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ROAD TO RECOVERY



When Mother Nature unleashes her worst, DMVs swing into action, helping rebuild shattered lives and communities

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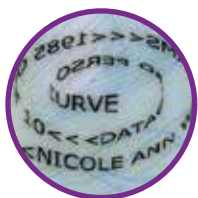
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ON THE COVER
A burned out truck has been tagged by DMV investigators after fires in Santa Rosa, California.

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Test your wits and motor vehicle knowledge



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



ROAD TO RECOVERY

Visit **MOVEmag.org** for a slideshow of additional imagery from the feature story, "Road to Recovery."

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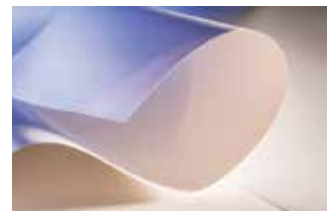
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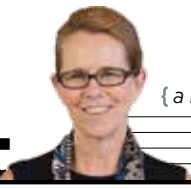
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When you're ready to design a secure and durable credential that's easy to authenticate and difficult to replicate, visit [Teslin.com/Easy](https://teslin.com/easy).



TESLIN® substrate is proven globally for driver's licenses and e-ID cards.



Seats at the Table

BY THE MEMBERS, FOR THE MEMBERS

A few years ago, AAMVA added an orientation session for newcomers to our workshops, regional conferences and Annual International Conference (AIC). Participation in these orientation sessions is growing in tandem with the increasing presence of first-time attendees at AAMVA meetings. Credit goes to chief administrators and associate members for this growth. It means you place a high priority on encouraging your staff to build their AAMVA community knowledge-network.

I attend these sessions too, which lets me meet our newest participants and share in their surprise at the complexity and ubiquity of AAMVA's work. The New-comers Orientation title, "Yeah...We Do That" (YWDT) derives from the response folks receive when they ask us "Does AAMVA have any information about ____ topic? Or, does AAMVA do ____?" As staff members, our response is invariably, "Yeah, we do that..." expressed with the passion we bring to our work for the association.

AAMVA's offerings—information, training, meetings, systems and services—are expansive and relate directly to the breadth and depth of our jurisdiction members' portfolios. Emerging issues like autonomous vehicles and mobile driver's licenses shine an international spotlight on AAMVA. The attention reinforces AAMVA's relevance



at the tables of international standard setting.

Yet the historic challenges of reciprocity, fraud, driver and vehicle safety are evergreen topics for AAMVA's committees and working groups. Jurisdiction leaders and staff are in constant pursuit of continuous

improvement in the way they deliver effective service to their customers. The development of standards for issuing secure, interoperable driver and vehicle licenses or tackling fraudsters who take advantage of the disabled plate and placard programs are just a few of the topics for which AAMVA's working groups have issued best practices and guidelines.

What makes our portfolio robust and our impact deep is the fact that AAMVA's annual operating plan is driven by member input. AAMVA's Board of Directors provides strategic guidance in setting our priorities. They inform their governance decisions with input from AAMVA's Regional Boards, Standing Committees, associate members and side discussions at member meetings. Best practices, standards and guidelines are derived from members new and old, experienced and novice.

For AAMVA staff members, the opportunity to take part in these discussions and facilitate the creation of a final product—whether a report, survey, system or collaboration—is inspiring. Whether that staff member is preparing budgets, travel reimbursements, HR policies, a draft report, member meetings or system software, it all supports the underlying principle that AAMVA is strongest when its members are able to discuss challenges, share best practices, and exchange ideas. By the members, for the members, is AAMVA's strength.

The energy and value derived from these activities and interactions are on full display right now at AAMVA's regional conferences, culminating at the AIC in Philadelphia. Come learn how you can take a seat at the table to influence the development of a best practice, system or standard in the AAMVA community. I look forward to seeing you. [m](#)

Anne Ferro
AAMVA President and CEO

AMERICAN ASSOCIATION OF MOTOR VEHICLE ADMINISTRATORS



Solutions & Best Practices

Solve your business problems by following the guidance of subject matter experts and your peers. These solution and best practice documents establish the ideal approach for developing and maintaining programs in your jurisdiction.

NEW RELEASES

Jurisdictional Guidelines for the Safe Testing and Deployment of Highly Automated Vehicles

Persons with Disabilities Placards and License Plates: Best Practices in Detering and Detecting Fraud and Misuse

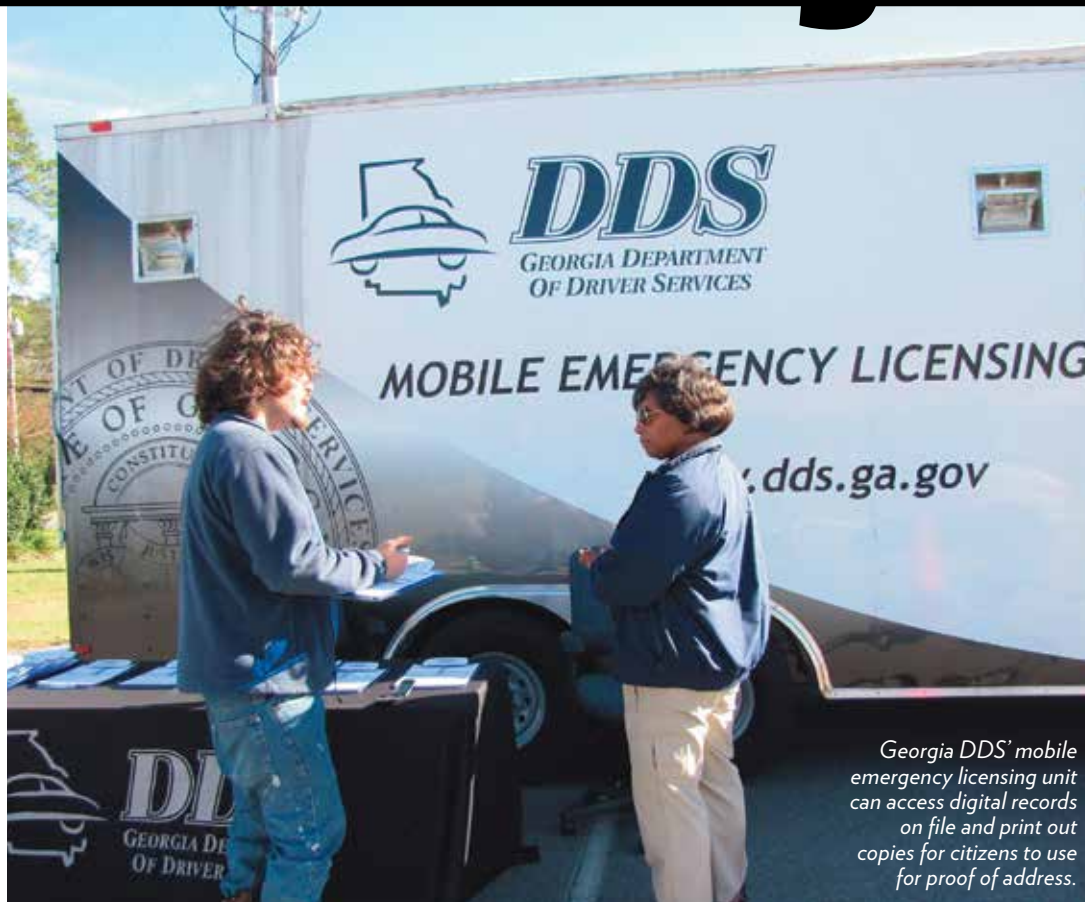
Ignition Interlock Program Best Practices Guide 2018 Update

NMVTIS Best Practices for Title and Registration Program Managers, Edition 4

Salvage and Junk Vehicle Best Practices

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across the southeastern United States, including 42 confirmed tornadoes and 14 deaths in Georgia alone. After the tornadoes subsided, employees from DDS visited the affected areas with the department's new mobile emergency licensing unit, which allowed them to help victims of the tornadoes whose lives had been uprooted.

"One of the things we did, shortly after the event, our team here huddled together to quickly figure out how we can help," says Commissioner Moore. "If you lose your house, every part of your life is now missing. A number of people's houses were completely annihilated, nothing existed in the home."

Moore explains that due to Georgia's Secure ID process, they were able to offer more than just new IDs to people who had nothing.

"[When you initially get your license,] if you presented a birth certificate or social security card, or some other form of documentation that shows your address, like a water bill or electric bill, we have that info stored," he says. "We were able to respond not just by giving credentials, but also in some cases providing materials or documents that people can use to establish other things in their life."

