also creating and maintaining an organizational culture that respects employees' contributions and empowers them to solve problems as close to the source as possible—a culture that allows



room for error in the interest of solving the problem. This kind of culture supports risk-taking and occasional errors in judgment, with clear authority to *bump things up* from time to time. For managers, it's accepting a bottom-up culture, even when the rules and regulations feel top-down.

Everyone has a role to play in helping the agency succeed. Whether you are a manager or team leader responsible for program delivery, a frontline employee helping a challenging customer, an executive in the C-suite or a business

partner, each of you influences the agency's performance. Your buy-in to the agency's mission and personal accountability to contribute to its success are critical to meeting the bottom line.

In public service, the bottom line is fairness and equal opportunity—even-handed application of the law, policy or program so everyone, law-abiding or not, gains the benefit of a safe and secure system and the opportunity to be successful. Sometimes this means ticketing or suspending a high-risk driver in the face of pressure from an angry customer or outside influencer. It means carrying out the credentialing and revenue rules and requirements to maximize the safety and security of your drivers, vehicle owners and license holders.

The AAMVA community's stock in trade is collaborating to help our peers do their best in the ever-changing landscape of customer service expectations, critical safety challenges and security threats. Among the many ways AAMVA's Board models and supports this collaboration is through the AAMVA Leadership Academy (ALA). Now in its fifth term, the ALA engages the next generation of agency leaders to practice empowered, ethical leadership, building upon a network of like-minded colleagues to help the public agencies they will someday lead.

Public service and agency leadership are sometimes difficult, but it is always exciting and gratifying when you work as a team to get the job done. This issue of *MOVE* magazine offers all of us an opportunity to reflect on the role that we, individually and together, play in helping the organizations we serve achieve success. It reminds us to ask the question, "What can I do to help make it happen?" **m**

Anne Ferro, AAMVA President & CEO

TIRE SAFETY COULD SAVE A TEEN'S **LIFE**

IN 2014, FEWER THAN FIVE STATES INCLUDED RECOMMENDED TIRE SAFETY LANGUAGE IN THEIR TRAINING MATERIALS FOR NEW DRIVERS.



TODAY TEENS ACROSS ALL 50 STATES*

ARE LEARNING THE IMPORTANCE OF PROPERLY CHECKING TIRE PRESSURE AND MEASURING FOR SAFE TREAD DEPTH, POTENTIALLY SAVING MANY LIVES.

Michelin and the Fédération Internationale de l'Automobile (FIA) launched Beyond the Driving Test, a national tire safety education campaign, with the goal of committing all 50 states to include AAMVA-recommended tire safety language in their training materials for new drivers by 2020. Thanks to your support, this important road safety goal has been achieved.

For sample driver's manual questions, tire safety education resources,
and to learn more about Beyond the Driving Test visit
BEYONDTHEDRIVINGTEST.COM



THANK YOU FOR KEEPING TEENS SAFE AND
MAKING SURE NEW DRIVERS IN YOUR STATE
LEARN THE BASICS OF TIRE SAFETY.

*Includes the District of Columbia





jurisdiction spotlight

Spot the Difference

ALBERTA TRANSPORTATION RUNS CAMPAIGN ABOUT THE DANGERS OF DRUG-IMPAIRED DRIVING BY MEGAN KRAMER



As more and more jurisdictions make the move toward legalizing marijuana, law enforcement and motor vehicle departments alike are working to spread awareness about driving under the influence. In December 2016, Alberta Transportation launched a four-week campaign called “Spot the Difference” to provide both awareness and resources to the public about drug- versus alcohol-impaired driving.

“We hadn’t formally talked about drug-impaired driving in such a specific way before,” says Wendy Doyle, executive director of the Office of Traffic Safety at Alberta Transportation. “And in hearing the concerns from young people about not knowing the consequences of drug-impaired driving and all

of the myths surrounding it, such as that police don’t have the ability to detect if you are high or that you are a safer driver while high on cannabis, we wanted to go back to the basics and explain that there really is no difference between alcohol impairment and drug impairment.”

The campaign comprised paid online advertisements that ran on Facebook, Twitter and various websites, inviting viewers to “spot the difference”

between someone driving while under the influence of alcohol versus drugs. The ads then informed viewers that there is no difference, and brought them to the Alberta Office of Traffic Safety’s website, *saferoads.com*, to access research and other information if clicked. Overall, the campaign received 16,567,452 impressions and achieved 64,549 clicks, as well as thousands of likes, comments and shares on the social media platforms.



Alberta Transportation's campaign used a series of side-by-side illustrations that showed alcohol and drug use and encouraged the public to "spot the difference" between the two.

"It was mostly targeted to young drivers—the 16–24 age group—but we didn't want to exclude parents and influencers who also need to know the information so they can give advice to their kids, siblings, nieces or nephews," says Doyle. "When we looked at the numbers, the impressions and who was actually accessing the information, it goes to show that young people have a craving for the facts, whereas older people want to know about the consequences. So I think the campaign was successful for various reasons."

One challenge Alberta Transportation faced during the campaign was providing research that was well-balanced and sourced to meet the needs of very opposite opinions on the nature of marijuana.

"People will look for research that supports their opinion on something, and cannabis is very polarizing," explains Doyle. "People are either pro-recreational use of drugs or they're not—there are a limited number of people who are in the mid-range and could

be influenced either way. The people who are quite entrenched in their beliefs that [marijuana is] safe, natural and doesn't impair you are hardest to convince. But really it was just to start the conversation, and I think that's what drew people in."

For other jurisdictions that want to run a similar

campaign, Doyle's advice is twofold: know your target audience, so you're reaching the right people with the right message, and don't be afraid to tweak or add information throughout the process. "It's important to be nimble once you start getting feedback on the campaign," she says. **m**

find out more

AUGUST IS IMPAIRED DRIVING MONTH IN ALBERTA. CHECK OUT THE RECENTLY LAUNCHED ONLINE GAME THAT ALBERTA TRANSPORTATION CREATED TO SUPPLEMENT THE "SPOT THE DIFFERENCE" CAMPAIGN AT SAFEROADS.COM.



musings

{THIS MONTH'S QUESTION}

WHAT'S ON THE MINDS OF THE AAMVA LEADERSHIP ACADEMY'S RECENT GRADUATES?

The AAMVA Leadership Academy provides professional development opportunities for future leaders in the AAMVA community. This weeklong program includes modules on defining leadership, working with legislators, teamwork and collaboration, organizational performance management and

more. It is an intense training opportunity focused on the unique characteristics of leading and managing a motor vehicle or law enforcement agency. Here's what four members of the AAMVA Leadership Academy Class of 2017 had to say about their experiences and what they learned.

Tammi Stefanik, Montana Department of Justice, on her Leadership Academy experience:

This allowed me a very specific time to focus on leadership tools and to be able to talk with others about a business that's so common among us. A lot of the problems that we have are the same, so it allowed me to really focus and hone in on things that I can do.

Robert Porecca, New Jersey Motor Vehicle Commission, on what he learned about himself at the Leadership Academy:

There's a part of the program here where you learn a little about your personality type, and not only that, you learn about what the other types are. It enables you to bridge that gap and communicate a little better, and to me that was very important—I will bring that home.

Kent Selk, Kansas Department of Motor Vehicles, on what he'll be bringing back to his jurisdiction from the Leadership Academy:

Trying to listen to everyone around me. Make sure that they realize they're important and it's all of us together, going in the same direction.