For any of those documents that a Georgia citizen had previously provided to DDS, the mobile emergency licensing unit was able to pull up

 jurisdiction spotlight

ID of the Storm

THE GEORGIA DEPARTMENT OF DRIVER SERVICES' NEW MOBILE EMERGENCY LICENSING UNIT



On his way to oversee the Georgia Department of Driver Services' (DDS) first emergency deployment of its mobile emergency licensing unit after an historic tornado outbreak in January 2017, DDS Commissioner Spencer R. Moore remembers feeling as if he was driving through a warzone.

"You saw mangled trees everywhere; metal siding from houses detached and sitting on trees, cars that were overturned," he says. "It was complete destruction."

The tornado outbreak, which occurred between Jan. 21 and 23 last year, brought 81 separate tornadoes sweeping



{THIS MONTH'S QUESTION}

WHAT WAS YOUR FAVORITE SUMMER ROAD TRIP?

Mike Dixon, Senior Director, Colorado Division of Motor Vehicles

We took many great family road trips while I was in the Army. When we were far from home, there were always wonderful things to see and explore. Since returning to Colorado, my wife and I have made quite a few trips throughout the Centennial State, but the most memorable road trip recently was one with my wife, youngest son and two sisters to a ghost town in North Dakota where my mom is buried. Neither sister had the opportunity to travel to the cemetery after our mom's passing when we were younger. It was an event-filled trip with a stop at Mount Rushmore in South Dakota on the way to Sims, North Dakota. Founded in 1883, the only remaining remnants of Sims include a Scandinavian Lutheran Church and parsonage, a dilapidated brick home and cemetery. On our way home, we stopped at Theodore Roosevelt National Park and then Devils Tower National Monument in Wyoming before picking up another son along the way who was stranded due to vehicle maintenance problems while returning from National Guard duty. Something about driving with family on longer road trips is always special!

Allison Raymer Gardner, Director of the Tennessee Department of Revenue, Vehicle Services Division

When I was 10 years old my family packed into the car for the annual summer vacation road trip. The plan was to drive from our home in Louisville, Kentucky, to New Orleans, Louisiana, a trip we had taken many times to visit with family friends. After a few hours on the road, my brother and I started complaining about going to the same place every year. Amidst our backseat boredom and lack of gratitude, which, as a parent now, I can only assume was testing the patience of our parents, my father made a sudden move for the exit ramp somewhere in Tennessee to turn the car around. Dad said, "Let's go see something new!" Needless to say, my brother and I were thrilled. That amazing trip included traveling to Washington D.C., New York City and Martha's Vineyard. My family still reminisces about it often. I always looked forward to summer road trips as a family and am continuing the tradition with my family now.

a digital version and print out a copy that the citizen could keep. These could be used for proof of address or even for account numbers that may have been lost in the storm. Not only did this provide people in need with information and identification, but it also helped their peace of mind, giving them something to hang on to after so much of their property had been destroyed.

For Commissioner Moore and his team, being able to provide that kind of personal

customer service is just as important as the new technology represented in the mobile emergency licensing unit.

"Certainly the technology is valuable, but at the end of the day you have to have people who want to volunteer to go to the places that people are trying to get away from and perform a service for people in need. We have some of the most dedicated employees I've seen in 25 years of state service. None of this can occur without the wonderful staff that makes it all work." **m**



While technology enables the mobile emergency licensing unit's capability to restore proof of identity, caring DDS volunteers help restore some peace of mind.

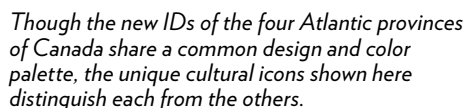
BUILT TO MOVE

Before providing credentials and important documents to victims of the January 2017 tornado outbreak in Georgia, the Department of Driver Services' (DDS) mobile emergency licensing unit had only been deployed a few other times, and never in an emergency situation. Not surprisingly, the initial desire to create this trailer was born out of an emergency: One of the Georgia DDS' licensing centers flooded, leaving them with no ability to issue driver's licenses at that location. The DDS then worked with one of its industry partners, IDEMIA, to create the mobile unit. Here are some of the features of this new unit:

- Single unit, 20-foot trailer
- Secure wireless connection for issuing driver's licensing and access documents over cellular networks
- Central air conditioning and heat
- In-unit generator to provide and generate power—external electric hookup also available
- Retrofitted built-in cabinets that include two workstations

*CANADA'S FOUR ATLANTIC PROVINCES, IN PARTNERSHIP WITH
GEMALTO, MOVE TO CENTRAL ISSUANCE AND HIGHLY SECURE IDs*

For Gemalto, working with four different provinces proved a unique and rewarding challenge, according to Steve Purdy, vice president of Sales and Marketing, Government Programs. To leverage



“We were able to give each of the provinces a product that expresses their individuality through representative icons on the card front and a unique





PARTNERS IN THE AFTERMATH

*IN TIMES OF CRISIS, AAMVA MEMBERS DELIVER
SAFETY, SECURITY AND SUPPORT* BY MATT ALDERTON

A red pickup truck mired by flood waters in Middleburg, Florida, after Hurricane Irma devastated the area in 2017. Residential neighborhoods near Black Creek, Clay County, were submerged by historic 28.5-foot flooding after the storm took an unexpected turn and caused major damage in the region.



Florida is supposed to be the “Sunshine State.” On Sept. 10, 2017, however, the sun was playing hooky. Where there were supposed to be bright rays of luminescence, instead were ominous clouds full with rain. The culprit: Irma, a Category 4 hurricane that ultimately pummeled Florida with massive storm surges and gale-force winds.

Trooper Luis DeLeon assists customers in Cape Coral, Florida, where DMV offices were damaged after Hurricane Irma.

As the storm loomed, authorities issued evacuation orders for 6.3 million Floridians who packed their cars with prized possessions, knowing that Hurricane Irma might raze their homes. Among the rescued belongings: clothing, irreplaceable photos, treasured heirlooms and beloved playthings. What many people forgot to pack, however, was a photo ID.

“If someone is rapidly evacuating, they may forget to take some of their vital documents,” explains Deborah Roby, deputy director of motorist services at the Florida Department of Highway Safety and Motor Vehicles (DHSMV). “You need a driver’s license or state-issued ID card to replace those documents, and to apply for [federal] assistance if there’s damage to your home.”

The importance of identification became even more acute two weeks

later, when Hurricane Maria ravaged Puerto Rico. Permanently displaced by the storm, thousands of Puerto Ricans sought refuge in Florida. In order to start a new life there, they needed housing and jobs—neither of which could be obtained without state-issued identification.

It was a stark reminder: DMVs often are just as important in the wake of disasters as first responders; while the latter save lives, the former help rebuild them.

“We’re one of the first steps people take toward making their life a little bit normal again,” Roby says.

It’s an awesome responsibility. To meet it head-on, motor vehicle agencies and their partners should leverage lessons learned in jurisdictions like Florida, California and Texas, each of which was touched by natural disaster in 2017. ▶



Florida Licensing on Wheels (FLOW) buses are ready to head to South Florida to assist after Hurricane Irma.

FLORIDA: REMOTE RELIEF

In the wake of Hurricanes Irma and Maria, DHSMV's first concern was its employees, with whom it communicated using automated text, email and voice messages.

"We go through an exercise twice a year to make sure our call trees and outreach are actually working," Roby says. "That's key, because if your members don't understand how you're going to be contacting them and what to expect, they're not going to respond when they receive those alerts."

Caring for employees is as important as communicating with them.

"After a storm, you're trying to provide services to people who need them, but you also have to be cognizant of your members' needs because they have been impacted, too," continues Roby, who says DHSMV opened only a limited number of offices after the storms so employees who needed to tend to personal

continued on page 18 ►



Customers in Miami are assisted at a FLOW desk at the airport.



West Virginia State Police respond during floods in June 2016.

Chief Esmeralda Falat, Enforcement & Planning Division, California Highway Patrol

When wildfires consumed 1.4 million acres of California terrain in 2017, the California Highway Patrol assisted local law enforcement with traffic management, crowd control and evacuations. It also worked closely with the California Department of Motor Vehicles to identify and remove more than 4,000 burned vehicles from devastated properties.

“Collaboration and working together with the DMV is vital,” explains Falat, who says the massive effort to remove burned vehicles required constant communication and coordination between stakeholders, whose ultimate success is a credit to relationships that were formed long before the fires broke out.

“When I was a commander, I would go out and meet my DMV counterparts in local field offices. We have a very good partnership because managers throughout the state conduct that outreach not only at the headquarters level, but out in the field as well.”

Capt. William Haynes Jr., Commander, New Hampshire Office of Highway Safety

Following Hurricane Maria, the New Hampshire State Police (NHSP) took a team of state troopers to Puerto Rico to assist with cleanup and relief efforts. Back home, however, the agency faced its own challenges, including flash floods and ice storms, both of which plagued the Granite State in 2017.

Because they’re sister agencies within the New Hampshire Department of Safety, NHSP and the New Hampshire Division of Motor Vehicles work closely to execute shared missions on a regular basis, according to Haynes. In particular, he says, they leveraged their strong partnership to great success during last year’s ice storms, when the agencies collaborated to obtain statutory waivers for commercial truck drivers hauling hazardous materials. Temporary waivers of age and hours-of-service requirements allowed more drivers to work more hours delivering heating oil to citizens in need.

“We work with the DMV every day,” Haynes declares. “It’s a very, very well-developed partnership.”

Capt. Randy Jones, Iowa State Patrol

In June 2008, the Cedar River in Cedar Rapids, Iowa, crested at 32 feet, which was 12 feet higher than its previous record. The ensuing floods destroyed more than 5,000 homes and displaced 18,000 residents. Because so many roads were underwater—only one major road, Interstate 3, remained open—the Iowa State Patrol mobilized in order to direct traffic, ensuring that emergency vehicles could get into the city and that evacuating residents could get out.

Although the floods were devastating, the emergency response was remarkably smooth, according to Jones, who credits regular tabletop exercises during which stakeholders—including the Iowa State Patrol and the Iowa Department of Transportation’s Motor Vehicle Division—built relationships and rehearsed their roles.

“What benefited us the most was the fact that there is a nuclear power facility about 10 miles northwest of Cedar Rapids. Because of that, we’re required to do very frequent disaster-response training,” Jones says. “Although we’d prepared for a nuclear disaster, our training worked out perfectly for a flood, too. We already knew who was going to do what, when and in what order. We knew each other’s names and faces, and because of that bond, everything flowed pretty seamlessly.”

COORDINATED EFFORTS

Roads are dangerous places. In fact, more than 4 million Americans are injured or killed on them every year, according to the National Safety Council, which says motor vehicle crashes are among the top three causes of preventable deaths in the United States.

Because catastrophes often cause increases in traffic, road hazards and motorist distress, roads can be even more treacherous before, during and after a natural disaster—making strong relationships between motor vehicle and law enforcement agencies critical for communities in crisis.

Here, law enforcement leaders from three disaster-affected jurisdictions reflect on their agency’s partnership with motor vehicle agencies:

“We work with the DMV every day. It’s a very, very well-developed partnership.”

CAPT. WILLIAM HAYNES JR.

Commander, New Hampshire Office of Highway Safety

THE TRUTH ABOUT WORN TIRES.

***DRIVERS NEED MORE INFORMATION TO KNOW
ABOUT THEIR TIRES' PERFORMANCE.***

1



The ranking of new tires does not predict the ranking of worn tires, regardless of brand.

2



Braking distance and safety evolve with tread wear, sometimes dramatically.

3



Tread depth alone is not a good indicator of wet-braking performance.

4



On wet roads, braking distances increase with tread wear.

5



Currently, no standardized test methodology exists to measure the performance of worn tires.

¹ When removed at 4/32" tread depth, which is greater than the national standard of 2/32" tread depth removal limit in most states.



ENGAGING IN THE CONVERSATION ABOUT TESTING WORN TIRES IS AN IMPORTANT STEP FORWARD.

All motorists drive on worn tires. As soon as a vehicle hits the road on new tires, they begin to wear. When drivers make tire-selection choices, they often base decisions on mileage warranty and price. If testing is relied upon at all, that testing relates to new tire performance, not worn performance.

The truth is, as tires wear, performance attributes change – sometimes dramatically. How quickly tire performance declines depends on a variety of factors such as driver behavior, road conditions, weather conditions, vehicle make and model, as well as how the tire is designed, and the materials that are used in the tire.

Today, no standardized testing criteria exist to measure worn tire safety, particularly wet-braking tire performance, so drivers cannot make informed choices about how their tires will perform down the road. Long-lasting performance is an issue that involves safety first and foremost – a tire should

provide safety throughout its tread life, but it also has implications for the environment. A focus on safety throughout the tire's life means confident stopping and handling in wet driving conditions. It also means less environmental impact from early removal waste.

Tread depth alone is not always an accurate indicator of tire performance. Removing well-maintained tires early solely based on tread depth can force the average driver to buy the equivalent of one new tire every two years.¹

Michelin believes worn tires should be tested. We also believe tire dealers should be able to equip drivers with information about worn tire performance before they make a purchase so they know the truth about the safety of their tires later in life. Many drivers would be surprised to learn that some worn tires deliver better safety (i.e., wet braking) performance than other new tires.

With a standard test methodology and resulting information available to all drivers, one goal is for tire manufacturers to begin assessing worn performance in their design process.

Michelin is a company that thinks long-term about consumer safety, consumer value and sustainable mobility. The long-term discussion about performance standards for worn tires is an important step forward in providing consumers with access to critical information that can improve safety on our nation's roads and highways.

VISIT
MICHELINMEDIA.COM/
THE-TRUTH-ABOUT-WORN-TIRES

for more information about worn tire performance and the call for worn tire testing.



Disaster victims are directed to the DHSMV's Welcome Center at the Miami airport following Hurricane Irma.

matters could do so. "The public understood, because they were experiencing the same challenges as some of our members."

Assisting the public was just as important as assisting employees, according to Roby, who says DHSMV deployed four of its 13 mobile units to Orlando and Miami International Airports, where the State

Emergency Response Team (SERT) with the Florida Division of Emergency Management (FDEM) had set up disaster relief centers to provide hurricane victims a one-stop shop for government services as they arrived in Florida from Puerto Rico. Operational from October through March, the mobile units were staffed by bilingual examiners who issued state IDs, driver's licenses and vehicle registrations late into the evening seven days a week—in many cases for free, thanks to an executive order from the governor that temporarily waived select service fees for hurricane victims.

"It was amazing to be there and see all of these government agencies offering their support in one location," Roby says of the relief centers. "It was an outpouring of human kindness."

In accordance with the executive order that allowed the department to participate in that outpouring, DHSMV raised the spending limit on mobile employees' state purchasing cards and temporarily lifted bans on certain purchases. "Normally we can't buy food or water with our purchasing cards, but we knew we were going to be in areas where people either didn't have any water or were going to be sitting outside in the heat waiting for services," Roby says. "So we allowed the purchase of things we normally wouldn't allow, like coolers filled with bottled water that we could offer to customers who were waiting."

DHSMV also raised per diems for hotel stays. In Orlando, for example, mobile units hosted employees

According to a study by Car And Driver, as many as 1 MILLION cars were destroyed by Hurricane Harvey, more than any other single event in American history.

from South Florida who needed accommodations but faced steep rates due to surging demand.

"If you don't take care of your members first," Roby stresses, "they can't take care of anybody else."

TEXAS: REGULATIONS TO THE RESCUE

Before Hurricanes Irma and Maria ripped through Florida and Puerto Rico, respectively, another Category 4 storm—Hurricane Harvey—besieged Houston. To assist victims, the Texas Department of Motor Vehicles leveraged what it believes is the most powerful tool in its tool belt: statute.

Take employees, for example, many of whom had homes or offices—sometimes both—that were flooded and lacking power. "There was no way those employees were going to be able to come into an office," says Texas DMV Executive Director Whitney Brewster. "So we identified those areas where office closures were occurring and we granted emergency leave so employees did not have to utilize their own leave bank, which we are able to do statutorily."

Even as it utilized some statutes, the Texas DMV sought relief from others.

For example, it asked the governor to temporarily suspend oversize/overweight permitting requirements for commercial vehicles responding to the disaster.

"We are not first responders, but we play an important role in making sure the statutes and regulations we have do not impede the rescue and recovery effort," explains Brewster, who says statutory relief expedited Houston's recovery by allowing more vehicles to deliver relief supplies and haul away debris.

The Texas DMV also requested and received relief from vehicle titling and registration requirements in 58 storm-ravaged counties.

"We tried to put ourselves in the shoes of our customers," Brewster says. "People shouldn't have to worry about being cited for an expired registration when their house is flooded."

One law from which the Texas DMV could have sought relief but didn't was the requirement that it issue new titles for flood-damaged vehicles within five days. "We had the ability to request a waiver from the governor's office to allow us more time, but we didn't do that because we knew that the sooner we

"We tried to put ourselves in the shoes of our customers. People shouldn't have to worry about being cited for an expired registration when their house is flooded."

WHITNEY BREWSTER

Texas DMV Executive Director



READY TO RESPOND?

All communities—and by extension, all motor vehicle agencies—are vulnerable to disasters. Fortunately, there are things your organization can do today to prepare for a crisis tomorrow:

1

CREATE POLICIES AND PROCEDURES

Having a written plan for closing offices and continuing operations creates calm amid chaos. At the Texas DMV, for instance, employees knew exactly what to do as Hurricane Harvey approached; they deposited all the money from the day's transactions, raised all computers off the floor in case of flooding, and positioned security cameras so they could observe offices remotely.