Jessica Espinoza, Florida Department of Highway Safety and Motor Vehicles, on effective leadership:

When you know your "why," your "what" is more impactful. It's interesting to see how someone has more drive or more motivation when they know why they're doing something.



For more musings from these future leaders, visit MOVEmag.org to watch extended video interviews about their Leadership Academy experiences.

Proof of Concept

AAMVA DEVELOPS EFFORT TO TEST MOBILE DRIVER'S LICENSES

BY BRITTANY MAGEE

Mobile driver's licenses (mDLs) are regarded as the future of driver licensing and identification. With this emerging technology, AAMVA is doing what it has done on so many other fronts in helping to develop and position standardization for its members.

In 2016, AAMVA, working with other motor vehicle authorities around the world, continued the creation of international standards and requirements for mDLs. The "Mobile Driver's License Functional Needs White Paper" from AAMVA's Joint mDL Working Group was a significant contribution. The positive feedback AAMVA received from the international community paved the way to a new opportunity to work on a proof of concept, known as the "mDL Test Drive."

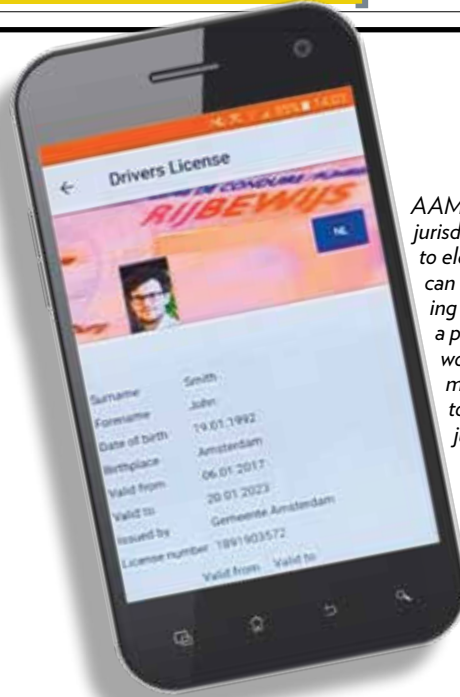
WHAT IS IT?

The mDL Test Drive is the first AAMVA effort developed to test an mDL. It's a collaboration between AAMVA and the Netherlands' motor vehicle authority, the RDW. Using the mDL functional requirements identified in the white paper, the RDW built a proof of concept that's focused on the operational exercise of having and using an mDL.

"It's referred to as a 'Test Drive' because it may be the first time some participants are interacting with any form of mDL or electronic

credential," says Geoff Slagle, director of Identity Management at AAMVA.

One important thing to note, however, is that "AAMVA is not trying to be in the mDL business," says Slagle. The Test Drive is simply about giving jurisdictions the initial exposure to electronic credentials so that they have a better understanding of how they work and will have a point of reference in the future when working with third-party mDL solution providers to establish mDLs in their jurisdictions.



AAMVA's mDL Test Drive gives jurisdictions the initial exposure to electronic credentials so they can have a better understanding of how they work and have a point of reference when working with third-party mDL solution providers to establish mDLs in their jurisdictions in the future.

HOW DOES IT WORK?

Participation in the proof of concept is currently limited to AAMVA jurisdiction members only. Participants will need at a minimum two devices, either a phone or tablet (Android 5 or later). Participants will first download the 'mDL Holder' app from Google Play, enter a PIN and request an mDL enrollment token.

Once the user's enrollment is approved (including their photo being submitted), the mDL will be issued to their device and it will be automatically downloaded through the app. Then participants need to download the 'mDL Reader' app on a separate Android device.

The device with the 'mDL Reader' app will be able to scan a QR code on the 'mDL Holder' app with the device's camera. When the QR code is scanned, a secure connection is set up, and the license data is then transferred between the devices.

The 'Reader' device is able to check all the security features of the mDL, including making sure all license data is unaltered. Both apps work offline once they have been downloaded on the devices.

Participants have the option to transfer all of their mDL information, or just their age and photo, to the 'Reader' device for verification. They are even able to transfer their mDL to a new device without any interaction with the DMV.

WHY JOIN THE EFFORT?

All feedback from the North American jurisdictions will be shared with the RDW to help shape the ongoing work of mDLs and their standards. The

shared goal of AAMVA and RDW with the Test Drive is to create a proof of concept that benefits everyone.

“If we’re to be successful in implementing mDLs in a way that’s going to yield optimal, universal benefits, then we have to do this in concert with each other,” says Slagle. “We can’t do this by ourselves.”

WHEN IS IT AVAILABLE?

Any interested AAMVA jurisdictions may join the the first phase of the mDL Test Drive now. Seven to eight jurisdictions are participating in the proof of concept at the moment, says Slagle.

The RDW, which has taken on all financial responsibility for the Test Drive, is currently working on phase two of the effort, which will introduce iOS operability (the Test Drive can only be operated on Android devices at this time). Some jurisdictions have discussed joining the Test Drive once phase two is launched and both Android and Apple users are able to participate, says Slagle.

Phase two is expected sometime this summer. Slagle is hopeful it will be ready in time for AAMVA’s Annual International Conference (AIC) on August 21–23 in San Francisco. [m](#)

find out more

FOR MORE INFORMATION REGARDING THE mDL TEST DRIVE, CONTACT GEOFF SLAGLE AT GSLAGLE@AAMVA.ORG.



LEADING THE LEADERS

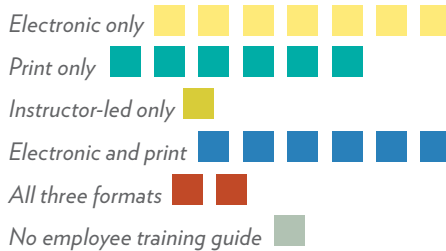
BY AAMVA’S DATA LADY, JANICE DLUZYNSKI

Here are the most recent jurisdiction surveys related to leadership development and employee training. All of these surveys have additional questions that provide more information. Full details of these surveys can be found at AAMVA.ORG/SURVEY/USER/SEARCH.ASPX.

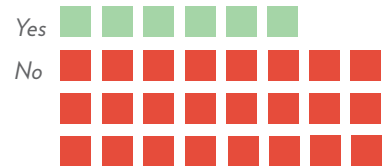
LEADERSHIP DEVELOPMENT PROGRAMS FOR DMV STAFF [20 RESPONSES]
DOES YOUR JURISDICTION HAVE A LEADERSHIP DEVELOPMENT PROGRAM (NOT TO BE CONFUSED WITH BASIC JOB-SKILLS TRAINING)?



EMPLOYEE TRAINING GUIDE [23 RESPONSES]
DOES YOUR JURISDICTION CURRENTLY HAVE AN EMPLOYEE TRAINING GUIDE FOR NEW AND EXISTING EMPLOYEES? IF YES, IN WHAT FORMAT?



FIELD OFFICE FRONTLINE EMPLOYEE CERTIFICATION [30 RESPONSES]
DO YOU HAVE A CERTIFICATION PROGRAM FOR MOTOR VEHICLE REGISTRATION/TITLE FIELD OFFICE FRONTLINE EMPLOYEES?