2

BUILD RELATIONSHIPS

Disaster response is a team sport. To make sure teams are cohesive, players should get to know one another before game day. In Texas, for example, the Texas DMV found statutory waivers easy to obtain during Harvey because it had already cultivated a strong relationship with the governor's office. It also had close working relationships with law enforcement, insurance companies and motor carriers, as well as with its sister agency, the Texas Department of Public Safety. When stakeholders know each other, it generates interpersonal capital that can be spent with great effect during a disaster.

3

SPREAD THE WORD

Agencies can bring order to disorderly situations by developing in advance a communications plan. In Florida, for example, DHSMV relied on signage at closed DMV offices to direct citizens to the nearest open office; in some cases, it even stationed employees outside to hand out maps and give directions. And in Texas, the Texas DMV shared information via a dedicated webpage, social media, press releases and industry associations like the Texas Trucking Association (TXTA) and the Texas Independent Auto Dealers Association, both of which shared information with their members on the DMV's behalf.



The Texas Department of Motor Vehicles held a week of employee fundraisers to help staff directly impacted by Hurricane Harvey. More than a dozen employees experienced significant damage or loss to homes, medical equipment, vehicles and essential supplies. The special fundraising events included a hot dog sale, a book fair, raffles, a dunking booth and more, raising more than \$12,000.

4

REHEARSE

One way to build relationships with stakeholders is to rehearse with them. In California, for instance, Cal OES regularly organizes tabletop exercises during which partners—including the DMV—verbally practice a state-wide response to disasters.

5

BUILD A CULTURE OF CARING

When employees feel cared for, they will care for customers. During Harvey, the Texas DMV organized several fundraisers to raise money for employees impacted by the storm. And in California, DMV administrators visited local assistance centers to personally thank employees working there. California DMV Director Jean Shiimoto sent employees thank-you letters to show her gratitude.



got flood-damaged vehicles branded, the better it was going to be for the consumer,” explains Brewster, who says the Texas DMV takes seriously its role as a consumer watchdog. To make sure it could quickly process salvage and rebuilt titles—which help consumers identify flood-damaged vehicles when they’re shopping for used cars—the agency ordered additional title paper and toner ahead of the storm and hired 25 temporary employees with the help of a \$125,000 grant from AAMVA.

“It’s an ongoing effort because we’re going to be seeing Harvey vehicles in the marketplace for years to come,” continues Brewster, who says the Texas DMV’s current focus is finding permanent instead of temporary statutory opportunities. “What we’re doing now is reviewing our existing statutes in advance of our upcoming legislative session to see if there are any changes that may be necessary for when future disasters arise. Because it’s going to happen again; we just don’t know when.”

CALIFORNIA: FEELING THE HEAT

After Texas, Florida and Puerto Rico faced damage from tremendous amounts of water, California burned, losing 1.4 million acres to wildfires that blazed from October through December 2017.

As they were in Florida, disaster relief centers were a major asset to victims, many of whom turned to the California Department of Motor Vehicles for replacement IDs and driver’s licenses. All told, the California Governor’s Office of Emergency Services (Cal OES) sponsored a total of 17 “local assistance centers” (LACs) during the 2017 wildfires—nine of which were open simultaneously throughout the state.

“We were challenged because we were used to having only one, two or three local assistance centers open at one time,” explains California DMV Director Jean Shiomoto. “We only had portable equipment for eight because we have eight regions. So overnight we had to quickly contact our vendors to acquire extra equipment.”

But the most important ingredient at LACs wasn’t equipment. Rather, it was people.

“One of the things that was critical to our success at these local assistance centers was ensuring that we identified the right staff to go and work at them,”



Fire victims are assisted by DMV employees at the Napa, California, Local Assistance Center.

says California DMV Chief Deputy Director Bill Davidson. “We needed staff who were compassionate, who understood the situation and who could be very patient. But we also wanted to make sure that we didn’t burn anyone out, because working at these local assistance centers was very emotionally draining. So we had to ensure that we had enough staff identified and willing to work so that we could rotate people through without having any one person work an inordinate number of hours.”

In order to recover, wildfire victims needed not only identification with which to access relief, but also safe land on which to rebuild their homes. So while some DMV staff manned LACs, investigators worked alongside partners—the U.S. Army Corps of Engineers, the Federal Emergency Management Agency (FEMA) and the California Highway Patrol (CHP), among others—to identify, record



and remove more than 4,000 burned vehicles from scorched properties.

“We wanted to prevent fraud so we didn’t have vehicles being cloned in other states,” explains California DMV Investigations Acting Chief Mary Bienko, who says investigators spent six weeks going door to door in search of vehicles, which they identified by cross-referencing visual cues and location data with the DMV’s registration



database. Once vehicles were verified, their remains had to be removed with other debris by a licensed salvage company, at which point property owners could submit insurance claims and begin the process of rebuilding.

“There were a lot of challenges, but by working together with all the other agencies that were involved, we were able to get it done,” Bienko says. “Now, families are finally able to move on and start building on their properties.”

PEER SUPPORT

Finally, motor vehicle administrators should solicit knowledge from those who best understand their

A DMV investigator inspects burned vehicles in Santa Rosa, California. More than 4,000 burned vehicles were identified, recorded and removed.

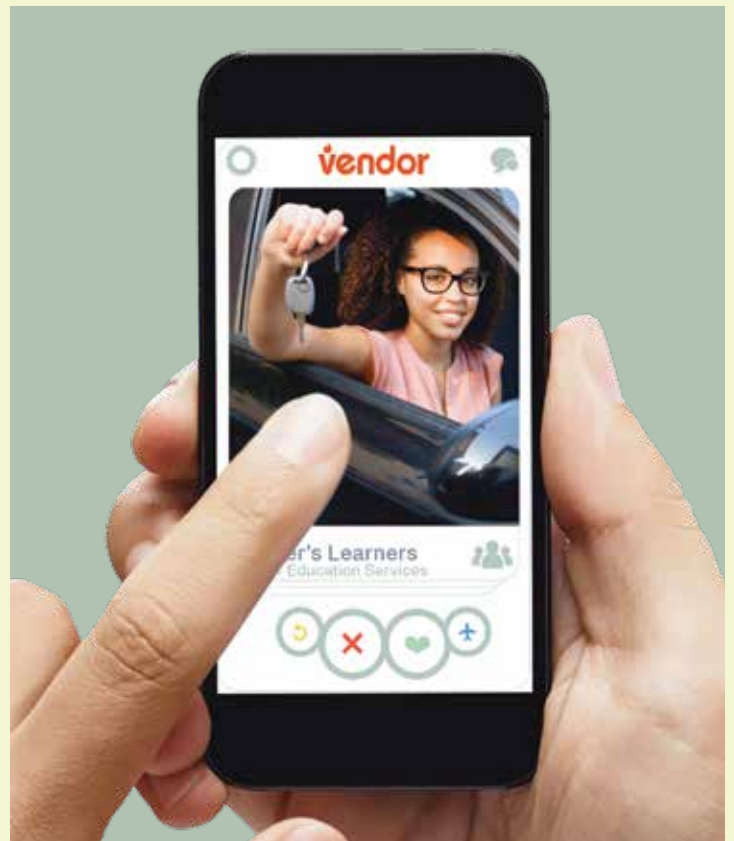
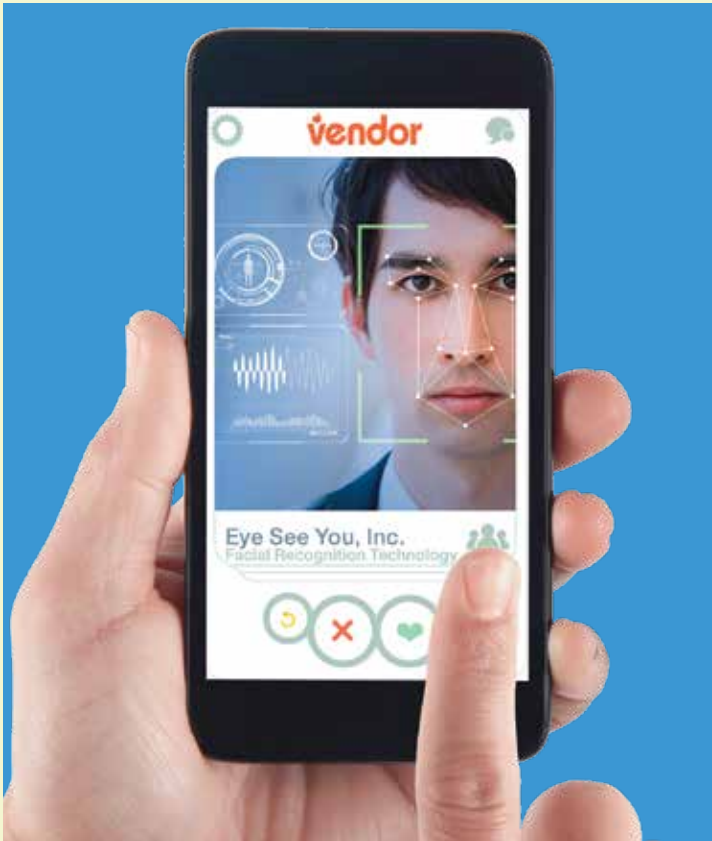
challenges and opportunities: their peers.

“Right before Hurricane Harvey hit, I received a call from my counterpart at the Louisiana Office of Motor Vehicles, who was offering us advice and assistance based on her state’s experience with Hurricane Katrina in 2005,” Brewster says. “That’s one of

the beautiful things about AAMVA: We’re able to share best practices and learn from each other’s past experiences. That was very, very helpful for me, and we at the Texas DMV stand ready to return the favor by sharing our insights with other states that may be impacted by something similar in the future.” **m**

find out more

VISIT **MOVEMAG.ORG** FOR A SLIDESHOW OF ADDITIONAL IMAGERY FROM THIS STORY.





MATCH GAME

*IT TAKES MORE THAN A SWIPE TO
IGNITE A SUCCESSFUL VENDOR
PARTNERSHIP; IT TAKES A PLAN*

BY DAWN REISS

Creating a great partnership with a vendor can sometimes feel like an impossible mission. Pre-planning in the early stages can make things easier later on.

That's because the more you can strategically envision what your agency really needs, the more it helps to create a clearly articulated road map. The more a vendor knows and understands the nuances of your agency, the better they can support you.

When you're anticipating a major purchase or project, start by doing a request for information to narrow down what things are important to you, especially if you're just not sure what's out there or what vendors have to offer, says Rose Jarois, director of the Department Services Administration, Michigan Department of State. Then request vendor demonstrations to see what they have to offer.

Pat Kohler, the former director of Washington State Department of Licensing, who stepped down at the end of June and became the deputy director, Liquor

and Cannabis Board, says this is a great way to see what vendors have to offer.

"Doing an RFI helps you understand if you have enough money set aside in a budget and what is out there in the marketplace," Kohler says.

BE TRANSPARENT

Once an RFI is done, use that information to craft a targeted RFP by continuing the dialogue with vendors.

"Making government-vendor relationships work depends on being open, fair and transparent," says Linda Dunstall, director of Road User Safety Modernization at the Ministry of Transportation Ontario. "And it starts with your request for proposal."

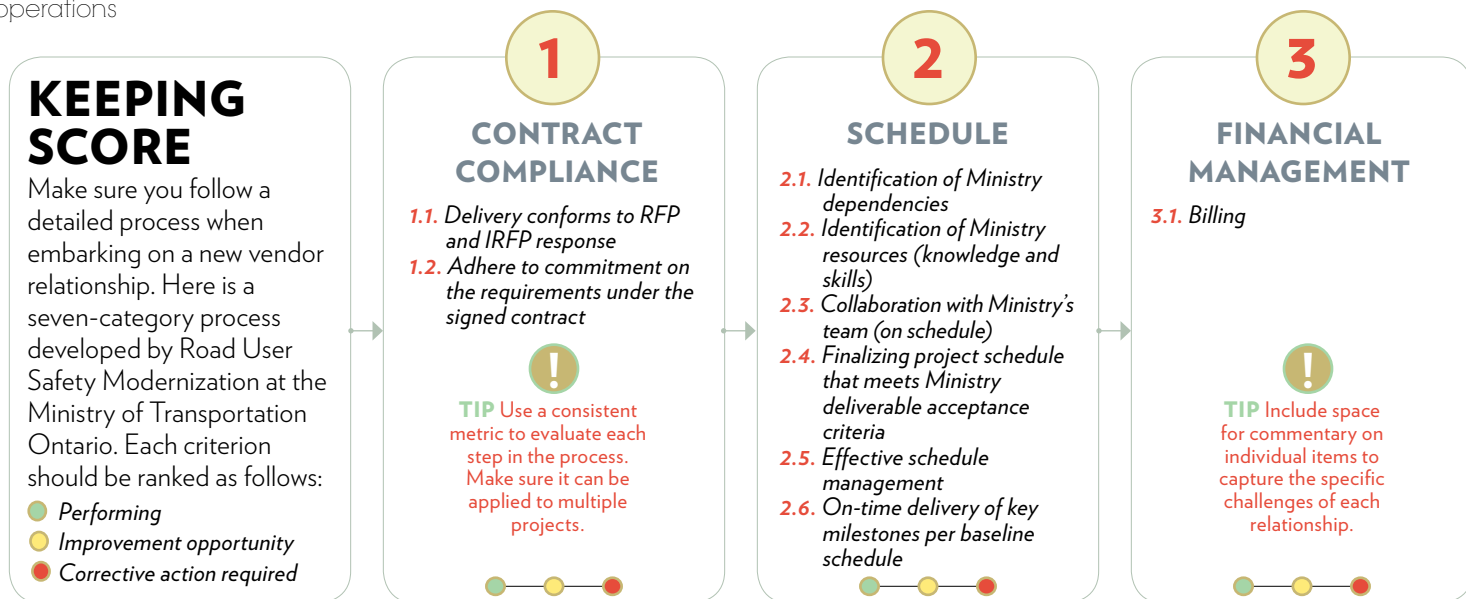
After creating a draft of an RFP, but before it's officially published, Dunstall will hold "vendor days" to meet with potential vendors to get their

feedback, allowing them to ask questions, comment on timelines and address other project details.

"As long as you meet with everybody who wants to meet with you, you're being fair," she says. "The only thing you should never be transparent on is how much money is in your budget."

Getting vendor recommendations on a project's terms and conditions has helped stave off potential problems. For example, in some instances, Dunstall says vendors mentioned the timelines were too tight and unrealistic or they would be assessed penalties if they swapped out resources at appropriate times.

Having these conversations stopped barriers that might have been there unintentionally, she says, because in Canada, once an RFP is officially released, it usually



can't be altered without a change request, which can cause scrutiny to the process, depending on the terms and conditions.

Regardless of whether you're in Canada or the United States, it is still important for government entities to articulate what they want with specific details and requirements in the RFP to avoid any confusion or ambiguity.

"But then be willing to adjust those requirements to what vendors have to offer," Jarois says. "Don't get so hung up on your requirements to the point where you're going to exclude somebody."

That's why her preference is to not include too many deliverable specifics within the RFP.

"We've found it's best to say, 'We need a project plan or we need a staffing plan' instead of dictating how that looks," Jarois says. "Then, the state and the jurisdiction will develop an expectation document so that we can utilize the expertise we have and what our needs are."

The expectation document outlines the project deliverables and sign-off criteria. "So we don't get a written deliverable and go back and forth too often," she says.

DON'T CAST TOO WIDE OF A NET

Many reputable vendors can be turned off by the procurement process and not even bid on a job, especially if it is too complicated and cumbersome.

It's one of the reasons government agencies should avoid using a "boil the ocean" approach says James

Every contract should include language to define how the vendor will be off-boarded and transitioned at the conclusion of the contract (before or after the project ends).

Harrison, a partner at Fast Enterprises that is headquartered in Denver, Colo.

While some agencies may think this will help them achieve better bottom-line prices, Harrison says it will actually create an adverse effect where vendors will "nickel and dime" agencies.

The idea of asking for a massive amount of documentation in a proposal is based on a "false premise that you can actually know everything at a certain time," Harrison says. It's based on the idea that there will never be a change order or an additional cost, he says, because in an attempt to be complete, you're going to make the RFP process ridiculous and complicated, and you're not going to save money.

Instead, vendor and procurement officers recommend having an internal discussion about what really matters and what solutions are needed before creating an RFP draft.

"There are many times when we're reading an RFP and it's not clear how to respond," says Steven Young, the senior vice president and director of state, local and commercial divisions at Mathtech in Hamilton, New Jersey, a company that helps agencies write RFPs and manage projects.

The reason: one section of an RFP will ask for a vendor's project management approach and then for the vendor's methodologies. "And, of course, one's methodology overlaps with your project management approach," he says. "And then [an agency] will ask for your approach for how you're going to keep the project well managed, which, of course, is the first two things. But really all [the agency] wants to know is what your deliverables are, because the agency isn't clear about the project management deliverables or system deliverables."