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- > International Driver Examiner Certification: AAMVA.ORG/IDEC
- > Webinars: AAMVA.ORG/WEBINARS
- > AAMVA Leadership Academy: AAMVA.ORG/AAMVA-LEADERSHIP-ACADEMY

Tag Team

SUNSHINE STATE TAG AGENCY CONNECTS FLORIDA DHSMV WITH LARGE FLEET CUSTOMERS

BY ANDREW CONNER



While title and registration concerns often are focused on the consumer and dealer market, the fleet market, which includes both commercial rental fleets and government fleets, represents as many as 15 million vehicles. With roots tracing back to 1988 as a “mom and pop” tag agent in Florida, Sunshine State Tag Agency (SSTA) helps connect rental car companies or other fleet owners with tax collectors as well as the state. SSTA later expanded and created Auto Tag America (ATA) for states outside of Florida, both of which are now owned by American Traffic Solutions.

“Title and registration for very large fleets is sometimes underestimated because they have unique needs in how they operate and serve the public,” says Glenn D. Turner, consultant for Auto Tag America. “Fleet owners work with us to overcome some of those obstacles, to gain economies of scale, and to process their titles and registrations more quickly and efficiently.”

SSTA achieves this through a unique centralized system that connects fleets to motor vehicle agencies, which results in much quicker turnaround times that benefit not only the state and the fleet owners, but also the eventual consumers that either rent the cars or drive fleet-leased vehicles. SSTA’s technology keeps track of fleet vehicles from the time they arrive from the original manufacturer, all the way through

“We’re the bridge between the states and the companies, and we make sure that the states can collect those funds.”

JUDITH A. VOLL

Director of Business Development for SSTA/ATA

inspection and their eventual use on the road serving customers.

For jurisdictions, working with companies like SSTA/ATA means not only titling and registering vehicles more quickly, but also collecting revenue faster. “We’re clearing a lot of funds between the fleets and the government,” says Judith A. Voll, director of business development for SSTA/ATA. “We’re the bridge between the states and the

companies, and we make sure that the states can collect those funds.”

Turner and Voll attribute a lot of this success to their collaborative partnership with the Florida Department of Highway Safety and Motor Vehicles, as well as the Pinellas County Tax Collector, which has enabled them to build and improve upon their fleet registration and titling system.

“We’ve worked with them for many years, and it’s always been an excellent relationship,” says Voll. “They actually just helped us move our automation system from a small 6,000-square-foot building to one with 20,000 square feet. A lot of things needed to happen with [that move] to ensure there was no disruption to customers, and they were right there helping and working with us.” **m**

 crossword

ACROSS

- 1** Quality of managing effectively and setting and achieving overall purposes
- 7** Long-term targets of an organization
- 8** Add, to a database, say
- 9** Verified the correctness and accuracy, of a license, for example
- 11** Information exchange, for short

12 _____ demand

- 14** Traffic sign
- 17** New Jersey's agency for titling, registering and inspecting automobiles, and licensing drivers, abbr.
- 20** The p in mph
- 21** Information system that enables the exchange of information among states relating to commercial driver's licenses, abbr.

23 Beyond the usual

- 24** Prosecutor, for short
- 25** AAMVA's have been recently upgraded
- 26** Quiet!

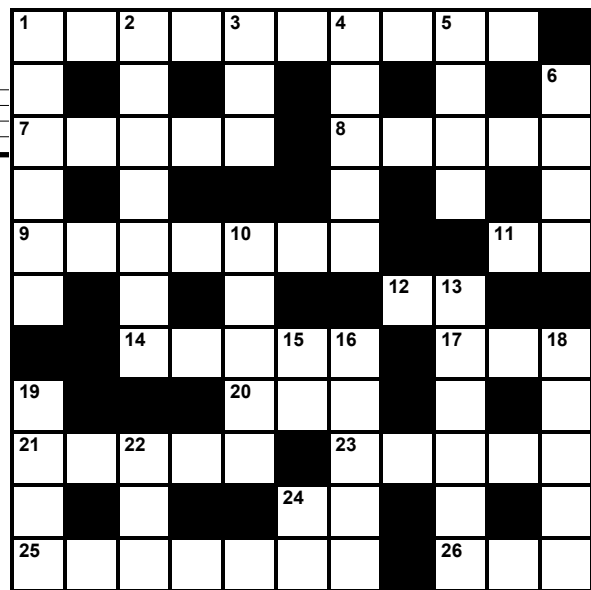
DOWN

- 1** Relating to an old computer system
- 2** AAMVA offers one for future leaders
- 3** Naval rank, abbr.

- 4** Budgeted amount used to purchase materials, systems, etc.
- 5** Deeply invested in
- 6** Loyal
- 10** Stores

- 13** System designed to protect consumers from fraud and unsafe vehicles, abbr.
- 15** Law Enforcement Committee, for short

- 16** Substances that impair driving ability
- 18** Accident
- 19** Passes a test easily
- 22** Weight, abbr.
- 24** Dawn time





UPCOMING EVENTS

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2017

Region III

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CARRY THAT WEIGHT

Whitney Brewster, executive director of the Texas Department of Motor Vehicles (third from left), is pictured here with Texas DMV leadership (from left) Linda Flores, chief financial officer; Jeremiah Kuntz, Vehicle Title & Registration Division director; and Daniel Avitia, Motor Vehicle Division director; in front of the state capitol in Austin, Texas.



Public officials often mention the “call to serve.” For some, it’s like the sound of a vintage telephone ringing urgently in their ear. For others, it’s more like the sensation of a smartphone vibrating ever so gently in their handbag. No matter how loud or soft its ring, however, those born to serve always answer the call when it comes.

Whitney Brewster was just 8 years old when her call came. “One night I was lying in bed thinking about who it was that I wanted to be when I grew up,” recalls Brewster, executive director of the Texas Department of Motor Vehicles. “I thought, ‘Well, I could be a teacher.’”

She quickly thought better of that, however, as she wanted to influence people on a mass scale versus two- or three-dozen students at a time. She may have been small, but she was thinking big.

“I don’t know where it came from—I did not come from a political family—but I wanted to serve as many people as possible,” Brewster continues. “So I thought, ‘I’ll become a politician.’”

Despite her resolve, Brewster never did become a politician. Because on her way to elected office, she discovered another, equally powerful vehicle in which to serve: government administration.

“I realized it wasn’t necessary to run for office to be able to serve people in the way I’d envisioned as an 8-year-old girl,” says Brewster, a Texas native who began her government career in Alaska working for the state legislature and ultimately was named director of the Alaska Division of Motor Vehicles.

It was the first of many lessons Brewster learned about leadership: Leaders need to be flexible, because things rarely go as planned. Now at the pinnacle of her public-service pilgrimage, she’s one of four senior motor vehicle administrators who joined *MOVE* in reflecting on the wisdom they’ve accumulated during their careers. Although each has had his or her own trajectory, opportunities and challenges, all share the same satisfaction at having found a higher purpose. They heard the call, they answered it, and now they’re forwarding it to future leaders who are waiting as eagerly by the phone as they once were.

THE PATH TO LEADERSHIP

There is no single road that leads to the top of a government agency. Rather, there are many.

Like Brewster, Ray Martinez got there by way of working for a state legislature, where he commenced a career that has encompassed positions in both state and federal government, including the White House; the New York State Attorney General; and the New York State Department of Motor Vehicles, where he was commissioner. What he says prepared him most

for his current position, however, was law school.

“Being an attorney helps me deal with all the legislative issues that are presented to my office on an almost daily basis,” says Martinez, now chairman and chief administrator of the New Jersey Motor Vehicle Commission. “Things can get bumpy. Sometimes we have to fight back on bills that might undercut our authority, or help legislators understand how their proposals

might be problematic ... My training as a lawyer helps me ask good questions and make compelling arguments.”