That's why Young always tells agencies they've got to put an

4

METHODOLOGY AND PROCESS EXECUTION - PMO

- 4.1. Status updates
- 4.2. Risk management
- 4.3. Issues management
- 4.4. Communications management
- 4.5. Compliance with escalation process
- 4.6. Compliance with change management process: mutual agreement to proposed changes

5

SYSTEMS DEVELOPMENT LIFE CYCLE

- 5.1. Design principles and integration strategy
- 5.2. Design authority
- 5.3. Design
- 5.4. Checkpoint
- 5.5. Build
- 5.6. Testing
- 5.7. Data load and data migration
- 5.8. Roll out
- 5.9. Training
- 5.10. Knowledge transfer

6

DELIVERABLE QUALITY

- 6.1. Ministry's review
- 6.2. Third-party review
- 6.3. Audit review



TIP Don't just rank the success of each process step; evaluate it as part of a trend. Is the vendor relationship improving? Is it deteriorating? Alert yourself to trends before they become irreversible.

7

VENDOR TEAM MANAGEMENT & PERFORMANCE

- 7.1. Resource turnover
- 7.2. Ministry & supplier team integration

appropriate amount of time into designing the project and pre-planning phase which will help determine a more positive outcome months, or even years later, and help thwart potential problems.

"An RFP is really a rulebook," Young says. "Once that rulebook is written and everyone agrees to it, you shouldn't change anything. You can, but it's not easy and sometimes not fair. Once everyone gets quoted, then you've got to be ready to play the game as it is described in the RFP."

VETTING AND MANAGING VENDORS

Getting a vendor who can actually do what they propose can sometimes be difficult.

Look at a vendor's delivery track record, Young says. "But it's got to be the right solution that meets your needs."

Asking vendors to demonstrate their solution or conduct a proof of concept session provides agencies

"a chance to test drive to make sure it works," Kohler says.

"We found those [demonstrations] to be very effective while also giving a vendor an opportunity to ask us questions in a Q&A format."

This has helped to reduce the number of bid protests, where a vendor appeals because they feel there has been an error in the process or the situation was unfair, Kohler says.

To effectively manage vendors, Kohler recommends implementing a continuous review process to constantly evaluate if goals are being met. Even though hiring a third-party to oversee another vendor can make some contractors unhappy, Kohler says it creates "positive tension" because it helps identify where you have potential problems.

"It also helps to have an initial conversation about what you are going to do about it rather than just burying your head in the sand and ignoring it," she says.

Dunstall uses a vendor scorecard that itemizes all project expectations. Every month the vendor has to self-evaluate their progress against the scorecard. "When we have our monthly meeting with a vendor, it shows areas that need to be improved," she says.

To manage her projects and vendors, Jarois color codes the status of each project in red, for problems, yellow for things that are potential problems, and green for everything that is on time.

Then, before a project goes live, Jarois implements a "go, no-go" document that is developed at least six months ahead of a project's targeted completion date. The comprehensive checklist includes every milestone that must be accomplished before the system is ready to go live. Although Jarois will include sample details of her potential "go, no-go" expectations in an RFP, she doesn't finalize the document until vendor input has been given after the project has begun.

"To me, it is the best way to assess whether the system is ready to go live," she says. "So there are no surprises later on." **m**

find out more

WONDERING WHERE TO BEGIN? AAMVA IS HERE TO HELP. SYSTEM MODERNIZATION BEST PRACTICES IS A COMPREHENSIVE GUIDE WITH RECOMMENDATIONS FOR EACH STEP ALONG THE JOURNEY. MODERNIZING LEGACY SYSTEMS TAKES SIGNIFICANT TIME, MONEY AND RESOURCES. START OFF ON THE RIGHT FOOT BY VISITING AAMVA.ORG/SYSTEM-MODERNIZATION TO DOWNLOAD THIS INVALUABLE MANUAL FOR FREE.



American Association of
Motor Vehicle Administrators

**NOW
AVAILABLE**

Jurisdictional Guidelines for the Safe Testing and Deployment of Highly Automated Vehicles



VEHICLE STANDING COMMITTEE
AUTONOMOUS VEHICLES BEST PRACTICES WORKING GROUP



As technology and vehicle designs evolve, it's important to keep pace. Jurisdictions need to partner with federal agencies to encourage technological innovation while increasing safety and mobility.

Jurisdictional Guidelines for the Safe Testing and Deployment of Highly Automated Vehicles contains voluntary recommendations for jurisdictions to regulate testing and deployment of Highly Automated Vehicles (HAVs).

In recent years, manufacturers and other technology companies began testing HAVs on public roadways, prompting the need for jurisdictions to explore ways to regulate this emerging technology to ensure safety of the motoring public.

Jurisdictional implementation of these recommendations will facilitate a consistent regulatory framework that balances current public safety with

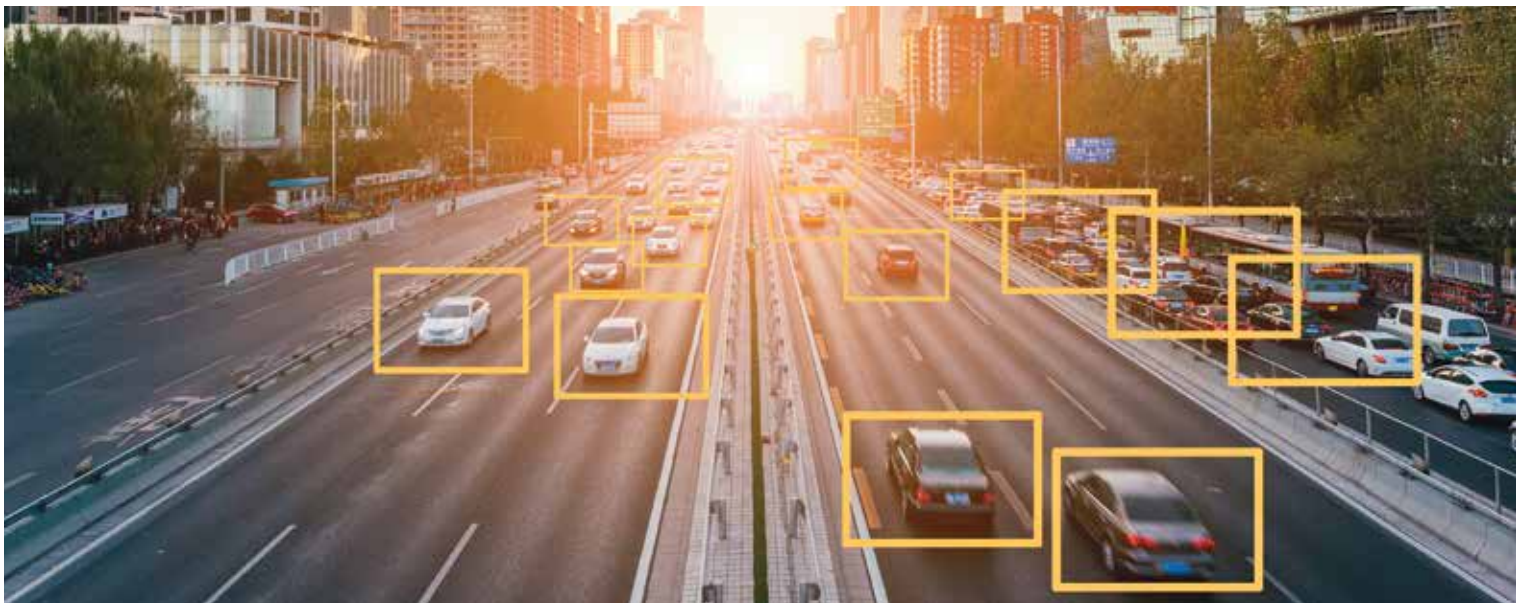
the advancement of vehicle innovations, establishing the potential to reduce crashes, fatalities, injuries and property damage.

The full report addresses the four key areas below, and offers guidelines for testing vehicles and deployed vehicles as they relate to key areas, as well as the benefits and challenges to guideline implementation.

- ▶ Administrative Considerations
- ▶ Vehicle Credentialing Considerations
- ▶ Driver Licensing Consideration
- ▶ Law Enforcement Considerations

Several national associations are engaged and working together on HAVs and are available for additional support to jurisdictional government officials, including:

▷ **AAMVA** ▷ **Council of State Governments** ▷ **National Conference of State Legislatures** ▷ **Governors Highway Safety Association**
▷ **National Governors Association** ▷ **American Association of State Highway and Transportation Officials** ▷ **International Chiefs of Police**



Download the full report at [AAMVA.org/best-practices-and-model-legislation](https://www.aamva.org/best-practices-and-model-legislation).

**IF YOU HAVE EXPOSURE
TO MORE OF THE PIECES,
IT HELPS YOU SEE THE
PUZZLE MORE CLEARLY.**



Q & A WITH

Rhonda Lahm

*NEBRASKA DMV DIRECTOR
& 2018-2019 CHAIR OF THE
BOARD REFLECTS ON HER
38 YEARS AS A PUBLIC
EMPLOYEE*

INTERVIEW BY ANDREW CONNER

Q YOU'VE HAD A LONG CAREER IN THE PUBLIC SECTOR. WHAT LED YOU TO YOUR CURRENT ROLE AS DIRECTOR OF THE NEBRASKA DMV?

My first job was working corrections right after college. I was looking at it as more of an interim job to pay off my student loans, and that's where I became familiar with being a public employee. I worked in the receiving institution, so law enforcement would come in and that's how I got interested in law enforcement and eventually applied to the state patrol. I spent 25 years



After 25 years of service, Rhonda Lahm retired from the state patrol at the rank of Major.

in the state patrol, and, with the exception of about three years during college, my whole career has been public service.

Q DO YOU THINK YOUR PUBLIC SERVICE CAREER HAS HELPED YOU PERFORM IN YOUR ROLE AT THE DMV?

Absolutely, I think it helps no matter what. If you have exposure to more of the pieces it helps you see the puzzle more clearly. Even if what I did in corrections isn't directly related to my current role, there are still connections. For example, we recently launched a program with the Nebraska Department of Correctional Services to get inmates IDs before they're released. I understand the risks and what they're dealing with. We work and intertwine with many state agencies and having that perspective gives you a better view of the state government picture.

Q WHAT ARE YOUR CURRENT GOALS FOR THE NEBRASKA DMV?

One of the things I knew we needed coming in [as director in 2013] was the modernization of some of our legacy computer systems. The first is the vehicle title and registration system, which we currently have a vendor working on, and the second is our business model for delivering driver licensing services. After planning, budgeting and legislative changes, our first new service center opened on April 30 where the process is no longer bifurcated—it's entirely done by our staff. It's more customer friendly, and we're embracing that new way of doing business.

Q WHAT WOULD YOU SAY ARE SOME OF YOUR PROUDEST ACHIEVEMENTS ACROSS YOUR CAREER?

FAST FACTS

Rhonda Lahm



HOMETOWN
Wellfleet, Nebraska



EDUCATION
Bachelor of Science,
Nebraska Wesleyan
University



FAVORITE BOOK
They Call Me Coach
by John Wooden
“John Wooden is an
awesome mentor and
leader who was ahead
of his time.”



ON THE ROAD
*Rhonda drives a 2008
Chevy Impala SS with
“a billion miles on it.”*



Rhonda Lahm poses with employees of the DMV Motor Carrier Services group, one of the winning teams that competed in the “Garden Grow Challenge.”

I’ve been fortunate enough to work for some really great people, and then when I transitioned into a supervising role, to take those lessons and help people struggling in their work finally figure something out. That “light bulb” or “aha!” moment is really great.

There were a couple of times as a patrol officer that I talked people out of committing suicide, and, honestly, that felt better than finishing a big project or getting a big grant. In the grand scheme of things, it might be a little thing, but for those people, it’s

THE BIG QUESTION

IS THERE A TRANSPORTATION ISSUE THAT YOU’RE PASSIONATE ABOUT?

We’re always looking at ways we can make the customer experience better. We respect people’s time and know it’s important to them. It’s important to me the public understand we are here to provide service; that’s our job. My employees really embrace that and are concerned with how we can design a system better, how do we change this or that. It always comes back to the customer experience.

a big thing. Those are the things I remember that are really impactful.

Q YOU SERVE ON AAMVA’S BOARD OF DIRECTORS. WHY IS IT IMPORTANT FOR YOU TO BE PART OF AN ORGANIZATION LIKE AAMVA?

The issues we deal with don’t stop at state lines, they cross jurisdictions. So there needs to be a way for information to be shared and the best way is with a common goal or initiative, and AAMVA provides that initiative. I think everyone [in the industry] should take their turn being involved for the benefit of their organization or agency.

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

I never lack for something to do. Probably one of my favorite things to do is visit my two granddaughters in Texas. I also enjoy scrapbooking and other kinds of crafting. I follow Husker [University of Nebraska Cornhuskers] women’s volleyball and basketball. I played basketball both in high school and college—I actually had to circulate a petition in my local town to get women’s basketball started in high school, because programs were just beginning. **m**

My Hero, Zero



FROM DUI TASK FORCES AND TRAFFIC DATA ANALYSIS TO YOUTH OUTREACH AND PUBLIC AWARENESS EFFORTS, PROGRESS IS BEING MADE

INVENTIVE INITIATIVES

**GEORGE W. BISHOP, IV, DEPUTY COMMISSIONER,
VIRGINIA DEPARTMENT OF MOTOR VEHICLES**

Virginia has participated in every single official meeting of the Road to Zero Coalition since its inception and supports it wholeheartedly. Among Virginia's many RTZ initiatives, there are a few that are noteworthy for their efficacy and creativity.

Getting drunk drivers off the road is a top priority. A regional DUI task force in Roanoke consisting of four jurisdictional law enforcement agencies created a stand-alone unit specifically dedicated to DUI enforcement, 24/7. Since the program began in 2017, the Roanoke Regional Task Force has issued nearly 450 DUI citations, 120 DUID citations, and performed almost 1,000 Standardized Field Sobriety Tests, a significant increase over the previous year. Virginia has created three additional task forces in other areas of the commonwealth as well.

Raising public awareness is another important component of Virginia's RTZ efforts. Though the DMV cannot advocate for legislation, it can educate legislators and has come up with an inventive way to do so. In collaboration with the Virginia Tech Transportation Institute, the Virginia DMV uses data from its Traffic Records Electronic Data System (TREDS) to generate geo-targeted heat maps of vehicular fatalities for each legislative district. These heat maps include full data sets for all crashes, fatalities and serious injuries broken down by alcohol-related, unbelted, distracted driving, speeding and pedestrian/bicycle.

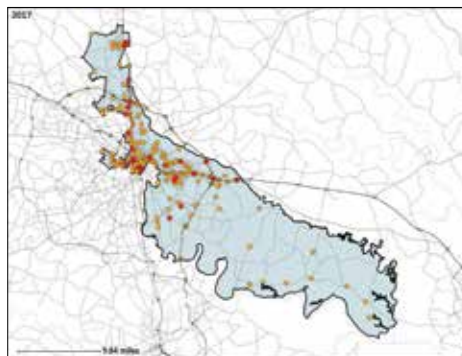
After receiving enormous positive feedback and inquiries from other state agencies and partners about the traffic incident heat maps, the Virginia DMV began publishing them—all 140—on their website, dmvNOW.com, for anyone to access and download. The real-time, robust data set available through TREDS allows Virginia to be nimble in its allocation of resources, placing them where the data analysis determines there are issues.

Virginia also formed a Highway Safety Working Group to

unite the efforts of the DMV, DOT and state police, as well as their respective communications teams. As a result of this collaboration, for the first time ever, the governor of Virginia declared the month of April this year as highway safety month. Every week featured an official event centered around highway safety: work zone safety and vulnerable road users, seatbelts, alcohol and distracted driving.

With distracted driving data showing an alarming upward trajectory, the Virginia DMV came up with a creative awareness campaign in the guise of a high school student design competition. A statewide call for entries was sent out to all the high schools for a new special license plate design to promote awareness about distracted driving.

Across the eight DMV regions of the state, high school students discussed the issue of distracted driving, sketched out artwork and crafted messages for



This 2017 heatmap of crashes in Virginia Senate District 9 shows fatalities (red) and serious injuries (yellow). The Virginia DMV, in partnership with the Virginia Tech Transportation Institute, publishes these heatmaps annually for all 140 districts.

their design submissions. Community members were selected to serve as judges in the competition and one finalist from each region went on to meet with the

governor for the announcement of the winner. AAA generously donated award funding of \$300 to each of the finalists, and \$1,000 to the winner, Kaya Windpainter of

Blacksburg High School.

And on the horizon, the Virginia DMV, in close partnership with agencies and partners across the state, is developing a new website

focused on highway safety to serve as a central portal with videos and resources available to anyone with the shared mission to develop a culture of safety.

PREDICTIVE ENGINEERING

MIKE TOOLEY, DIRECTOR, MONTANA DEPARTMENT OF TRANSPORTATION

In 2014, Montana launched the Vision Zero initiative: There is no acceptable number of fatalities or injuries on the highway. Adopting the 4E approach (engineering, enforcement, education and emergency medical services), Montana added a fifth “E”—everyone—to drive home and guide their efforts to shift culture toward a safety-first vision.