2016–2017 AAMVA Chair of the Board Jean Shiomoto brings a different skill set to her role as director of the California Department of Motor Vehicles. An accountant by trade, she began as an auditor at the California Department of Developmental Services and subsequently worked her way up through the finance departments of several state agencies. “For me, [finance] was a great place to come from,” says Shiomoto, who joined the California DMV as a financial systems manager in 1988 and later climbed the ladder to become the CFO at DMV. “That financial background brings a lot to the table ... Doing the budget, for example, helps you learn a lot about the department and its different programs and divisions. And because you understand the numbers, you can really hit the ground running.”

Roger Grove transferred to government from the private sector, where he was a fraud investigator and then a regional customer service manager. “Working in the private sector had a lot to do with me becoming a leader,” explains Grove, executive director of the Motor Vehicles and Registries Administration in Alberta, Canada. The private sector, he says, taught

continued on page 18 ▶

HOW MOTOR VEHICLE AGENCY LEADERS SHOULD THE BURDENS OF OFFICE

BY MATT ALDERTON

Leading the Digital Identity Transformation

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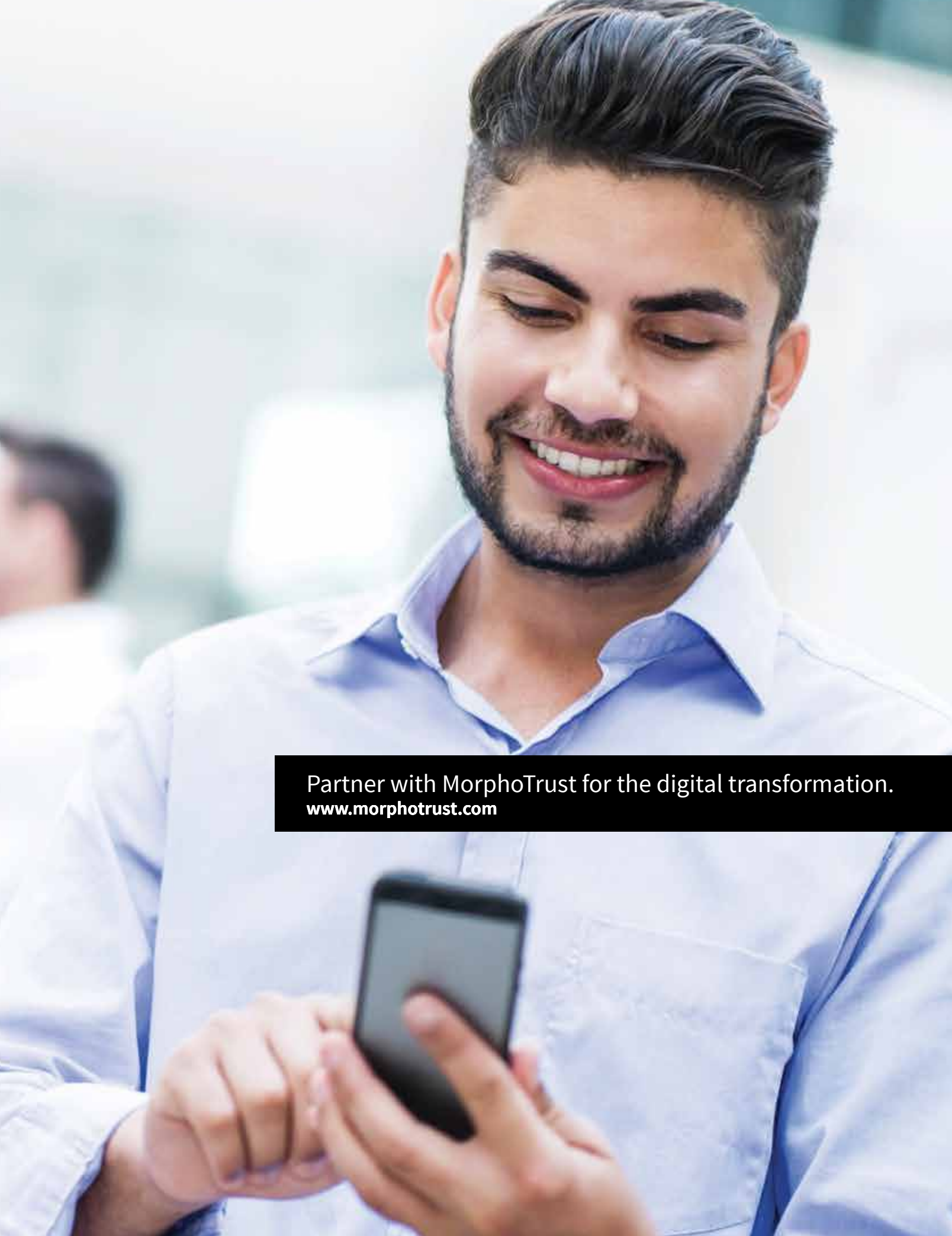
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him pioneering business approaches like Six Sigma before most government personnel had even heard of them. “The principles I learned in private business help me to ask the questions to challenge the processes. ‘Doing business the way we have always done it’ doesn’t sit well with me; we owe it to our organizations and our citizens to make process improvements.”

Whatever path one takes to public sector seniority, someone else has already trod it. With that in mind, leaders say junior staff who wish to reach the top of their profession should observe their managers and make themselves an asset; if they do, leaders who rise will take them with.

“Remember,” Shiomoto advises, “you don’t pick your bosses; they pick you.”

REWARDS AND RESPONSIBILITIES

For those with a servant’s heart, all public service is rewarding. There’s something particularly special, however, about leading a DMV, according to Martinez. “If you took a directory of state agencies in any state, half the people who looked at it wouldn’t have any idea what many of those state agencies do,” he says. “Many of those state agencies don’t deal directly with the public. We do.”

Even if some personnel at the motor vehicle agencies didn’t interface directly with citizens, their missions still would. “Oftentimes DMVs are seen as being administrative; I think that’s very much a short change of DMVs,” notes Brewster, who says the regulations and policies DMVs create and enforce keep roads safe, vehicles secure and commerce flowing, while also generating revenue to support other beloved government services. DMVs don’t just push paper; they also save lives and livelihoods.

“I feel a very different level of responsibility leading a motor vehicle agency,” Grove echoes. “It’s kind of humbling; I have the ability to impact people directly and make life better for the more than 3 million Albertans who use our services.”

Of course, with great rewards come great challenges. Among the most obvious, for example, are fiscal limitations, which perpetually challenge DMVs to achieve more impact with fewer resources. “Budgetary and staffing constraints that all state



Top: New Jersey Motor Vehicle Commission Chairman and Chief Administrator Ray Martinez meets with his executive team.

Above: California Department of Motor Vehicles Director Jean Shiomoto is pictured with a group of her deputy directors.

For Brewster, motor vehicle agencies’ biggest benefit—their impact on citizens—is also their greatest hurdle. “The biggest challenge is when you have to make decisions that will impact people’s livelihoods,” she says, noting that regulations can sometimes have unintended consequences on citizens and businesses whose income relies directly or indirectly on motor vehicles.

WHAT IT TAKES TO LEAD

In order to solve the challenges they’ll face as leaders, young DMV administrators must cultivate and develop several important skills.

Because motor vehicle agencies must work with numerous stakeholders to get things done, one of the most important competencies is collaboration, according to Shiomoto, who says her greatest accomplishments are the product of strong coalitions. California passed progressive autonomous vehicle laws in 2012, for instance, and the California DMV successfully engaged automakers, federal partners and other state agencies in a discussion about the future of transportation.

“It’s very important to have relationships, and to do that, ▶

departments have ... [are] one of the biggest challenges for everyone,” Martinez says.

Another challenge is scale: Their missions are so diverse, their footprints so large and their stakeholders so numerous that DMVs typically can’t please everyone. “There are so many different interests to consider that have a direct impact on motor vehicles and the services we provide, and they all have competing goals,” Grove says of motor vehicle agencies, whose stakeholders typically include motorists, commercial trucking companies, provincial and federal lawmakers, law enforcement and DMV employees, among others. “It can be challenging to prioritize things to meet the needs of everyone.”

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you have to build respect and earn each other's trust," Shiimoto says. "You have to understand how customers and other entities do business so you can collaborate to put forth the best policies and procedures."

Collaboration also breeds buy-in, according to Brewster, who often invites key stakeholders to co-create policy with the Texas DMV. Doing so, she says, turns detractors into supporters, which makes it easier to implement new policies in a way that reflects positively on both the agency and its leadership.

A close cousin to collaboration is empathy, according to Martinez, who cites as one of his biggest achievements "Skip the Trip," a program created to let citizens renew their driver's license by mail every other renewal cycle in response to public frustration with overcrowded DMV offices.

"The most valuable tool any leader can bring to the table is the ability to listen," Martinez says. "There's no substitute for getting out there in the field. Go to your offices, see how interactions with your agency feel from the public's perspective and be willing to take constructive criticism from the people you serve."

It's just as critical to listen to employees as it is to customers, according to Brewster, who has instituted several programs through which she gathers employee feedback in an effort at being a more transparent and communicative leader. One effort, Conversation Café, is a live conversation with her, her deputy executive director and employees, who are invited to ask virtually any question about topics as diverse as DMV programming, salaries and when the broken water fountain will be fixed.

"Nothing beats direct feedback from those on the front lines," says Brewster.

MASTERING MOTOR VEHICLES

Amazon sells more than 291,000 books about management and leadership. Of those, zero are about motor vehicle agencies. If that surprises you, it shouldn't: You can't learn how to lead a DMV by reading a book, watching a video or visiting a website; the only way to learn how to helm a motor vehicle agency is to download lessons directly from the men and women who already are leading one.

That's the principle behind the AAMVA Leadership Academy, a weeklong professional development program offered each May to jurisdictional

employees who have demonstrated leadership potential and the ability to succeed in positions of greater responsibility within a state or provincial motor vehicle agency. Taught by veteran DMV leaders, the all-expenses-paid program focuses on topics such as defining leadership, working with legislators, teamwork and collaboration, and organizational performance management—all viewed distinctly through the lens of a motor vehicle agency.

"It's not just generic leadership training that you're getting; it's how to be a leader in your industry—and that's

not something you can get every day," says 2016 AAMVA Leadership Academy graduate Roger Grove, whose agency—the Motor Vehicles and Registries Administration in Alberta, Canada—promoted him to executive director just a few months after he attended the Academy. "It was an absolutely amazing opportunity ... That its most senior leaders would dedicate their time and resources to training colleagues who aren't their employees speaks volumes about AAMVA and how committed it is to growing leaders in our industry."

Although they must be willing to get their hands dirty, leaders can't afford to be overly tactical. Instead of doing everything themselves, they must learn to delegate effectively. For that reason, selecting employees is as much a skill as communicating with them.

"You have to be able to assemble a team that gels and works well together," Shiimoto says. "Part of that is finding the right person with the right skills to do a given job and recognizing in what particular position they'll be successful."

For Grove, it all boils down to "systems thinking." "I liken systems thinking to being a lifeguard on the beach," he says. "When you're sitting on the beach with friends and family, you only know what's happening around you for 5 or 10 feet in any direction. When you're the lifeguard,

you're sitting in a chair overlooking the entire beach. It's a whole different perspective, and that's the perspective you need to have as a leader."

Because DMVs are an easy target for dissatisfied citizens, the last thing motor vehicle leaders need in order

to succeed is perhaps the most important: a thick skin.

"If you receive feedback that is particularly harsh, try to sort through it to see if there's any validity in it. If there is, own it, make changes and move on," Brewster advises. "But don't dwell on it ... When you take things personally, you have a tendency to start making decisions based on emotion. And that's never good." **m**



Roger Grove, executive director of Motor Vehicles and Registries Administration in Alberta, Canada, is pictured with a group of the agency's motor vehicle specialists.

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RE-BOO SYS

AAMVA'S SYSTEM MODERNIZATION BEST PRACTICES *GUIDE HELPS* *JURISDICTIONS NAVIGATE* *COMPLEX PROJECTS*

BY ANDREW CONNER

Large-scale system modernization projects are a necessary part of the evolution of motor vehicle departments. Technology that was built to service the needs of DMVs decades ago becomes obsolete and eventually bogs down key processes. Meanwhile the needs of DMV customers continue to expand, with demands for more user-friendly systems offering capabilities that the original builders of these older systems couldn't have anticipated.

In 2014, after seeing several system modernization projects fail, AAMVA put together a working group to create a best practices guide that would address these types of large-scale information technology (IT) infrastructure improvement projects.

"Jurisdictions were receiving bad press and throwing good money after bad [work]," says Patrice Aasmo, director of member services for AAMVA Regions I and II and co-project manager for the working group. "We felt it was imperative to give them the tools they need to sit down with a team of professionals ▶



TING THE TEAM



and [ask] ‘Where do we start, and what should we be aware of on the way?’”

The fruit of the working group’s labor, AAMVA’s *System Modernization Best Practices* guide, was released this summer and features input from AAMVA members with experience—both good and bad—in large-scale system modernization projects. *MOVE* talked to some of these members to find out what went right, what went wrong and what lessons they learned from the process.

FIRST MOVES

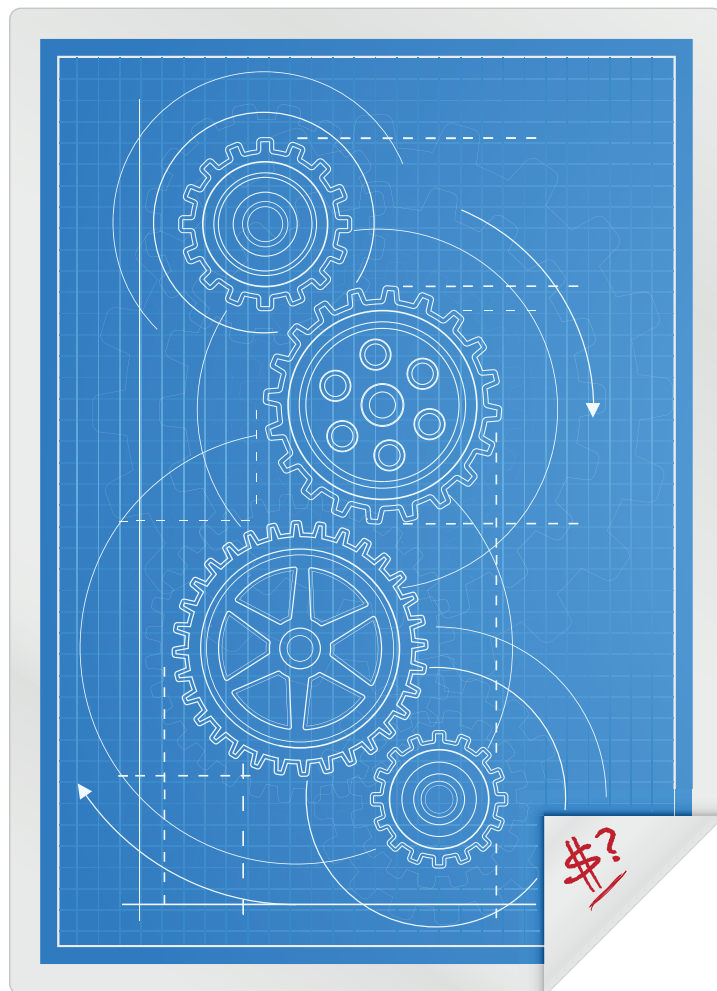
As the *System Modernization Best Practices* guide describes, modernization for DMVs is usually a foregone conclusion. So the main question becomes not whether modernization will happen, but *when* it will happen. At the inception stage, establishing a strong vision for your project’s end goal is just as crucial as developing the steps to meet that goal.