Because driving is something many people do every day, familiarity breeds complacency. One of the core tenets of Montana’s public outreach messaging is: Driving is a serious business and it’s everyone’s responsibility to take it seriously. Now in their third year of declining motor vehicle fatalities (currently at 20 percent less than this time last year), Montana is bucking the national trend. Their Vision Zero efforts are having an impact.

To support Vision Zero, the Montana Safety Committee brings together members from each department, including planning, engineering and maintenance, because no one has all the resources available to do everything they need to do. Therefore, coordination and collaboration among all stakeholders is imperative.

On the technology side, in 2014 Montana invested in the Safety Information Management System Program (SIMS), a Safety Analyst product from Agile Assets to replace an aging database and computer program. One of the major improvements is the ability to view crashes in GIS Explorer, a mapping tool which locates the crashes spatially. SIMS also has Montana-specific prediction tools to identify locations with a higher potential for crash mitigation.

In the past, problematic intersections were identified and engineering solutions were executed as one-off projects. Now with SIMS, similar locations are identified by the system itself and recommended for the same engineering solutions that proved effective in one location. This ability to proactively mitigate risk before fatalities occur is, according to the state highway patrol, one of the biggest reasons for the decline in motor vehicle fatalities over the corresponding time since the system’s implementation.

The top three causes of fatalities in Montana each year are speeding, roadway departures and lack of seatbelt use. Therefore, if drivers are prevented from departing the roadway or



Montana Governor Steve Bullock poses with members of the Family, Career and Community Leaders of America youth leadership group.

their driving lane with engineering solutions such as rumble strips, lives are saved. Montana has installed thousands of miles of centerline rumble strips with plans to address every problematic location identified. SIMS determined the priority locations for the ongoing project.

In addition to rumble strips, roundabouts have been installed at numerous intersections, including rural locations, to prevent high-speed right-angle collisions. Roundabouts move traffic more efficiently and they are safer than a traffic light.

The Montana DMV has also partnered with the Family, Career and Community Leaders of America (FCCLA) youth leadership program, which took on traffic safety in rural communities as one of their top priorities. Through a grant from the National Governor’s Highway Association, Montana DMV provides funding to the youth leadership program’s outreach efforts.

The youth of today communicate in a different way than the typical middle-aged DMV or DOT staff member. Getting young people to carry the safety-first message and communicate with their peers in their own language and on their preferred digital platforms of engagement is instrumental in reaching that most vulnerable group of the populace. **m**



Hello, I Must Be Going

WORDS OF WISDOM FROM THE
OUTGOING AND INCOMING CHAIRS



Well, they say time flies when you're having fun, and for me, the last year truly flew by. I must admit when I first saw my travel schedule, it was a little overwhelming, considering I still had a day job to focus on. With the help and support of a lot of good people at PennDOT and AAMVA, I was able to perform both roles. I truly want to thank those who made my serving as chair possible.

AAMVA is a wonderful organization and we should all be very proud of the staff and the good work they do every day in support of the members. Of course, the volunteers who serve on committees, working groups and regional and international boards are critical to our success. It is that partnership between members and staff, focused on a common vision of "Safe Drivers, Safe Vehicles, Secure Identities, Saving Lives" which makes this organization so special.

Because of our focused vision, AAMVA is a recognized leader not only in North America, but across the world. As Chair, I hope my efforts helped serve the needs of AAMVA staff and our volunteers. Thank you for the opportunity to serve. [m](#)

Kurt Myers
2017-2018 AAMVA Chair of the Board

You've probably heard the saying, "The more things change, the more they stay the same." The tools we use to do our jobs continue to develop with the emergence of new technology. The types of services we deliver and the needs of our customers continue to grow. Laws and regulations evolve and become more complex. Fraud schemes become more complicated. Vehicles are well on their way to becoming autonomous, and possibly even flying. The list will continue to expand with advances impacting law enforcement and the motor vehicle industry in ways we have not even conceived.

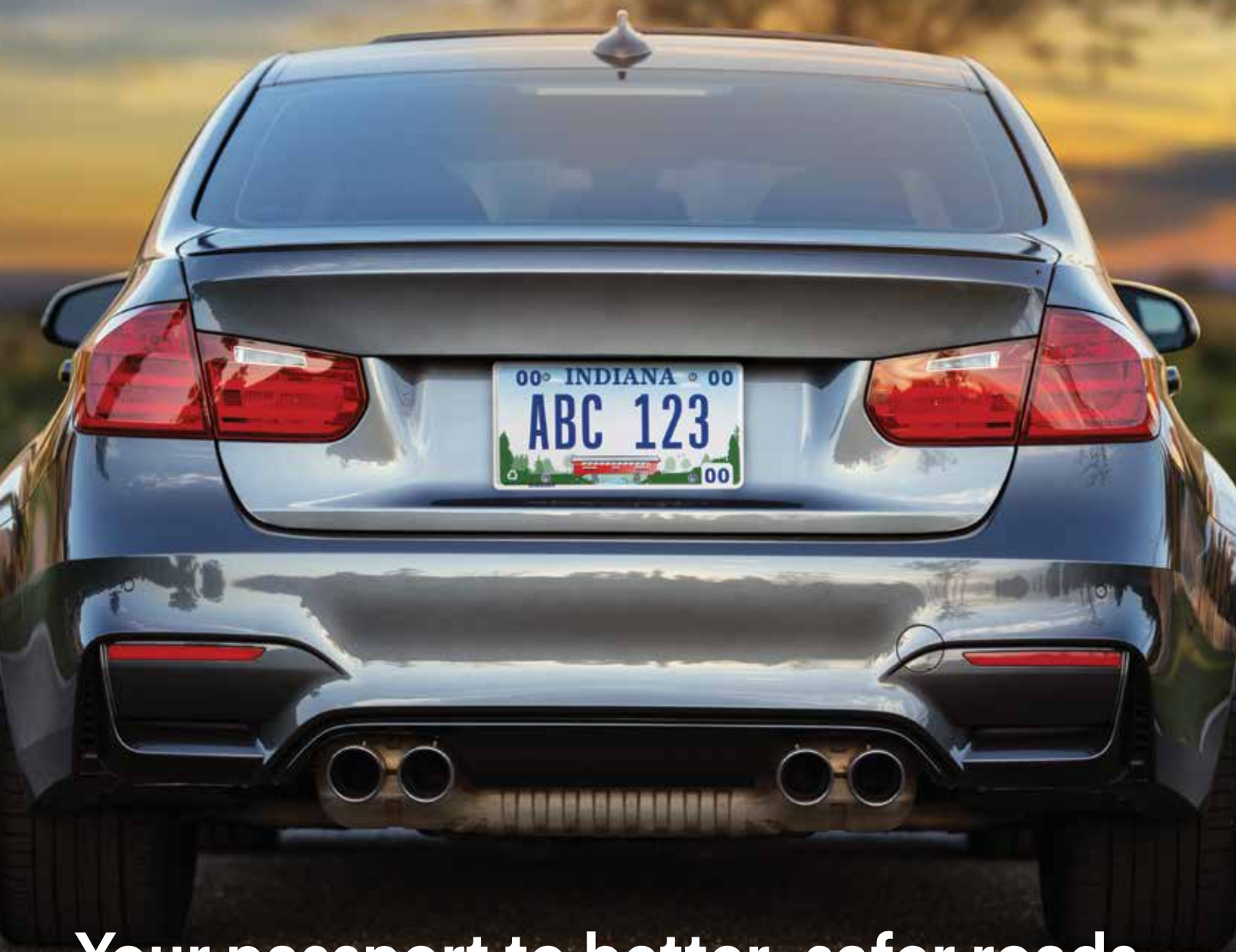
However, there is one thing that has not, and does not change: the commitment of motor vehicle and law enforcement agencies to provide quality service to our customers. The expectations of our customers increase as the quality and speed of service they receive in other realms of their lives improves. As I step into the role as chair of the AAMVA Board of Directors, it is exciting to see how jurisdictions are adapting and continuing to meet these expectations. We must continue to be ready, willing and able to rise to the challenge. AAMVA plays an integral role in supporting jurisdictions to do just that by providing comprehensive resources to assist with this important task. The solution to a problem, an innovative way to provide services, data from other states, suggestions for legislation and best practice documents are all available at your fingertips through the resources provided by AAMVA.

It's easy to get caught up in trying to keep pace with all of the change. Our challenge will continue to be, in the midst of these changes, to maintain the priority of providing excellent service to our customers.

Thank you for allowing me the honor to serve as chair. There is much to be done and I look forward to what we can accomplish together. [m](#)



Rhonda Lahm
2018-2019 AAMVA Chair of the Board



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