“You can never take enough time to plan,” says Rebekah Hibbs, senior manager of systems integration for the driver license division of the Texas Department of Public Safety. “When you skip planning, you end up doing a lot more work later on, potentially delaying the completion of your project. If resources aren’t available when you need them, you have people [waiting].”

Hibbs explains that taking extra time to plan enabled Texas to simultaneously complete two modernization projects in less than a year that previously would have taken 12 to 18 months each. Planning for these projects—deploying REAL ID and upgrading to CDLIS 5.3—took many different forms, such as speaking to stakeholders and determining their vision, as well as combining the business and functional requirements into one document.

“If you haven’t properly documented your current system, the system modernization team will need to start all over, and requirements become a time-consuming part of the project,” Hibbs says. “By the time we got done with updated requirements for the REAL ID and CDLIS 5.3 projects, the development team knew exactly what we wanted, and they could start development while we completed the business approval. Because we only had to update existing system documents, we were able to get everything done on a very tight timeline.”

Of course, all of the planning in the world won’t help if you can’t secure funding for your project. While planning is key to a project’s success, funding



is vital to ensuring the project happens at all.

“In state government, your business case is going to help you get funding,” says Pat Kohler, director of the Washington Department of Licensing. “With each system, the legislature is making a significant investment. If we can demonstrate that the new system will help us to implement changes sooner so that the revenue comes sooner, things get done quicker and more accurately, and we serve the customer better, we are more likely to get the funding needed.”

ALONG THE WAY

Once a large-scale IT project is moving, there are innumerable ways it can go wrong. Because of this, the *System Modernization Best Practices* guide covers many of the common pitfalls jurisdictions run into, and it also features general advice that can be applied to more unique situations.

Funding sources for a systems upgrade include operational funding, restricted or appropriated funding (e.g., dedicated transaction fee), and alternative revenue opportunities, such as grants.

Source: *System Modernization Best Practices* guide

Terrence Samuel, director of the office of motorist modernization for the Florida Department of Highway Safety and Motor Vehicles, explains that oversight of a modernization project can be key to keeping it under control. After a successful proof of concept, Samuel's team is now working on phase I of a three-phase plan that will eventually update Florida's driver license, motor vehicle titling and registration, and business support system.

"We have a good governance structure in place with an advisory board made up of internal and external stakeholders," Samuel says. "And that advisory board meeting is open to the public so anyone can come in [and voice an opinion]. Then we also have our Executive Steering Committee [ESC] meetings once a month where we give a project update."

In addition to these meetings driven by Samuel and his team, Florida also has an independent vendor doing a monthly assessment of the project to ensure it stays on track. "They initially reported nine project deficiencies [that constituted] 76 recommendations," says Samuel. "Each deficiency concentrated on different aspects of the program. One was we didn't have enough human resources—they recommended I hire a deputy because I was trying to manage all aspects of the program and attend every meeting. So we had to work through addressing all of the deficiencies after the baseline

assessment of phase I of the program. Within a matter of months, we were able to clean them up and we showed everyone that we could work through [issues like] that."

For Rose Jarois, director of Department Services Administration for the Michigan Department of State, oversight was a key component of the administration's plan to modernize Michigan's driver and vehicle mainframe system. This was after a 10-year project with the same goal failed and ended in a settlement between Michigan and its vendor.

"I helped write the [best practices guide] chapter, 'Signs of a Troubled Project,'" Jarois says. "And we hit many [in our initial attempt]: turnover, problems with the contract scope and change

the contract is followed and changes are added to the contract, versus doing it ad hoc. For example, if someone is removed from the project and the contract says you have to follow a certain process to onboard a new person, the compliance officer will make sure that happens."

Jarois also explains that, similar to Florida, Michigan will have an independent entity overseeing the project to make sure everything is working like it should, and to give ESC reports on both the vendor's and the state's performances.

FINDING THE ANSWERS

While many members of the best practices guide working group learned how to manage system modernization projects through experience, they all agree

"With each system, the legislature is making a significant investment. If we can demonstrate that the new system will help us to implement changes sooner so that the revenue comes sooner, things get done quicker and more accurately, and we serve the customer better, we are more likely to get the funding needed."

PAT KOHLER

Director of the Washington Department of Licensing

controls, frequent changes from the vendor, missed dates and others."

In order to get this project moving in a different direction, Jarois and her team rewrote the RFP with the same goal, but with their lessons learned from the failed project in mind. They made sure the contract terms were more favorable to Michigan and also conferred with colleagues in other jurisdictions to discuss their experiences with specific vendors. They also realized they needed to set up contract oversight differently.

"We created the role of contract compliance officer," Jarois says. "This is to ensure

that having this resource will make projects like these easier for everyone who uses it. Lisa Wanke, business system architect for Montana's Motor Vehicle Division, brought her experiences with overcoming system modernization issues to the working group.

"We had a rocky road when we first went live with our vehicle title and registration and dealer licensing systems," Wanke says. "A lot of our converted data was not getting through the system. We didn't have knowledge at the time of the data rules that were built into the application system as opposed to the database." ▶



technology



Wanke and her team were able to work through the issues, but they had to put a plan to bring their legacy driver services system into the new, modernized environment on hold. One big lesson they learned was the importance of testing and training.

“Now we have a test case software product where we can build test cases and rerun them,” she says. “We also realized we needed to have more training. We now have online training, and we’ve been able to integrate that online training with our face-to-face training, so [employees] can learn from their home offices and then come in for more intensive training.”

While Wanke brought her own knowledge to the working group, she also notes how much knowledge her colleagues brought to the table. “That team from the working group has a wealth of information on system modernization,” she says. “We had people in so many different project phases going through so many different things—the group was awesome.”



When it comes time to debut the new system, there are many deployment options to consider, including a big bang approach, phased approach, pilots and parallel processing. The agency should assess options and choose one that best fits its needs.

Source: *System Modernization Best Practices* guide

SPOTLIGHT ON THE GUIDE



AAMVA’s *System Modernization Best Practices* guide features 20 chapters that cover all aspects of a large-scale modernization project, from the initial planning stage, to making a business case, to managing and overseeing the project, all the way to completing the project and planning for long-term support. While not every chapter will be applicable to every project, Rose Jarois, a member of the working group and director of Department Services Administration for the

Michigan Department of State, explains that the flexibility of the best practices guide adds a lot to its usefulness.

“I think jurisdictions will be able to use this guide in different ways,” she says. “The best thing about it is it can be used from beginning to end, or a chapter at a time. If an agency is partway through a project, it can decide which chapters make the most sense.”

In addition to the 20 chapters covering various system modernization issues, the guide also features a helpful checklist as an appendix that jurisdictions can use to ensure they’ve covered everything. Additionally, AAMVA is launching a new resource page for system modernization projects on its website. This page provides an easily accessible way to download the guides and other ancillary materials, as well as additional information such as news articles; project status and contact information for jurisdictional project leaders; project documentation, including legislative and fiscal documents related to system modernization; and more.

Sheila Prior, former director of member support for AAMVA Regions III and IV and co-project manager for the working group, explains that this was always the goal for the guide. “We felt it was important to have members with different kinds of experiences and experiences with different vendors to ensure

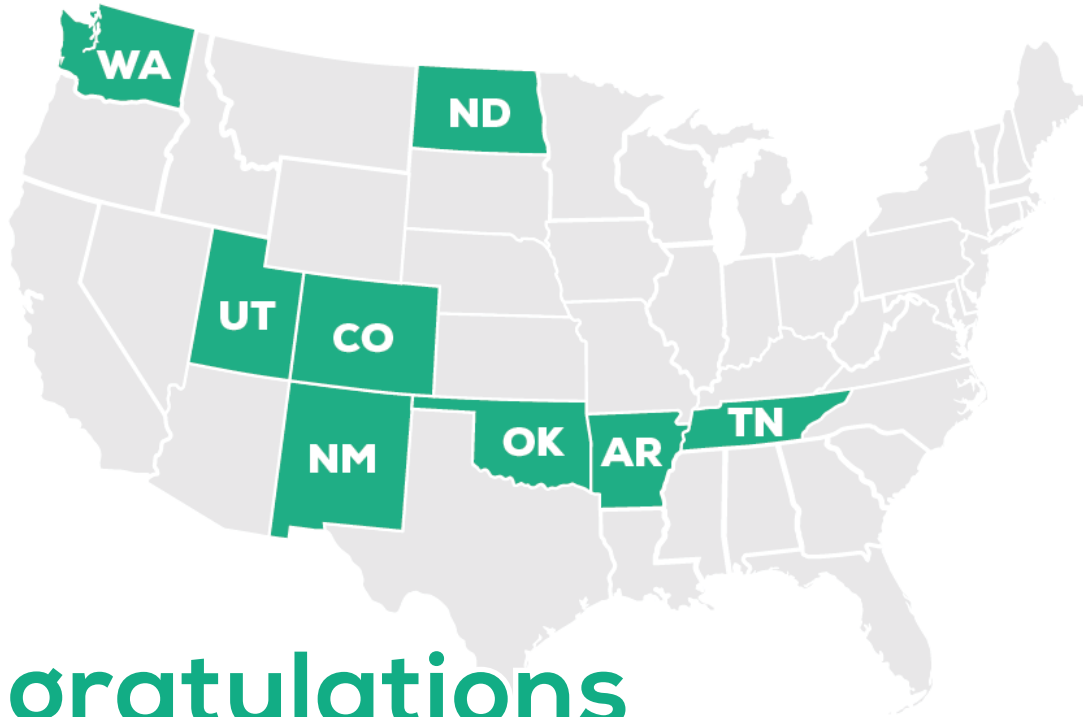
we included the broadest perspective possible,” she says. “System modernization projects are expensive, and they are both time- and resource-consuming. I believe that if jurisdictions follow the guidance provided in the best practices document, they will significantly increase their chance of success.” **m**

find out more

VISIT THE AAMVA SYSTEM MODERNIZATION RESOURCE PAGE AND DOWNLOAD THE BEST PRACTICES GUIDE AT AAMVA.ORG/SYSTEM-MODERNIZATION.

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Q & A WITH

Kurt Myers

*MOVE CATCHES UP WITH
PennDOT'S DEPUTY SECRETARY
OF DRIVER & VEHICLE
SERVICES AND 2017-2018
AAMVA CHAIR OF THE BOARD*

INTERVIEW BY BRITTANY MAGEE

Q WHAT LED TO YOUR CAREER IN TRANSPORTATION?

My entire career, almost 40 years now, has been in one way or another associated with transportation. In 1978, I started working in the automotive aftermarket industry, and during that time I was president and CEO of a multistate operation. By 1998, I sold the businesses and joined PennDOT as the director of the Bureau of Motor Vehicles—becoming Deputy Secretary in 2007—and the rest is history.



Q WHAT ARE SOME IMPORTANT ISSUES YOU'RE FOCUSING ON IN YOUR JURISDICTION?

One area that we [PennDOT] will certainly continue to focus on in 2017 is the discussion related to automated vehicles and the responsibility and role of the Commonwealth in terms of the testing and deployment of those vehicles.

I believe automated vehicles are extremely important because of the future opportunities they present. Last year, I co-chaired the PennDOT Autonomous Vehicle Policy Task Force, which produced a policy document in November 2016. We've received a tremendous amount of positive input about that report. In our

Kurt Myers (second from left) participates in a meeting of jurisdictional representatives during the 2015 AAMVA Region I Conference in Hershey, Pennsylvania.

discussions, we recognized early on that we needed to have the flexibility of policy, enabled by legislation, instead of going through the regulatory process. With the technology changing literally on a weekly basis, there was no way for regulations to keep pace with the evolving technology.

While there are challenges and hurdles that need to be overcome before these vehicles are in everyday use, the opportunities are tremendous. I want to do everything we can to ensure that we facilitate the development and implementation of this technology while ensuring public safety.

Q LOOKING BACK ON YOUR CAREER THUS FAR, IS THERE ONE PARTICULAR ACCOMPLISHMENT YOU'RE MOST PROUD OF?

Our agency is so large, with almost 12 million registered vehicles and nearly 10 million

FAST FACTS

Kurt Myers



HOMETOWN
Harrisburg,
Pennsylvania



EDUCATION
Bachelor of Arts in
Religious Studies,
Kenyon College



ON THE ROAD
Kurt drives a Volvo



FAVORITE MOVIE
Butch Cassidy and the Sundance Kid



Kurt Myers and PennDOT Secretary Leslie S. Richards field questions from the media about Pennsylvania's Autonomous Vehicle Policy Task Force.

driver's licenses issued, that every project we deploy across the Commonwealth is a huge undertaking and requires a lot of moving parts to make it all happen. I'm very proud that over the years we've implemented a number of programs statewide that have been deployed in a seamless manner. That's really a credit to our team's dedication and passion for the work they do.

Q COULD YOU TELL ME ABOUT YOUR WORK WITH THE INTERNATIONAL REGISTRATION PLAN (IRP) FROM 1999-2009?

It was a tremendous experience and a great opportunity

to focus on an area that's of extreme importance, not only to the AAMVA community, but to the trucking industry as well. I was on the board for 10 years, and chair of the board from 2004-2006. I'm glad I had the opportunity to serve in that capacity because it certainly gave me a background in motor carrier issues and concerns that I otherwise wouldn't have had.

Q HOW DID YOU GET INVOLVED WITH AAMVA?

I got involved by being on the IRP board, because IRP was a part of AAMVA then. Next

I became an AAMVA Region I board member in 2010. I served there and was eventually chair of the Region I board, and I became a member of the AAMVA international board in 2011.

Q WHAT IS ONE OF THE BEST PARTS ABOUT WORKING WITH THE AAMVA COMMUNITY?

The list is long. Being able to speak with my peers throughout the United States and Canada in an open dialogue is perhaps one of the most important. There's so much we can learn from each other, and that's a true benefit for every jurisdiction—being able

to talk with your peers and see what they're doing—their best practices and lessons learned. Being able to share that kind of information is extremely valuable and so critical for success. You can't do these jobs in a vacuum; you need to know what other jurisdictions are doing.

Q WHAT DO YOU ENJOY DOING IN YOUR FREE TIME?

I participate in a sport called sporting clays [a form of clay target shooting]. It's a great opportunity to spend time with friends and relax. I really enjoy doing that when I have the time. **m**

THE BIG QUESTION

WHAT TRANSPORTATION ISSUE(S) ARE YOU MOST PASSIONATE ABOUT?

The issue I'm most concerned about day-to-day is ensuring that we do everything we can to enhance the customer experience. That's what we're all about. Anything we can do to lead to a better experience for customers—through face-to-face interactions or streamlining processes on the internet—is what I'm truly passionate about.

That's the reason I'm such a strong believer in and have a passion for automated vehicles. They offer the opportunity to bring back the freedom of choice and mobility to individuals who have lost it. That's beyond what we talk about when we talk about customer service; it's something that improves the customer's quality of life.

The View from the Summit

*THREE LEADERS SHARE THEIR PERSPECTIVES
ON WHAT IT TAKES TO HEAD A MOTOR VEHICLE AGENCY*

CULTIVATING RELATIONSHIPS

RHONDA LAHM, DIRECTOR, NEBRASKA DEPARTMENT OF MOTOR VEHICLES

During my career in state government, I have had the opportunity to serve in leadership roles of two organizations in the transportation sector: first as a major in the Nebraska State Patrol and now as the director of the Department of Motor Vehicles. While thousands of books, articles, white papers and studies have been written on what leadership is and how to be an effective leader, the one theme I have found to be most universal is relationships.

Building relationships with employees is key to being an effective leader, and the components involved in building those relationships may differ based on the organization. Understanding the culture, the public's expectations, the "personality" of the employees and the difference in statutory responsibilities of an organization are critical to developing these relationships.

Most law enforcement agencies have a paramilitary culture, which lends itself to an environment steeped with traditions, a more formalized decision-making structure and a more vertical management tree. The nature of work in a motor vehicle agency allows for more latitude in procedures and protocols. Interactions are business-driven in a motor vehicle agency, while in a law enforcement

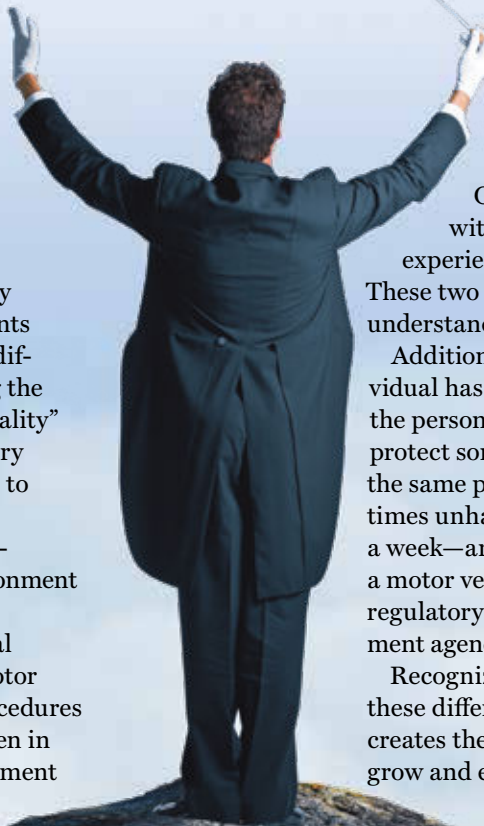
agency interactions are driven by safety and legal requirements.

The public's expectation of a law enforcement agency and a motor vehicle agency differ greatly, and for good reason. Residents come to the DMV for a service that is statutorily required—something they need to do.

Oftentimes, when the public has contact with law enforcement, it is because they have experienced an event where they need assistance. These two different expectations are important for understanding what drives an organization.

Additionally, people are different, and each individual has different strengths. Generally speaking, the person who is able to risk his or her safety to protect someone else from danger is not necessarily the same person who can interact with the sometimes unhappy public eight hours a day, five days a week—and vice versa. The statutory mandates of a motor vehicle agency tend to fall into more of a regulatory scope, and the authority of a law enforcement agency is in the enforcement realm.

Recognizing, understanding and adapting to these differences, and then changing *your* behavior, creates the fertile environment for relationships to grow and effective leadership to bloom.





Changing Tides

MOVING OUT

Being the chair of AAMVA has been one of the most rewarding experiences I've had. As I reflect back on my year, I find myself remembering the people—jurisdictional administrators and representatives, law enforcement, the vendor community, trade organization representatives, the AAMVA staff and my own staff—who have made this year so fulfilling. I think about my insightful colleagues and our enthusiastic vendor community who support AAMVA's core mission of safe drivers, safe vehicles, secure identities and saving lives. As I've attended the conferences and events and met with other organizations, you all have inspired me with your knowledge, ideas and visions for the future.

Last August at AAMVA's Annual International Conference (AIC) in Williamsburg, Virginia, I spoke about preparing for what the future holds and envisioning what that will be for your organization. It has been exciting to see the discussion continuing

at the AAMVA Regional conferences and at our sister organizations. How we embrace new technology will determine how we continue to deliver superior customer service. As I close out my year as chair at the AIC in San Francisco, I know that together as we move toward autonomous vehicles and mobile driver's licenses, we will make a difference!

I also know that incoming Chair Kurt Myers of Pennsylvania has visions of the future, too, and he has embraced new ways of doing business. For example, his jurisdiction of Pennsylvania

has eliminated the issuance of stickers for license plates and saved money. Additionally, as Kurt has shared, citizens can renew their car registrations online and print the registration card from the comfort of their own homes.

I welcome the very insightful Kurt Myers as 2017–2018 AAMVA chair. I know that AAMVA will continue to be in good hands. And, when you congratulate Kurt, give him a big hug! **m**

2016–2017 AAMVA Chair of the Board

COMING IN

Technology is changing the world every day, and there are few places where that change is more evident than inside an automobile. As I prepare to take on my new role as chair of the AAMVA board of directors, I can't help but reflect on the many ways that these changes have shaped our lives.

Thanks to advances in technology, driver's licenses and ID cards are more secure than ever. We can register vehicles and issue plates more efficiently. Our systems are more streamlined, our processes are more effective and all of this helps to improve the quality of life



for our customers.

Our vehicles themselves are becoming "smarter," too. Lane-departure and forward-collision warning systems, blind-spot detection and parallel-parking assistance: Safety features like these are becoming more and

more common in today's vehicles and are undoubtedly precursors to the fully automated vehicle of the future. New technology is evolving rapidly around us, and AAMVA is right in the center of this ever-changing landscape, ready to provide us with the tools and resources we need to use this new technology to our advantage and to enhance the

customer experience.

Beyond those tools and resources, AAMVA is about relationships—those connections that we as AAMVA members make with our federal government and law enforcement partners, industry partners and each other. Supporting and nurturing those relationships is at the heart of what AAMVA is about and is crucial for the betterment of our businesses and the lives of the customers we serve.

I am honored to be stepping into the role of chair, and I look forward to working with all of you. **m**

Kurt Myers

2017–2018 AAMVA Chair of the Board

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The mDL will also provide for in-person authentication and reduced fraud. Let MorphoTrust be your partner in the digital transformation. Contact us at info@morphotrust.com.

